

Window Rock Unified School District

Apache County

Efficiency peer groups 5 and T-7, Achievement peer group 7

Legislative district(s): 7

District size, location:

Medium, Town

Students attending¹:

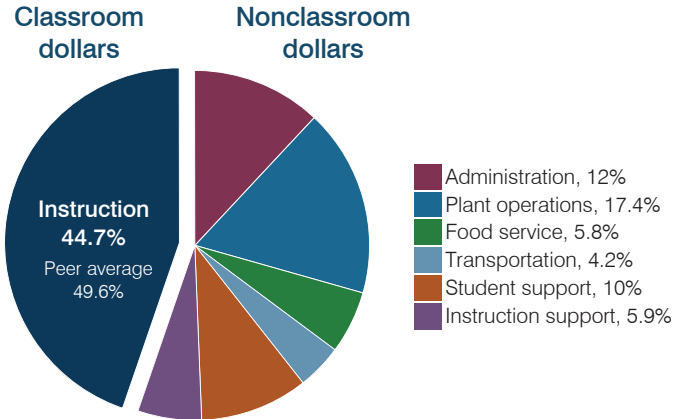
1,851

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,399	\$1,145	\$806
	Students per administrative position	50	56	67
Plant operations	Cost per square foot	\$6.40	\$5.22	\$6.10
	Square footage per student	317	270	154
Food service	Cost per meal	\$3.44	\$3.40	\$2.81
Transportation	Cost per mile	\$2.96	\$3.32	\$3.72
	Cost per rider	\$959	\$863	\$1,092

Per pupil spending

Spending by area	District		Peer average 2016	State average 2016
	2015	2016		
Instruction	\$ 4,741	\$ 5,216	\$ 4,576	\$ 4,145
Administration	1,033	1,399	1,145	806
Plant operations	2,137	2,025	1,342	939
Food service	587	674	450	415
Transportation	468	487	522	364
Student support	941	1,168	695	633
Instruction support	485	687	396	444
Total operational	\$ 10,392	\$ 11,656	\$ 9,126	\$ 7,746
Land and buildings	\$ 479	\$ 0	\$ 452	\$ 621
Equipment	144	596	498	400
Interest	356	469	243	216
Other	8	7	65	153
Total nonoperational	\$ 987	\$ 1,072	\$ 1,258	\$ 1,390
Total per pupil spending	\$ 11,379	\$ 12,728	\$ 10,384	\$ 9,136

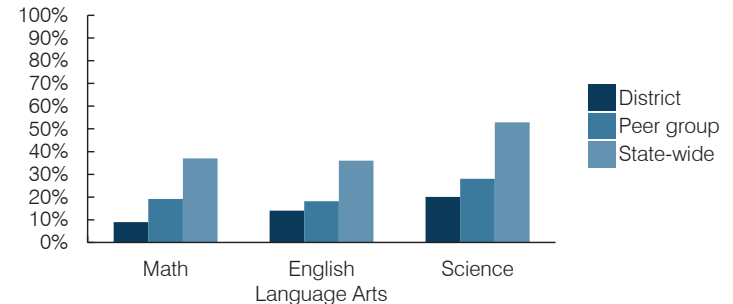
¹ District is working with the Arizona Department of Education to resolve student count discrepancy. See Appendix B, page b-5.

STUDENT AND TEACHER MEASURES, FINANCIAL ASSESSMENT, AND REVENUES

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate (2015)	92%	92%	94%
Graduation rate (2015)	78%	77%	78%
Poverty rate (2015)	39%	42%	23%
Students per teacher	17.1	15.6	18.6
Average teacher salary	\$46,978	\$45,126	\$46,384
Amount from Proposition 301	\$3,506	\$4,619	\$5,315
Average years of teacher experience	14.0	12.6	11.0
Percentage of teachers in first 3 years	12%	15%	20%

Students who passed state assessments



Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2014 through 2016

Assessment

Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage, Trend	3.6%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low	Moderate	High
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Per pupil revenues

Revenues by source	District		Peer average 2016	State average 2016
	2015	2016		
Federal	\$ 8,715	\$ 8,469	\$ 4,015	\$ 1,301
State	4,903	5,028	4,190	3,780
Local	1,341	1,231	4,081	4,268
Total revenues per pupil	\$ 14,959	\$ 14,728	\$ 12,286	\$ 9,349

Select revenues from common sources

Equalization formula funding	\$ 4,904	\$ 5,479	\$ 5,922	\$ 5,471
Grants	1,879	1,724	1,805	1,182
Donations and tax credits	5	4	139	86

Select revenues from less common sources

	Number of peers receiving		
Desegregation	\$ 0	\$ 0	1 of 29
Small school adjustment	0	0	0 of 29
Federal impact aid	7,146	7,006	14 of 29
Voter-approved levy increases	122	146	19 of 29

Classroom dollar percentage

Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Percentage:	54.1	57.3	57.5	56.1	52.0	52.0	52.4	50.4	50.1	49.6	47.4	48.0	47.1	46.1	45.6	44.7

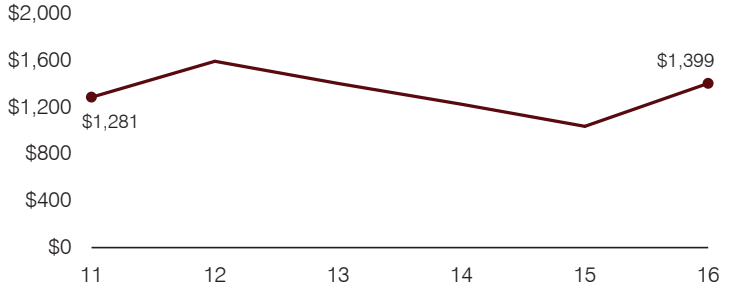
OPERATIONAL TRENDS

Fiscal years as indicated

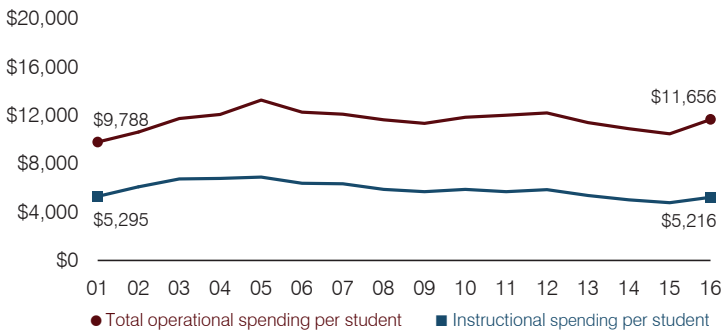
5-year spending trend (2011 through 2016)

Total operational spending per pupil, adjusted for inflation, decreased by 3 percent. The percentage of dollars spent in the classroom decreased overall from 47.4 to 44.7 percent. Overall, as a percentage of total operational spending, plant operations and food service increased substantially, while instruction support decreased substantially. All other nonclassroom areas varied year to year.

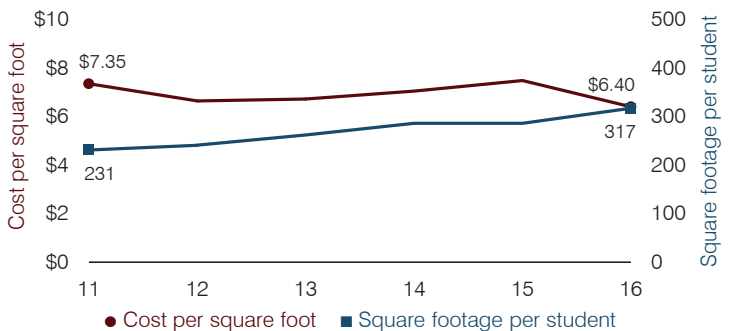
Administrative cost per pupil



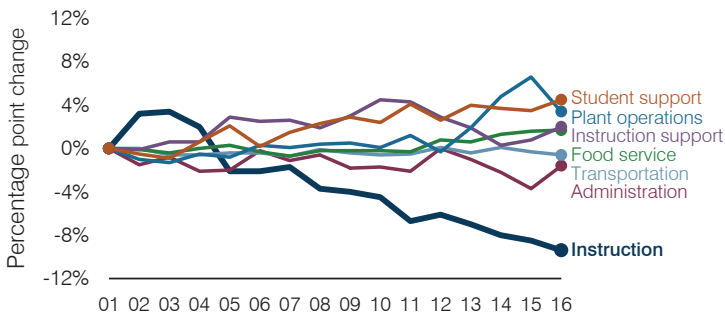
Total operational and instructional spending per pupil (inflation adjusted to 2016 dollars)



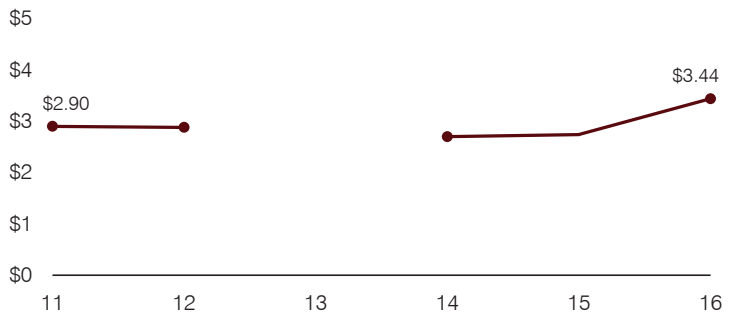
Plant cost per square foot and square footage per student



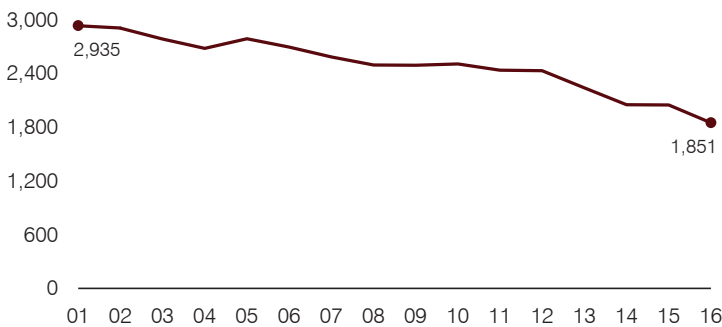
Changes in operational spending percentages



Food service cost per meal



Students attending



Transportation costs per mile and per rider

