Higley Unified School District

Maricopa County
Efficiency peer groups 2 and T-3, Achievement peer group 1

Legislative district(s): 12

District size, location: Large, Suburb
Students attending: 11,720
Number of schools: 13

OPERATIONAL EFFICIENCY

Spending by operational area

<table>
<thead>
<tr>
<th>Operational area</th>
<th>Measure</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Cost per pupil</td>
<td>$664</td>
<td>$763</td>
<td>$844</td>
</tr>
<tr>
<td></td>
<td>Students per administrative position</td>
<td>91</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Plant operations</td>
<td>Cost per square foot</td>
<td>$4.48</td>
<td>$6.41</td>
<td>$6.30</td>
</tr>
<tr>
<td></td>
<td>Square footage per student</td>
<td>152</td>
<td>148</td>
<td>155</td>
</tr>
<tr>
<td>Food service</td>
<td>Cost per meal</td>
<td>$2.88</td>
<td>$2.98</td>
<td>$2.88</td>
</tr>
<tr>
<td>Transportation</td>
<td>Cost per mile</td>
<td>$4.24</td>
<td>$4.28</td>
<td>$3.84</td>
</tr>
<tr>
<td></td>
<td>Cost per rider</td>
<td>$1,083</td>
<td>$1,207</td>
<td>$1,198</td>
</tr>
</tbody>
</table>

Efficiency measures relative to peer averages

<table>
<thead>
<tr>
<th>Operational area</th>
<th>Measure</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td></td>
<td>Cost per rider</td>
<td>$1,083</td>
<td>$1,207</td>
<td>$1,198</td>
</tr>
</tbody>
</table>

Per pupil spending

<table>
<thead>
<tr>
<th>Spending by area</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$3,196</td>
<td>$3,865</td>
<td>$4,035</td>
</tr>
<tr>
<td>Administration</td>
<td>626</td>
<td>664</td>
<td>763</td>
</tr>
<tr>
<td>Plant operations</td>
<td>650</td>
<td>679</td>
<td>941</td>
</tr>
<tr>
<td>Food service</td>
<td>209</td>
<td>218</td>
<td>348</td>
</tr>
<tr>
<td>Transportation</td>
<td>273</td>
<td>296</td>
<td>383</td>
</tr>
<tr>
<td>Student support</td>
<td>322</td>
<td>407</td>
<td>622</td>
</tr>
<tr>
<td>Instruction support</td>
<td>266</td>
<td>330</td>
<td>501</td>
</tr>
<tr>
<td>Total operational</td>
<td>$5,542</td>
<td>$6,459</td>
<td>$7,593</td>
</tr>
<tr>
<td>Land and buildings</td>
<td>$1,428</td>
<td>$1,715</td>
<td>$1,761</td>
</tr>
<tr>
<td>Equipment</td>
<td>263</td>
<td>496</td>
<td>527</td>
</tr>
<tr>
<td>Interest</td>
<td>453</td>
<td>632</td>
<td>295</td>
</tr>
<tr>
<td>Other</td>
<td>301</td>
<td>353</td>
<td>145</td>
</tr>
<tr>
<td>Total nonoperational</td>
<td>$2,445</td>
<td>$2,195</td>
<td>$1,728</td>
</tr>
<tr>
<td>Total per pupil spending</td>
<td>$7,987</td>
<td>$8,654</td>
<td>$9,321</td>
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</tbody>
</table>

STUDENT ACHIEVEMENT, STUDENT AND TEACHER MEASURES, AND REVENUES

Students who passed state assessments

<table>
<thead>
<tr>
<th>Measure</th>
<th>District</th>
<th>Peer group</th>
<th>State-wide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Math</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>English Language Arts</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Science</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Student and teacher measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance rate</td>
<td>95%</td>
<td>95%</td>
<td>94%</td>
</tr>
<tr>
<td>Graduation rate (2016)</td>
<td>91%</td>
<td>93%</td>
<td>80%</td>
</tr>
<tr>
<td>Poverty rate (2016)</td>
<td>7%</td>
<td>7%</td>
<td>22%</td>
</tr>
<tr>
<td>Special education population</td>
<td>11%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Students per teacher</td>
<td>18.4</td>
<td>18.3</td>
<td>18.5</td>
</tr>
<tr>
<td>Average teacher salary</td>
<td>$45,252</td>
<td>$44,253</td>
<td>$48,372</td>
</tr>
<tr>
<td>Amount from Prop 301</td>
<td>$5,022</td>
<td>$5,557</td>
<td>$5,840</td>
</tr>
<tr>
<td>Average years of teacher experience</td>
<td>9.0</td>
<td>11.2</td>
<td>11.3</td>
</tr>
<tr>
<td>Percentage of teachers in first 3 years</td>
<td>26%</td>
<td>21%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Per pupil revenues

<table>
<thead>
<tr>
<th>Revenues by source</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$399</td>
<td>$327</td>
<td>$896</td>
</tr>
<tr>
<td>State</td>
<td>3,964</td>
<td>4,044</td>
<td>3,831</td>
</tr>
<tr>
<td>Local</td>
<td>3,818</td>
<td>4,311</td>
<td>4,613</td>
</tr>
<tr>
<td>Total per pupil revenues</td>
<td>$8,181</td>
<td>$8,682</td>
<td>$9,088</td>
</tr>
</tbody>
</table>

Select revenues from common sources

<table>
<thead>
<tr>
<th>Measure</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equalization formula funding</td>
<td>$5,260</td>
<td>$5,322</td>
<td>$5,436</td>
</tr>
<tr>
<td>Prop 123 additional funding</td>
<td>243</td>
<td>245</td>
<td>242</td>
</tr>
<tr>
<td>Grants</td>
<td>44</td>
<td>44</td>
<td>47</td>
</tr>
<tr>
<td>Donations and tax credits</td>
<td>407</td>
<td>333</td>
<td>943</td>
</tr>
<tr>
<td>Number of peers</td>
<td>74</td>
<td>59</td>
<td>98</td>
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</tbody>
</table>

Select revenues from less common sources

<table>
<thead>
<tr>
<th>Measure</th>
<th>District</th>
<th>Peer average</th>
<th>State average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desegregation</td>
<td>$0</td>
<td>$0</td>
<td>3 of 10</td>
</tr>
<tr>
<td>Small school adjustment</td>
<td>0</td>
<td>0</td>
<td>0 of 10</td>
</tr>
<tr>
<td>Federal impact aid</td>
<td>0</td>
<td>0</td>
<td>2 of 10</td>
</tr>
<tr>
<td>Voter-approved levy increases</td>
<td>813</td>
<td>1,458</td>
<td>10 of 10</td>
</tr>
</tbody>
</table>

1 See Appendix A for information such as districts included in each peer group and Appendix B for sources and methodology.
Higley USD—page 2

**Instructional spending percentage**

<table>
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</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>60.2</td>
<td>56.1</td>
<td>58.2</td>
<td>59.9</td>
<td>65.4</td>
<td>58.6</td>
<td>57.7</td>
<td>57.0</td>
<td>55.0</td>
<td>54.9</td>
<td>54.2</td>
<td>55.3</td>
<td>55.9</td>
<td>55.7</td>
<td>56.0</td>
<td>57.7</td>
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</tbody>
</table>

**OPERATIONAL TRENDS AND FINANCIAL STRESS ASSESSMENT**

Fiscal years as indicated

**5-year spending trend (2012 through 2017)**

Total operational spending per pupil, adjusted for inflation, increased by 1 percent. The percentage of dollars spent on instruction increased from 55.3 to 59.8 percent. Overall, as a percentage of total operational spending, plant operations and instruction support decreased and administration and food service decreased slightly. Other noninstructional areas remained stable.

**Total operational and instructional spending per pupil (inflation adjusted to 2017 dollars)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total operational spending per pupil</td>
<td>$10,693</td>
<td>$10,074</td>
<td>$9,529</td>
<td>$9,269</td>
<td>$9,345</td>
<td>$8,792</td>
</tr>
<tr>
<td>Instructional spending per pupil</td>
<td>$6,459</td>
<td>$6,255</td>
<td>$5,804</td>
<td>$5,598</td>
<td>$5,710</td>
<td>$5,365</td>
</tr>
</tbody>
</table>

**Students attending**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>675</td>
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<td>02</td>
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<td>03</td>
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<td>09</td>
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<td>17</td>
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</table>

**Financial stress assessment**

Overall financial stress level: **Low**

<table>
<thead>
<tr>
<th>Measure: 2015 through 2017</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>Change in number of district students</td>
<td>Increase</td>
</tr>
<tr>
<td>Spending exceeded operating/capital budgets</td>
<td>No overspending</td>
</tr>
<tr>
<td>Spending increase election results</td>
<td>Voter-approved</td>
</tr>
<tr>
<td>Operating reserve percentage, Trend</td>
<td>6.5%, Increasing</td>
</tr>
<tr>
<td>Years of capital reserve held</td>
<td>More than 3 years</td>
</tr>
<tr>
<td>Current financial and internal control status</td>
<td>Compliant</td>
</tr>
</tbody>
</table>

**Administrative cost per pupil**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,250</td>
<td>$1,200</td>
<td>$1,150</td>
<td>$1,100</td>
<td>$1,050</td>
<td>$1,000</td>
<td>$950</td>
</tr>
</tbody>
</table>

**Plant cost per square foot and square footage per student**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
</tr>
</tbody>
</table>

**Food service cost per meal**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.64</td>
<td>$2.64</td>
<td>$2.64</td>
<td>$2.64</td>
<td>$2.64</td>
<td>$2.64</td>
<td>$2.64</td>
</tr>
</tbody>
</table>

**Transportation costs per mile and per rider**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5</td>
<td>$5</td>
<td>$5</td>
<td>$5</td>
<td>$5</td>
<td>$5</td>
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