

Agua Fria Union High School District

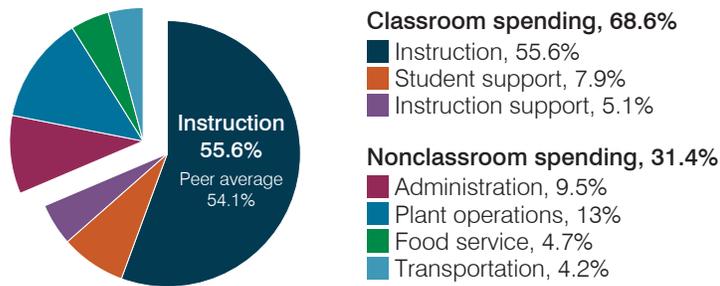
Maricopa County
 Peer groups: Operational 3 and T-4, Achievement 8¹
 Legislative district(s): 4, 13, 19, and 29
 District location: Suburb
 Number of schools: 5
 Graduation rate (2018): 95%

Students attending; Size: 7,899; Medium-large
 5-year change in students attending: 11% increase
 Special education population: 11%
 English learner population: 1%
 Poverty rate (2018): 10%
 Free/reduced meal eligibility: 36%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.7	53.3	54.6	51.6	51.3	56.1	53.8	54.3	53.7	53.4	53.1	51.9	52.6	52.2	53.0	53.0	52.5	53.5	55.6

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$887	\$903
	Students per administrative position	66	68	66
Plant operations	Cost per square foot	\$7.31	\$5.90	\$6.49
	Square footage per student	156	159	158
Food service	Cost per meal	\$4.54	\$3.35	\$3.08
Transportation	Cost per mile	\$3.80	\$4.02	\$4.29
	Cost per rider	\$1,459	\$1,407	\$1,424



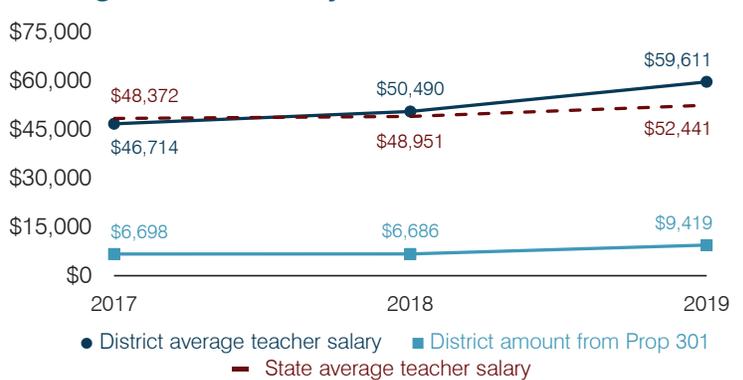
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,960	\$ 4,878	\$ 4,496	\$ 4,869
Student support	600	690	730	754
Instruction support	393	450	377	497
Administration	733	837	887	903
Plant operations	1,031	1,138	977	1,027
Food service	341	413	353	438
Transportation	348	370	428	417
Total operational	7,406	8,776	8,248	8,905
Land and buildings	7,871	1,379	1,367	1,086
Equipment	510	740	508	496
Interest	441	468	319	261
Other	19	48	194	180
Total nonoperational	8,841	2,635	2,388	2,023
Total per pupil spending	\$ 16,247	\$ 11,411	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

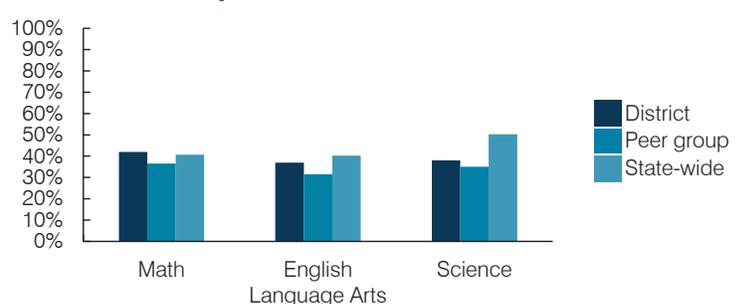


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.8	21.6	20.4
Average years of teacher experience	8.1	7.7	7.4
Percentage of teachers in first 3 years	33%	36%	39%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Aguila Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 19¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 153; Very small

5-year change in students attending: 7% increase

Special education population: 13%

English learner population: 28%

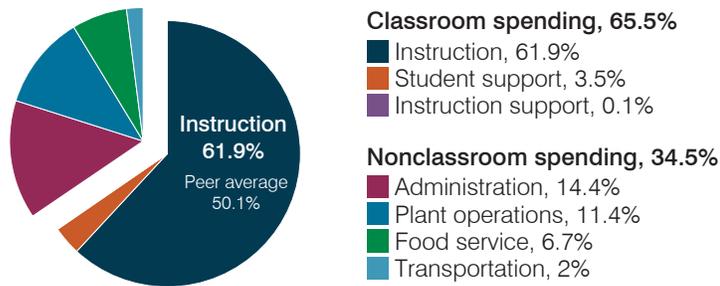
Poverty rate (2018): 30%

Free/reduced meal eligibility: 96%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.9	61.4	62.6	59.9	55.1	51.6	57.9	57.4	62.1	63.8	64.5	58.5	63.1	65.4	55.6	54.8	58.0	58.3	61.9

Spending by operational area



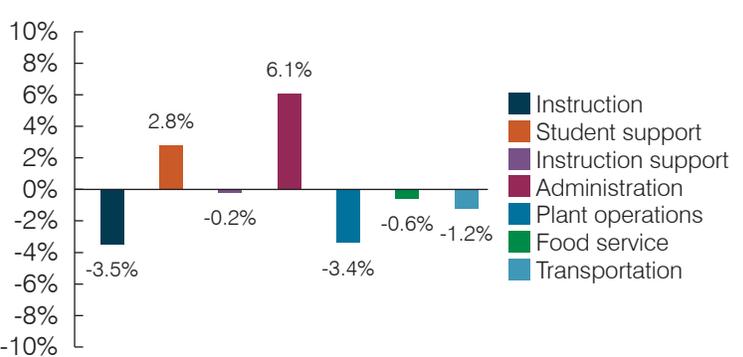
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,454	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$5.56	\$7.70	\$6.49
	Square footage per student	207	382	158
Food service	Cost per meal	\$3.04	\$5.47	\$3.08
Transportation	Cost per mile	\$0.61	\$2.28	\$4.29
	Cost per rider	\$432	\$1,665	\$1,424

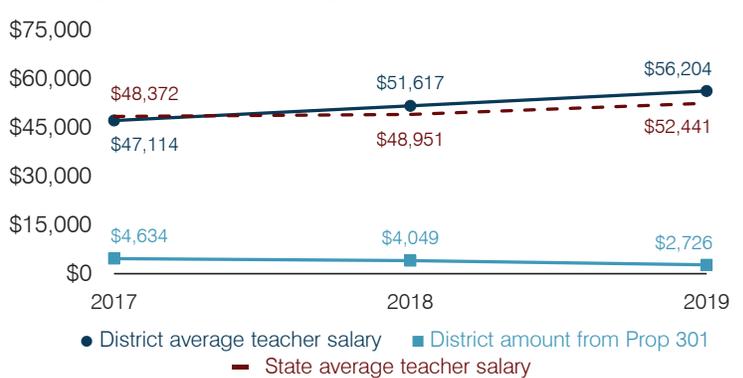
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,958	\$ 6,238	\$ 9,084	\$ 4,869
Student support	334	349	756	754
Instruction support	29	16	438	497
Administration	1,574	1,454	3,398	903
Plant operations	1,210	1,153	2,665	1,027
Food service	805	675	917	438
Transportation	311	200	976	417
Total operational	10,221	10,085	18,234	8,905
Land and buildings	5	60	1,425	1,086
Equipment	200	296	1,013	496
Interest	20	0	28	261
Other	748	762	92	180
Total nonoperational	973	1,118	2,558	2,023
Total per pupil spending	\$ 11,194	\$ 11,203	\$20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

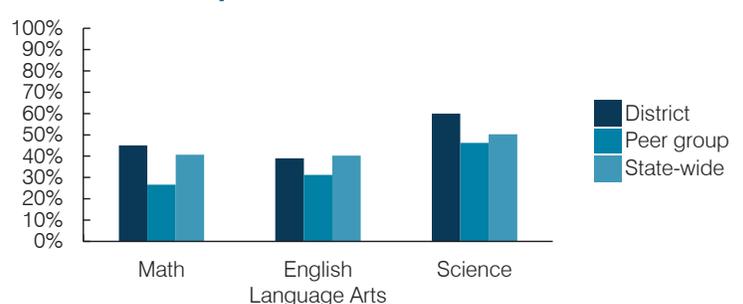


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.8	14.4	15.3
Average years of teacher experience	11.3	12.8	13.9
Percentage of teachers in first 3 years	10%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Ajo Unified School District

Pima County

Peer groups: Operational 6 and T-9, Achievement 6¹

Legislative district(s): 4

District location: Town

Number of schools: 2

Graduation rate (2018): 87%

Students attending; Size: 433; Small

5-year change in students attending: 6% increase

Special education population: 10%

English learner population: 19%

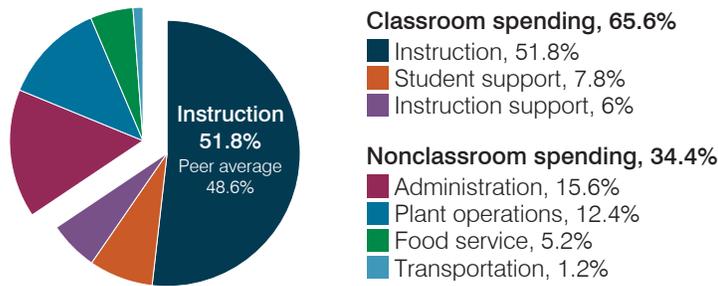
Poverty rate (2018): 28%

Free/reduced meal eligibility: 81%

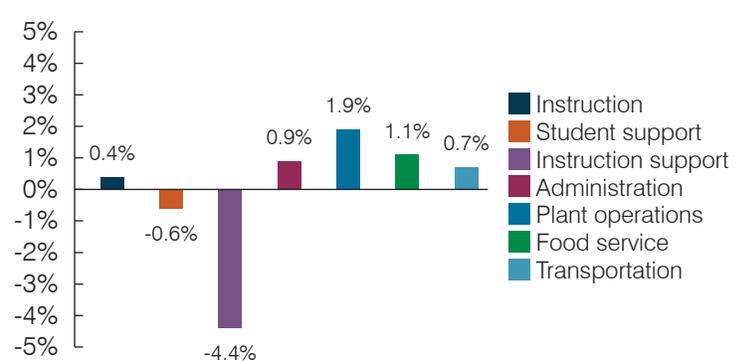
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	61.7	60.1	60.2	55.0	55.4	56.7	56.9	59.4	60.2	55.6	50.3	49.8	51.4	53.9	50.7	53.8	52.9	51.8

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

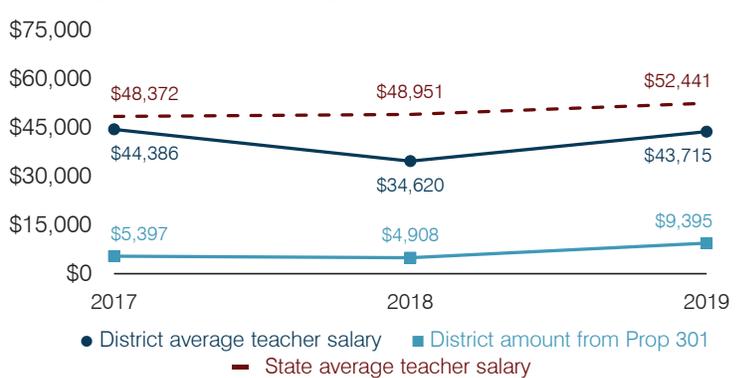


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,482	\$1,750	\$903
	Students per administrative position	44	45	66
Plant operations	Cost per square foot	\$4.75	\$5.35	\$6.49
	Square footage per student	247	315	158
Food service	Cost per meal	\$3.48	\$3.77	\$3.08
Transportation	Cost per mile	\$4.37	\$2.74	\$4.29
	Cost per rider	\$2,479	\$1,641	\$1,424



Average teacher salary and other measures

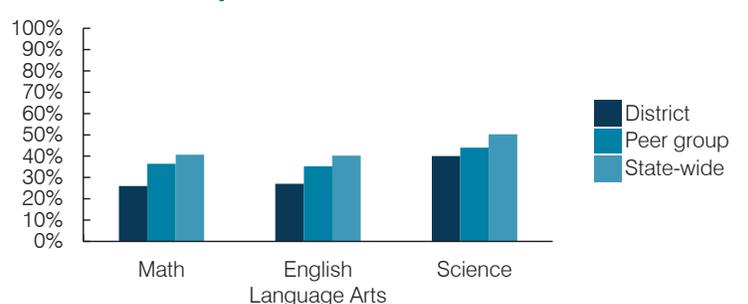


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,715	\$ 4,912	\$ 5,732	\$ 4,869
Student support	535	739	763	754
Instruction support	519	564	364	497
Administration	1,492	1,482	1,750	903
Plant operations	1,100	1,175	1,697	1,027
Food service	461	493	545	438
Transportation	94	109	616	417
Total operational	8,916	9,474	11,467	8,905
Land and buildings	109	1,685	757	1,086
Equipment	211	348	692	496
Interest	1	0	152	261
Other	196	196	64	180
Total nonoperational	517	2,229	1,665	2,023
Total per pupil spending	\$ 9,433	\$ 11,703	\$13,132	\$10,928

Measure	2017	2018	2019
Students per teacher	16.1	14.0	18.9
Average years of teacher experience	14.4	9.7	10.7
Percentage of teachers in first 3 years	21%	52%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Alhambra Elementary School District

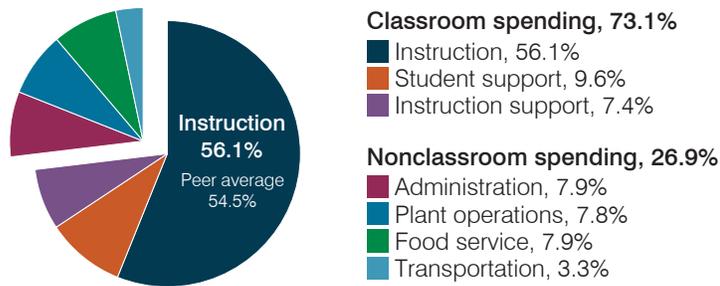
Maricopa County
 Peer groups: Operational 7 and T-1, Achievement 15¹
 Legislative district(s): 29 and 30
 District location: City
 Number of schools: 14
 Graduation rate (2018): N/A

Students attending; Size: 11,438; Large
 5-year change in students attending: 14% decrease
 Special education population: 11%
 English learner population: 20%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 89%

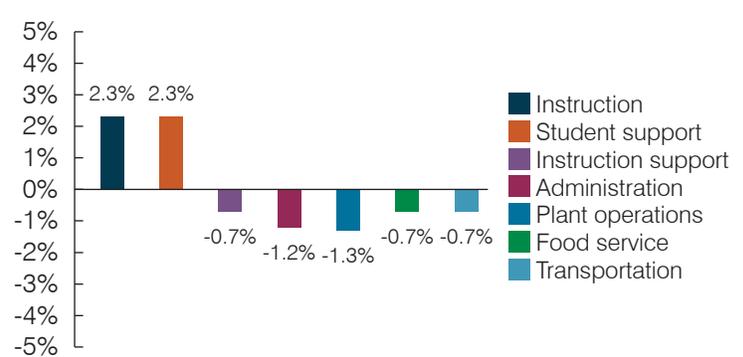
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.8	63.8	63.6	63.0	61.8	61.2	61.2	59.4	57.7	55.2	55.5	55.5	54.0	53.8	53.7	54.2	56.4	52.7	56.1

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

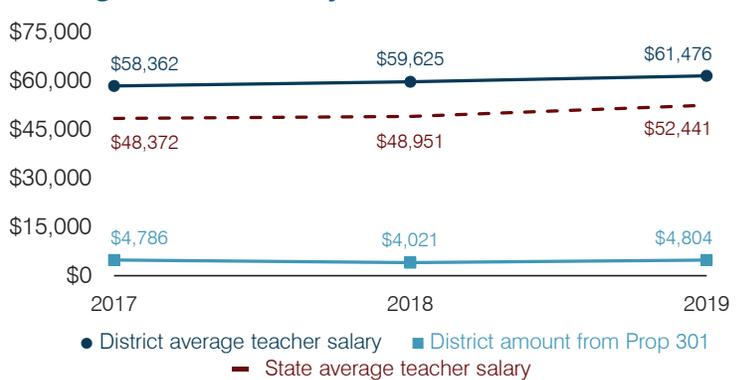


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$757	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$5.41	\$6.31	\$6.49
	Square footage per student	137	142	158
Food service	Cost per meal	\$3.45	\$2.97	\$3.08
Transportation	Cost per mile	\$8.67	\$7.55	\$4.29
	Cost per rider	\$1,231	\$1,108	\$1,424



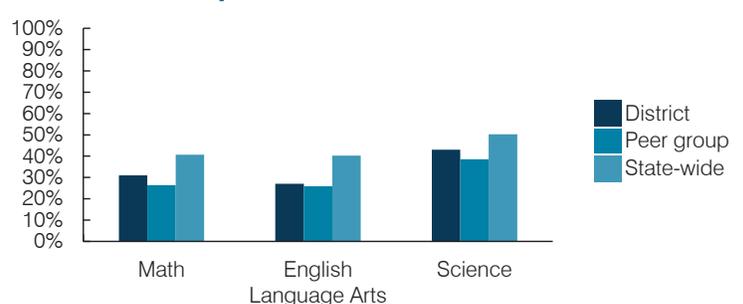
Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,432	\$ 5,376	\$ 4,824	\$ 4,869
Student support	785	918	760	754
Instruction support	651	708	554	497
Administration	795	757	887	903
Plant operations	724	741	892	1,027
Food service	711	760	608	438
Transportation	307	317	342	417
Total operational	8,405	9,577	8,867	8,905
Land and buildings	111	1,032	1,189	1,086
Equipment	467	552	508	496
Interest	1	40	230	261
Other	47	49	177	180
Total nonoperational	626	1,673	2,104	2,023
Total per pupil spending	\$ 9,031	\$ 11,250	\$ 10,971	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Alpine Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 20¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 51; Very small

5-year change in students attending: 5% decrease

Special education population: 24%

English learner population: 0%

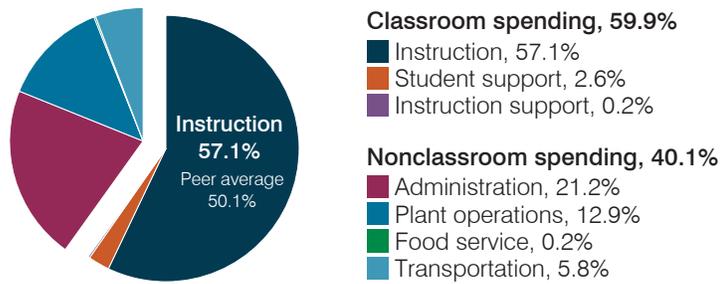
Poverty rate (2018): 38%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.3	61.0	54.3	52.3	51.4	52.9	51.0	56.2	58.4	59.1	58.2	57.9	59.2	59.3	61.2	63.0	59.7	58.3	57.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,326	\$3,398	\$903
	Students per administrative position	34	32	66
Plant operations	Cost per square foot	\$9.02	\$7.70	\$6.49
	Square footage per student	291	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$0.49	\$2.28	\$4.29
	Cost per rider	\$2,099	\$1,665	\$1,424

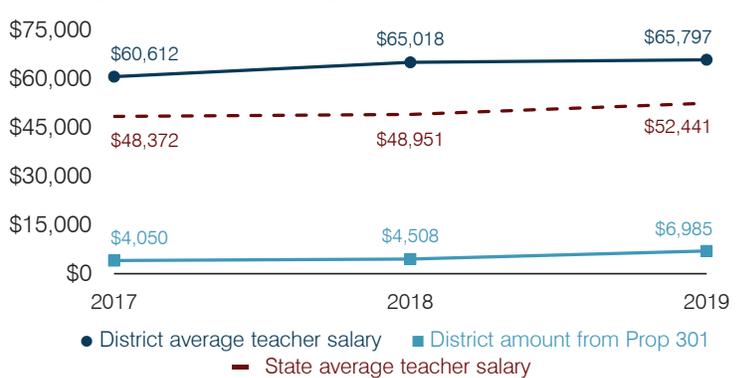
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,206	\$ 11,657	\$ 9,084	\$ 4,869
Student support	326	530	756	754
Instruction support	77	38	438	497
Administration	3,381	4,326	3,398	903
Plant operations	2,156	2,627	2,665	1,027
Food service	48	49	917	438
Transportation	1,325	1,192	976	417
Total operational	17,519	20,419	18,234	8,905
Land and buildings	194	1,016	1,425	1,086
Equipment	154	1,576	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	348	2,592	2,558	2,023
Total per pupil spending	\$ 17,867	\$ 23,011	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

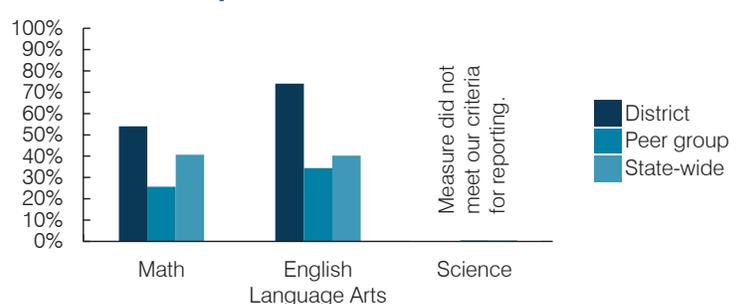


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.5	13.8	10.2
Average years of teacher experience	21.0	22.0	21.4
Percentage of teachers in first 3 years	0%	0%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Altar Valley Elementary School District

Pima County

Peer groups: Operational 10 and T-9, Achievement 18¹

Legislative district(s): 2 and 4

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 580; Small

5-year change in students attending: 7% decrease

Special education population: 14%

English learner population: 8%

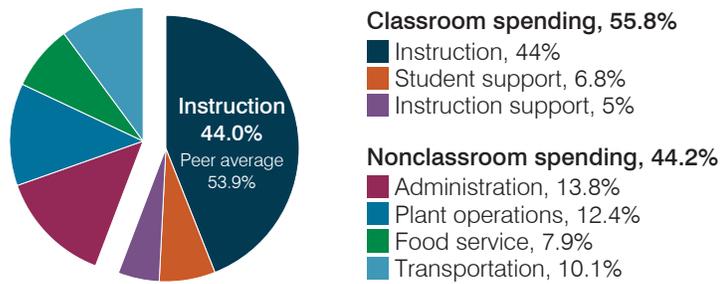
Poverty rate (2018): 25%

Free/reduced meal eligibility: 85%

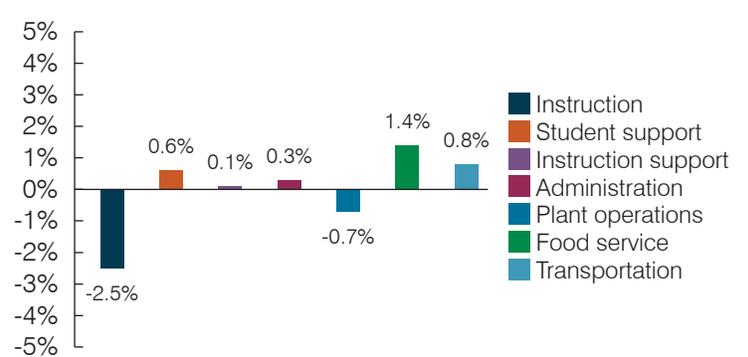
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.0	51.0	47.7	48.6	47.5	47.3	46.5	48.0	47.6	46.5	41.7	44.1	44.7	46.5	45.2	44.4	45.7	45.8	44.0

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

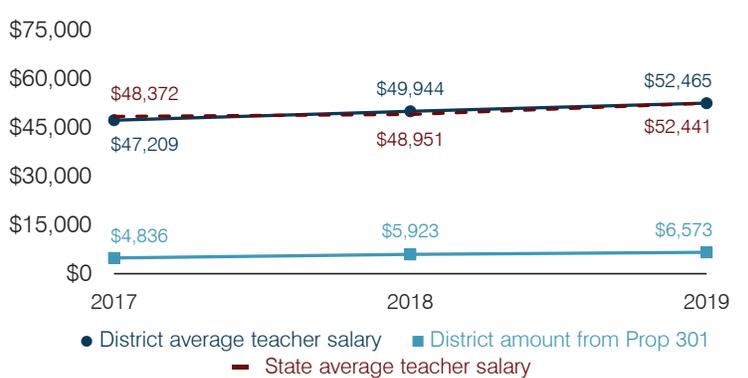


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,609	\$1,326	\$903
	Students per administrative position	53	52	66
Plant operations	Cost per square foot	\$7.62	\$6.87	\$6.49
	Square footage per student	190	196	158
Food service	Cost per meal	\$3.48	\$3.37	\$3.08
Transportation	Cost per mile	\$2.48	\$2.74	\$4.29
	Cost per rider	\$1,265	\$1,641	\$1,424



Average teacher salary and other measures

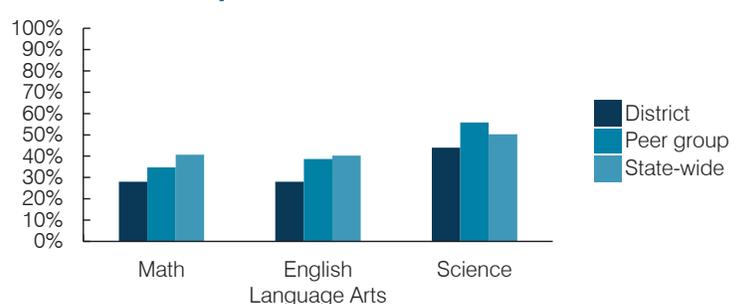


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,843	\$ 5,137	\$ 5,443	\$ 4,869
Student support	730	796	538	754
Instruction support	526	581	403	497
Administration	1,359	1,609	1,326	903
Plant operations	1,207	1,446	1,175	1,027
Food service	836	923	588	438
Transportation	1,078	1,174	681	417
Total operational	10,579	11,666	10,154	8,905
Land and buildings	40	50	215	1,086
Equipment	617	758	769	496
Interest	66	67	129	261
Other	399	337	126	180
Total nonoperational	1,122	1,212	1,239	2,023
Total per pupil spending	\$ 11,701	\$ 12,878	\$ 11,393	\$ 10,928

Measure	2017	2018	2019
Students per teacher	16.7	17.4	16.6
Average years of teacher experience	10.6	10.1	7.8
Percentage of teachers in first 3 years	20%	15%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Amphitheater Unified School District

Pima County

Peer groups: Operational 2 and T-5, Achievement 3¹

Legislative district(s): 3, 9, and 11

District location: Suburb

Number of schools: 21

Graduation rate (2018): 82%

Students attending; Size: 13,076; Large

5-year change in students attending: 5% decrease

Special education population: 17%

English learner population: 5%

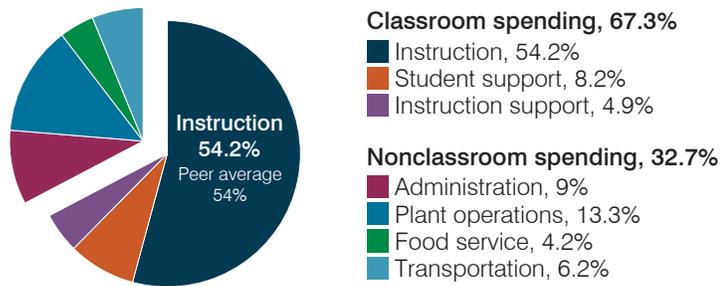
Poverty rate (2018): 18%

Free/reduced meal eligibility: 45%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.6	55.8	57.8	55.9	56.9	56.5	56.8	57.5	58.5	57.5	56.3	54.9	54.0	54.3	52.5	52.8	53.1	53.7	54.2

Spending by operational area



Operational measures relative to peer averages

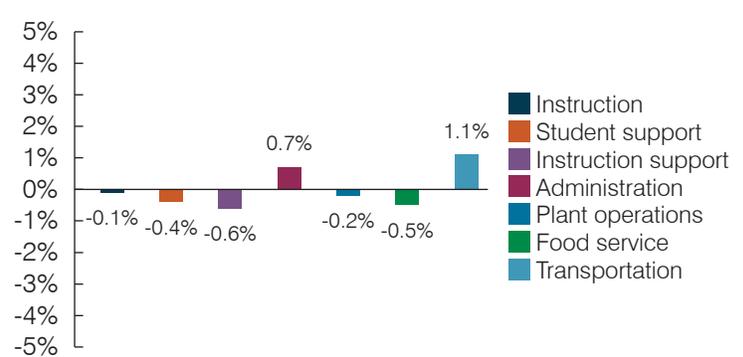
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$801	\$842	\$903
	Students per administrative position	53	66	66
Plant operations	Cost per square foot	\$5.94	\$6.59	\$6.49
	Square footage per student	201	150	158
Food service	Cost per meal	\$2.93	\$3.25	\$3.08
Transportation	Cost per mile	\$5.06	\$4.10	\$4.29
	Cost per rider	\$1,736	\$1,775	\$1,424



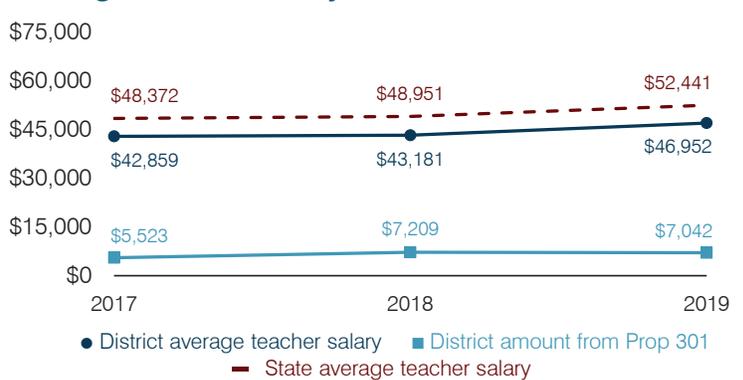
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,455	\$ 4,839	\$ 4,521	\$ 4,869
Student support	699	733	688	754
Instruction support	427	438	540	497
Administration	716	801	842	903
Plant operations	1,165	1,191	976	1,027
Food service	365	376	358	438
Transportation	462	549	457	417
Total operational	8,289	8,927	8,382	8,905
Land and buildings	745	627	1,683	1,086
Equipment	334	612	540	496
Interest	318	291	254	261
Other	72	80	172	180
Total nonoperational	1,469	1,610	2,649	2,023
Total per pupil spending	\$ 9,758	\$ 10,537	\$ 11,031	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

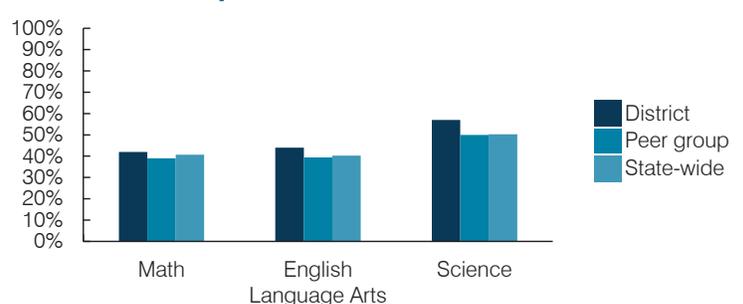


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.2	17.2	17.0
Average years of teacher experience	12.5	12.3	12.3
Percentage of teachers in first 3 years	16%	18%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Antelope Union High School District

Yuma County

Peer groups: Operational 6 and T-10, Achievement 11¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): 94%

Students attending; Size: 215; Small

5-year change in students attending: 26% decrease

Special education population: 18%

English learner population: 0%

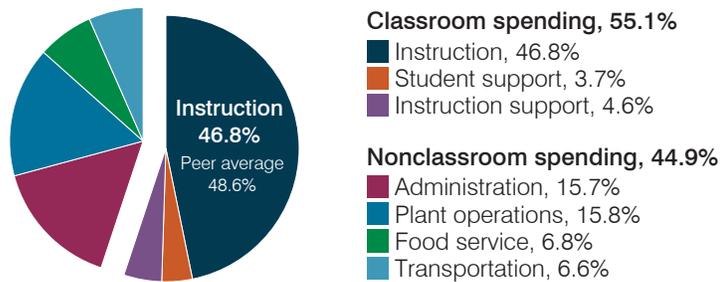
Poverty rate (2018): 18%

Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
51.0	52.4	52.9	54.1	53.7	52.3	43.7	53.4	52.6	52.1	50.7	47.7	51.4	52.8	51.3	53.5	51.1	48.6	46.8

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,324	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$4.64	\$5.35	\$6.49
	Square footage per student	505	315	158
Food service	Cost per meal	\$3.97	\$3.77	\$3.08
Transportation	Cost per mile	\$1.25	\$2.20	\$4.29
	Cost per rider	\$977	\$1,962	\$1,424



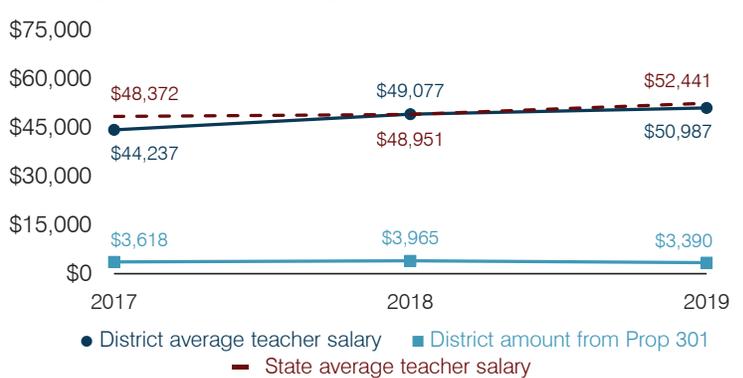
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,813	\$ 6,929	\$ 5,732	\$ 4,869
Student support	446	543	763	754
Instruction support	630	678	364	497
Administration	2,239	2,324	1,750	903
Plant operations	1,993	2,344	1,697	1,027
Food service	959	1,001	545	438
Transportation	934	975	616	417
Total operational	14,014	14,794	11,467	8,905
Land and buildings	14	(2)	757	1,086
Equipment	1,163	986	692	496
Interest	175	437	152	261
Other	2	3	64	180
Total nonoperational	1,354	1,424	1,665	2,023
Total per pupil spending	\$ 15,368	\$ 16,218	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

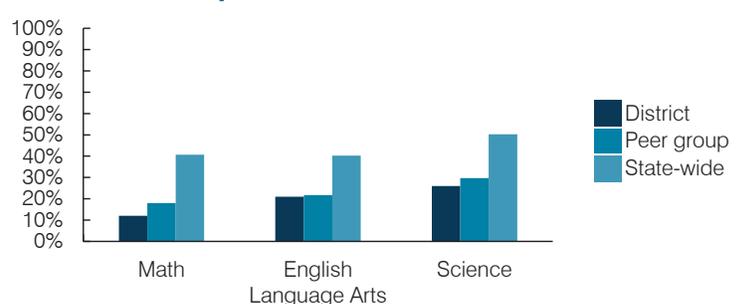


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	12.1	11.8	12.0
Average years of teacher experience	16.8	17.6	18.9
Percentage of teachers in first 3 years	16%	11%	7%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Apache Elementary School District

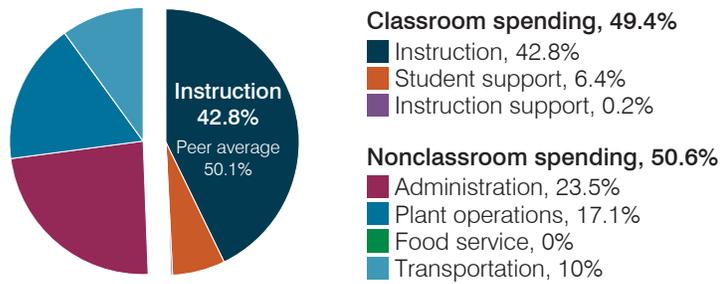
Cochise County
 Peer groups: Operational 11 and T-11, Achievement 20¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 6; Very small
 5-year change in students attending: 11% decrease
 Special education population: N/A
 English learner population: N/A
 Poverty rate (2018): N/A
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
64.9	63.7	53.6	49.0	53.2	53.5	54.6	58.5	54.9	55.8	52.4	51.7	49.4	51.1	50.4	49.4	54.9	39.7	42.8

Spending by operational area



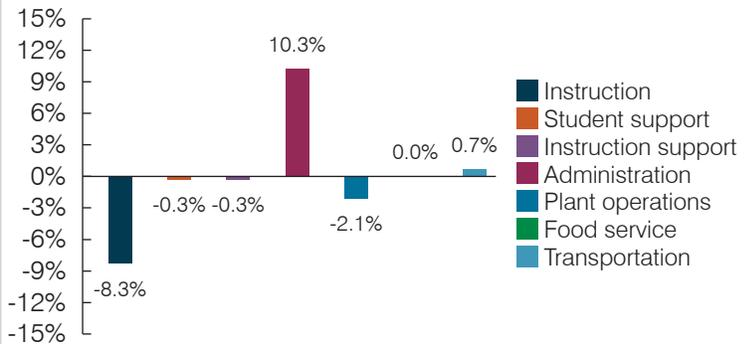
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,502	\$3,398	\$903
	Students per administrative position	3	32	66
Plant operations	Cost per square foot	\$20.49	\$7.70	\$6.49
	Square footage per student	266	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$1.79	\$2.28	\$4.29
	Cost per rider	\$2,955	\$1,665	\$1,424

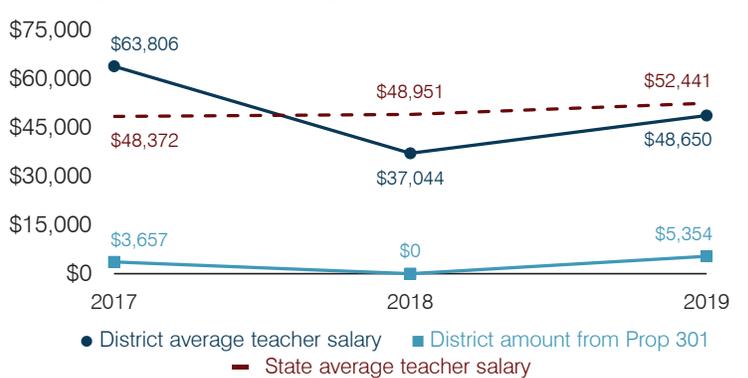
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,557	\$ 13,675	\$ 9,084	\$ 4,869
Student support	2,099	2,062	756	754
Instruction support	0	56	438	497
Administration	6,572	7,502	3,398	903
Plant operations	4,861	5,460	2,665	1,027
Food service	0	0	917	438
Transportation	2,530	3,204	976	417
Total operational	26,619	31,959	18,234	8,905
Land and buildings	0	386	1,425	1,086
Equipment	372	687	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	372	1,073	2,558	2,023
Total per pupil spending	\$ 26,991	\$ 33,032	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	1.8	7.0	6.5
Average years of teacher experience	26.0	9.0	11.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Apache Junction Unified School District

Pinal County

Peer groups: Operational 3 and T-3, Achievement 3¹

Legislative district(s): 8 and 16

District location: Suburb

Number of schools: 5

Graduation rate (2018): 85%

Students attending; Size: 3,318; Medium-large

5-year change in students attending: 25% decrease

Special education population: 17%

English learner population: 4%

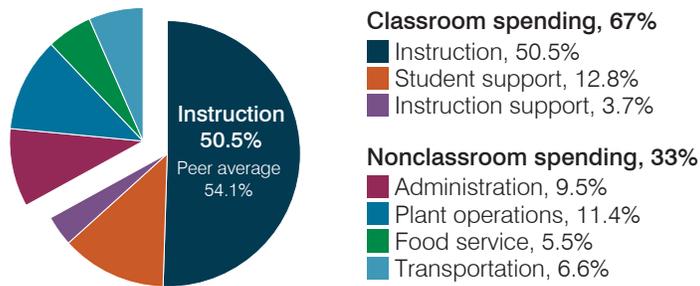
Poverty rate (2018): 18%

Free/reduced meal eligibility: 60%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.8	53.0	53.1	55.2	53.3	54.5	55.8	54.5	56.9	55.0	55.1	54.6	55.6	55.9	54.7	54.4	54.1	53.0	50.5

Spending by operational area



Operational measures relative to peer averages

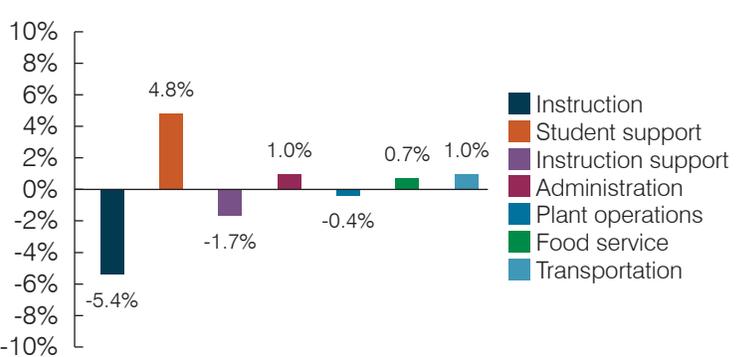
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$887	\$903
	Students per administrative position	62	68	66
Plant operations	Cost per square foot	\$5.61	\$5.90	\$6.49
	Square footage per student	175	159	158
Food service	Cost per meal	\$2.86	\$3.35	\$3.08
Transportation	Cost per mile	\$3.36	\$4.60	\$4.29
	Cost per rider	\$1,082	\$1,224	\$1,424



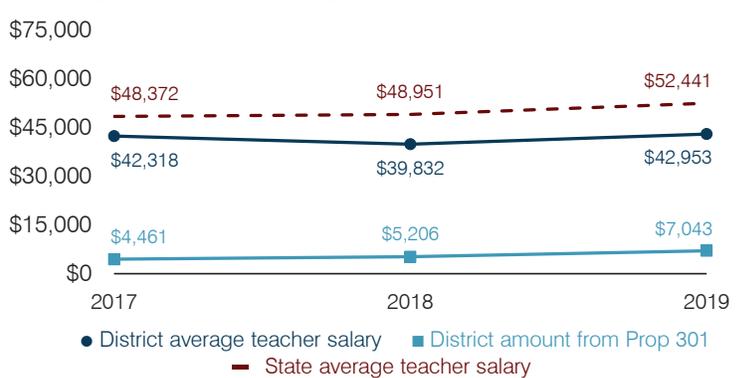
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,166	\$ 4,346	\$ 4,496	\$ 4,869
Student support	789	1,097	730	754
Instruction support	293	316	377	497
Administration	769	818	887	903
Plant operations	946	984	977	1,027
Food service	367	472	353	438
Transportation	532	568	428	417
Total operational	7,862	8,601	8,248	8,905
Land and buildings	26	8	1,367	1,086
Equipment	392	431	508	496
Interest	368	356	319	261
Other	91	129	194	180
Total nonoperational	877	924	2,388	2,023
Total per pupil spending	\$ 8,739	\$ 9,525	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

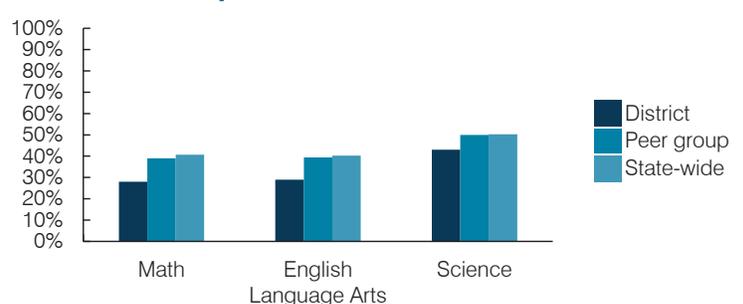


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	16.9	17.7
Average years of teacher experience	11.9	12.0	10.3
Percentage of teachers in first 3 years	16%	13%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Arlington Elementary School District

Maricopa County

Peer groups: Operational 10 and T-9, Achievement 18¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 235; Small

5-year change in students attending: 2% decrease

Special education population: 12%

English learner population: 20%

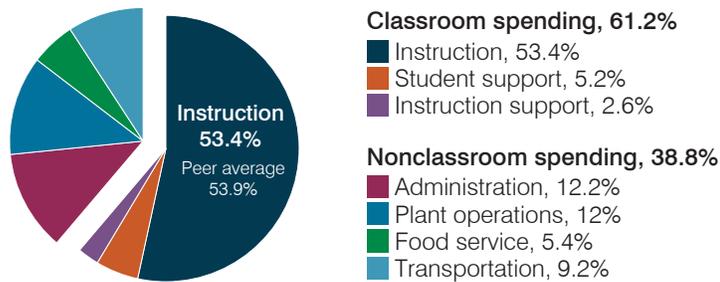
Poverty rate (2018): 25%

Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.4	52.9	56.5	55.1	54.2	54.3	57.4	57.2	56.6	56.4	52.7	49.6	50.3	51.6	53.4	53.3	54.1	54.2	53.4

Spending by operational area



Operational measures relative to peer averages

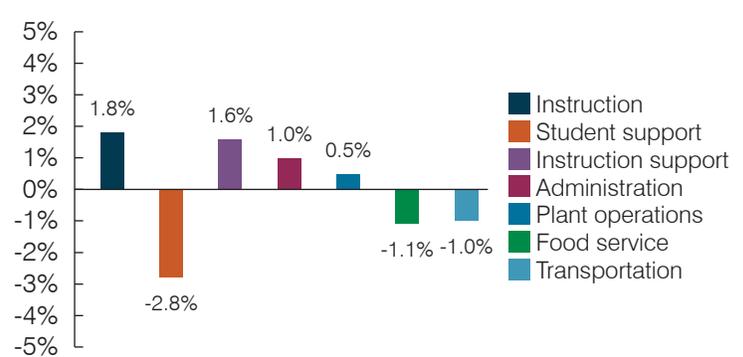
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,375	\$1,326	\$903
	Students per administrative position	85	52	66
Plant operations	Cost per square foot	\$8.65	\$6.87	\$6.49
	Square footage per student	156	196	158
Food service	Cost per meal	\$3.50	\$3.37	\$3.08
Transportation	Cost per mile	\$2.86	\$2.74	\$4.29
	Cost per rider	\$1,544	\$1,641	\$1,424



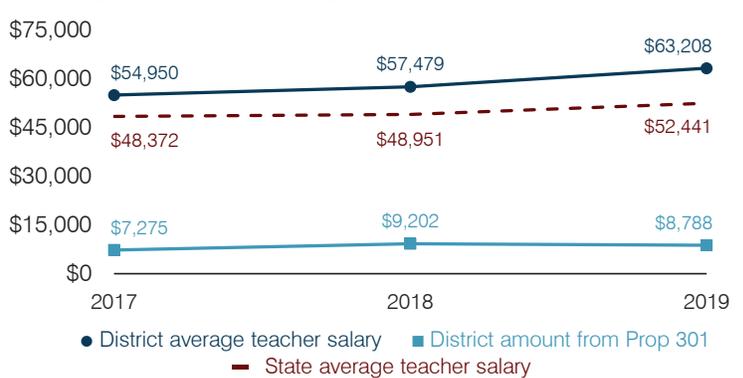
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,616	\$ 6,006	\$ 5,443	\$ 4,869
Student support	525	587	538	754
Instruction support	315	296	403	497
Administration	1,257	1,375	1,326	903
Plant operations	1,149	1,349	1,175	1,027
Food service	620	611	588	438
Transportation	886	1,034	681	417
Total operational	10,368	11,258	10,154	8,905
Land and buildings	212	562	215	1,086
Equipment	161	148	769	496
Interest	196	181	129	261
Other	1,138	412	126	180
Total nonoperational	1,707	1,303	1,239	2,023
Total per pupil spending	\$ 12,075	\$ 12,561	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

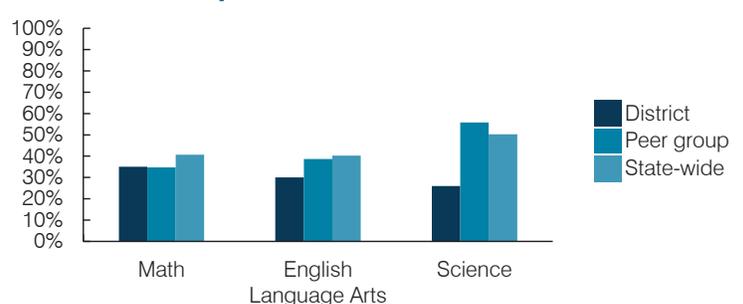


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.1	18.7	18.0
Average years of teacher experience	14.8	15.5	16.1
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Ash Creek Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 15; Very small

5-year change in students attending: 13% decrease

Special education population: 27%

English learner population: 2%

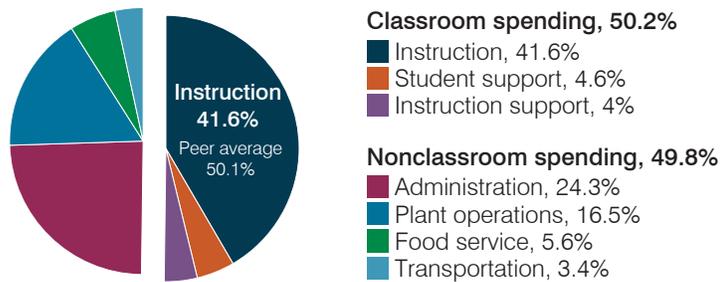
Poverty rate (2018): 15%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45.5	45.6	45.5	47.4	42.6	42.9	42.5	38.0	39.9	33.0	37.9	41.0	41.6	31.1	35.8	33.5	33.9	36.1	41.6

Spending by operational area



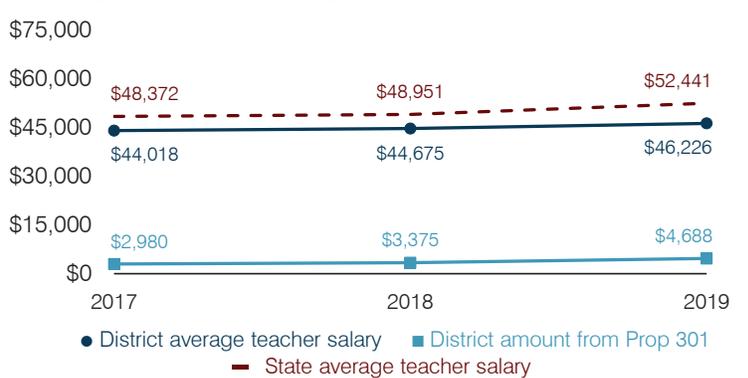
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$11,392	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$5.41	\$7.70	\$6.49
	Square footage per student	1,427	382	158
Food service	Cost per meal	\$11.42	\$5.47	\$3.08
Transportation	Cost per mile	\$1.26	\$2.28	\$4.29
	Cost per rider	\$2,340	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,713	\$ 19,497	\$ 9,084	\$ 4,869
Student support	1,562	2,176	756	754
Instruction support	1,279	1,879	438	497
Administration	6,973	11,392	3,398	903
Plant operations	5,075	7,716	2,665	1,027
Food service	2,056	2,633	917	438
Transportation	2,007	1,608	976	417
Total operational	29,665	46,901	18,234	8,905
Land and buildings	6,901	626	1,425	1,086
Equipment	349	11,911	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	7,250	12,537	2,558	2,023
Total per pupil spending	\$ 36,915	\$ 59,438	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	8.7	10.0	4.9
Average years of teacher experience	12.5	13.5	15.8
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Ash Fork Joint Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 5¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): 76%

Students attending; Size: 265; Small

5-year change in students attending: 15% increase

Special education population: 16%

English learner population: 5%

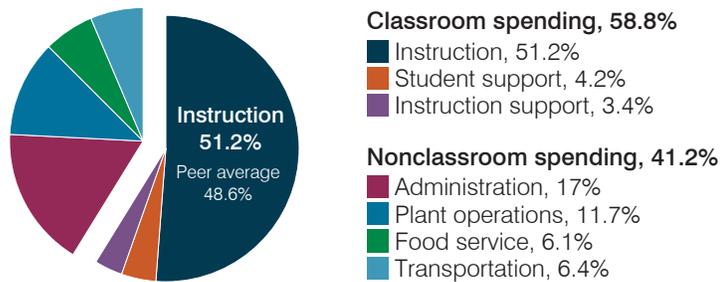
Poverty rate (2018): 21%

Free/reduced meal eligibility: 78%

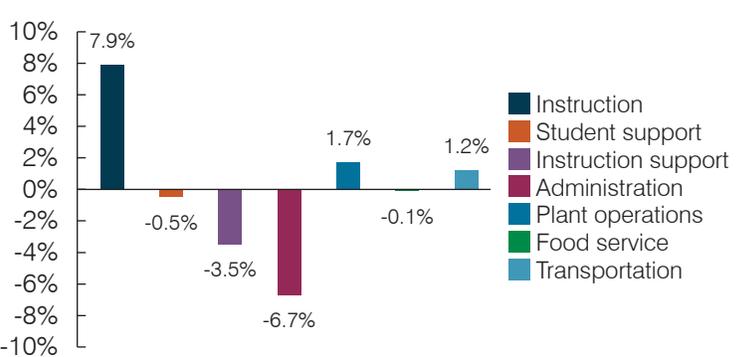
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.1	55.4	60.8	55.6	58.9	47.0	53.2	52.8	54.8	53.1	47.1	47.4	42.1	43.3	47.4	49.0	49.3	49.9	51.2

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

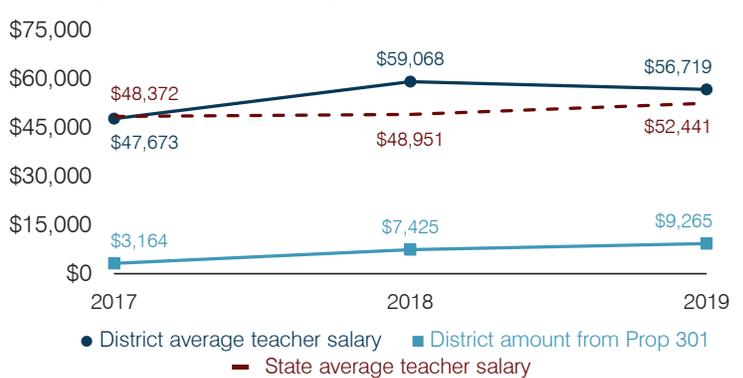


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,036	\$1,750	\$903
	Students per administrative position	88	45	66
Plant operations	Cost per square foot	\$6.96	\$5.35	\$6.49
	Square footage per student	201	315	158
Food service	Cost per meal	\$4.31	\$3.77	\$3.08
Transportation	Cost per mile	\$1.05	\$2.20	\$4.29
	Cost per rider	\$2,228	\$1,962	\$1,424



Average teacher salary and other measures

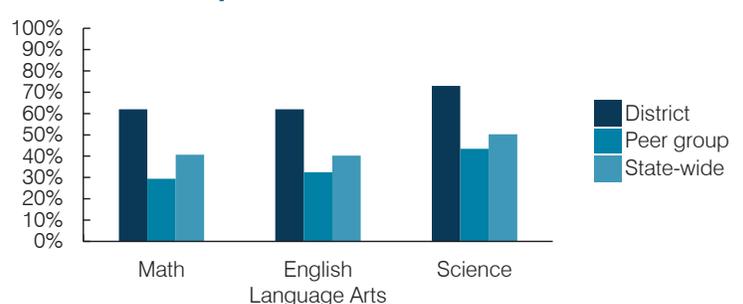


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,978	\$ 6,119	\$ 5,732	\$ 4,869
Student support	398	501	763	754
Instruction support	260	402	364	497
Administration	2,123	2,036	1,750	903
Plant operations	1,464	1,398	1,697	1,027
Food service	878	731	545	438
Transportation	887	769	616	417
Total operational	11,988	11,956	11,467	8,905
Land and buildings	689	447	757	1,086
Equipment	489	817	692	496
Interest	0	0	152	261
Other	19	100	64	180
Total nonoperational	1,197	1,364	1,665	2,023
Total per pupil spending	\$ 13,185	\$ 13,320	\$13,132	\$10,928

Measure	2017	2018	2019
Students per teacher	19.6	20.3	20.4
Average years of teacher experience	8.8	14.5	17.0
Percentage of teachers in first 3 years	18%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Avondale Elementary School District

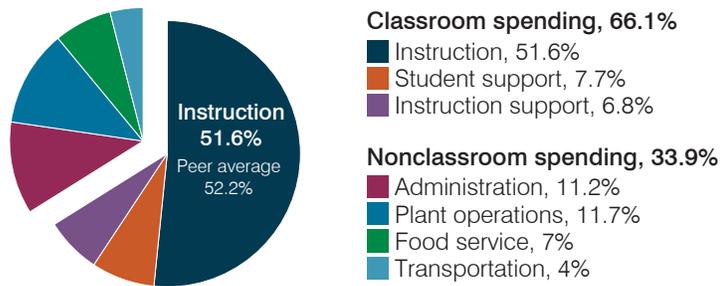
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 13¹
 Legislative district(s): 4, 13, and 19
 District location: Suburb
 Number of schools: 8
 Graduation rate (2018): N/A

Students attending; Size: 5,384; Medium-large
 5-year change in students attending: Less than 1%
 Special education population: 13%
 English learner population: 10%
 Poverty rate (2018): 20%
 Free/reduced meal eligibility: 66%

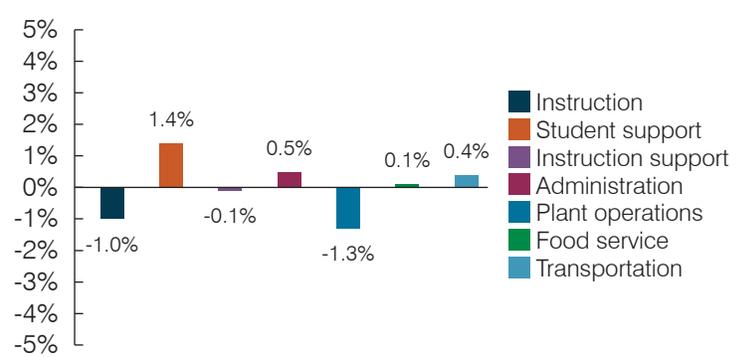
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.1	62.4	64.8	64.1	63.9	61.1	60.3	59.7	58.6	56.3	55.2	52.2	50.7	52.6	51.6	53.1	50.9	50.5	51.6

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

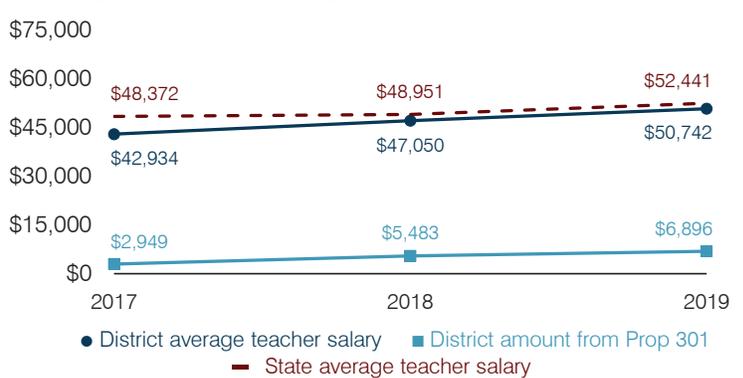


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$955	\$1,047	\$903
	Students per administrative position	62	65	66
Plant operations	Cost per square foot	\$7.05	\$6.60	\$6.49
	Square footage per student	141	145	158
Food service	Cost per meal	\$2.88	\$2.91	\$3.08
Transportation	Cost per mile	\$6.47	\$6.82	\$4.29
	Cost per rider	\$1,349	\$1,386	\$1,424



Average teacher salary and other measures

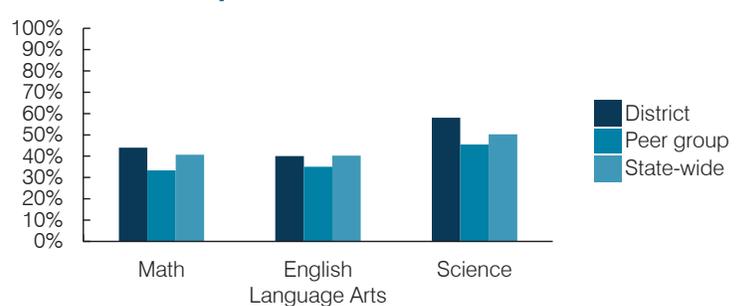


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,958	\$ 4,383	\$ 4,648	\$ 4,869
Student support	578	650	678	754
Instruction support	508	579	551	497
Administration	963	955	1,047	903
Plant operations	960	996	972	1,027
Food service	544	591	672	438
Transportation	319	340	345	417
Total operational	7,830	8,494	8,913	8,905
Land and buildings	322	385	1,393	1,086
Equipment	392	499	556	496
Interest	205	252	344	261
Other	150	200	203	180
Total nonoperational	1,069	1,336	2,496	2,023
Total per pupil spending	\$ 8,899	\$ 9,830	\$11,409	\$10,928

Measure	2017	2018	2019
Students per teacher	18.9	19.8	19.2
Average years of teacher experience	8.1	8.5	8.6
Percentage of teachers in first 3 years	26%	31%	29%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Baboquivari Unified School District

Pima County

Peer groups: Operational 5 and T-9, Achievement 7¹

Legislative district(s): 4

District location: Rural

Number of schools: 4

Graduation rate (2018): 56%

Students attending; Size: 1,002; Medium

5-year change in students attending: 5% increase

Special education population: 17%

English learner population: 0%

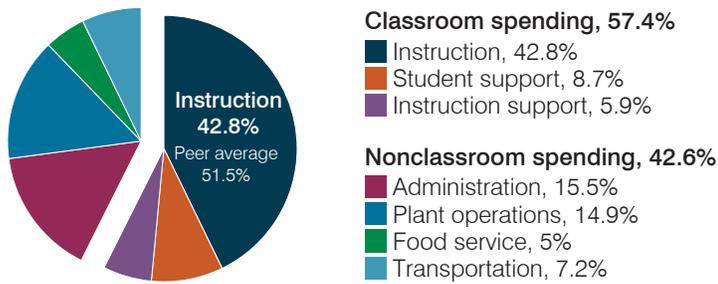
Poverty rate (2018): 47%

Free/reduced meal eligibility: 95%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.7	48.3	49.4	52.2	49.6	49.3	45.2	51.1	47.7	45.0	46.0	40.1	38.7	41.4	43.6	43.2	42.7	40.9	42.8

Spending by operational area



Operational measures relative to peer averages

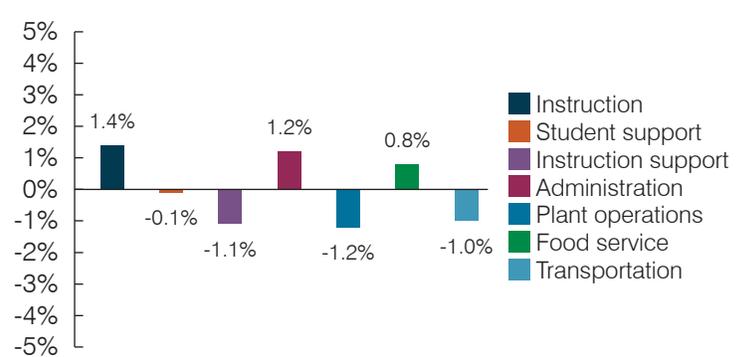
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,544	\$1,190	\$903
	Students per administrative position	32	60	66
Plant operations	Cost per square foot	\$7.35	\$5.67	\$6.49
	Square footage per student	334	257	158
Food service	Cost per meal	\$3.91	\$3.60	\$3.08
Transportation	Cost per mile	\$2.10	\$2.74	\$4.29
	Cost per rider	\$1,309	\$1,641	\$1,424



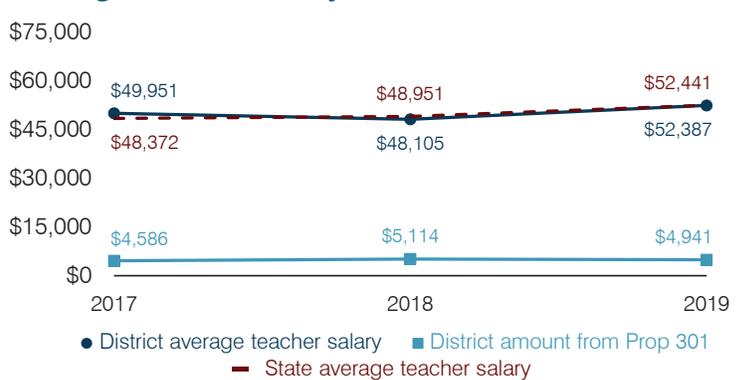
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,657	\$ 7,037	\$ 5,148	\$ 4,869
Student support	1,372	1,437	655	754
Instruction support	1,361	975	436	497
Administration	2,443	2,544	1,190	903
Plant operations	2,477	2,451	1,416	1,027
Food service	788	813	428	438
Transportation	1,169	1,190	546	417
Total operational	16,267	16,447	9,819	8,905
Land and buildings	106	1,010	1,012	1,086
Equipment	694	2,084	658	496
Interest	0	0	238	261
Other	42	40	84	180
Total nonoperational	842	3,134	1,992	2,023
Total per pupil spending	\$ 17,109	\$ 19,581	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

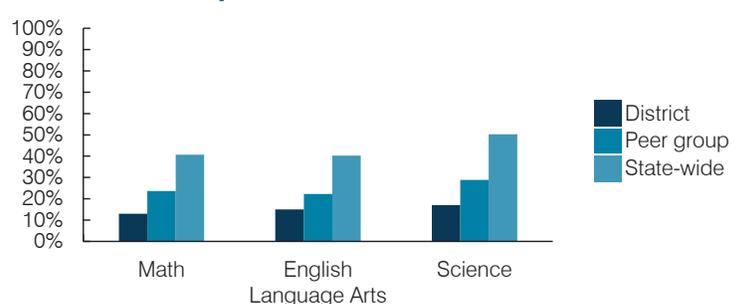


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	12.2	12.6	12.7
Average years of teacher experience	8.1	7.7	8.0
Percentage of teachers in first 3 years	10%	25%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Bagdad Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 4¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 75%

Students attending; Size: 443; Small

5-year change in students attending: 5% increase

Special education population: 19%

English learner population: 1%

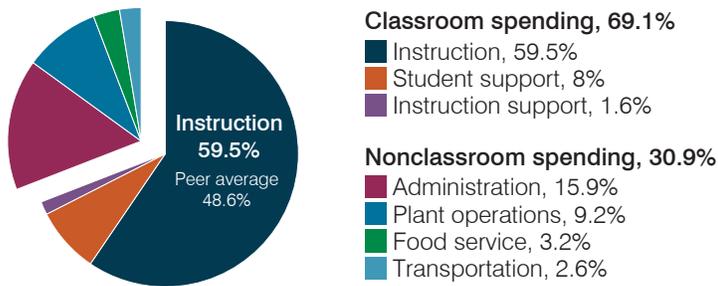
Poverty rate (2018): 10%

Free/reduced meal eligibility: 42%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.5	58.4	52.4	55.9	49.5	48.4	48.8	55.7	54.2	56.0	52.6	52.9	54.5	55.2	56.7	55.4	56.5	55.0	59.5

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,979	\$1,750	\$903
	Students per administrative position	41	45	66
Plant operations	Cost per square foot	\$5.15	\$5.35	\$6.49
	Square footage per student	222	315	158
Food service	Cost per meal	\$3.88	\$3.77	\$3.08
Transportation	Cost per mile	\$1.61	\$2.20	\$4.29
	Cost per rider	\$1,563	\$1,962	\$1,424



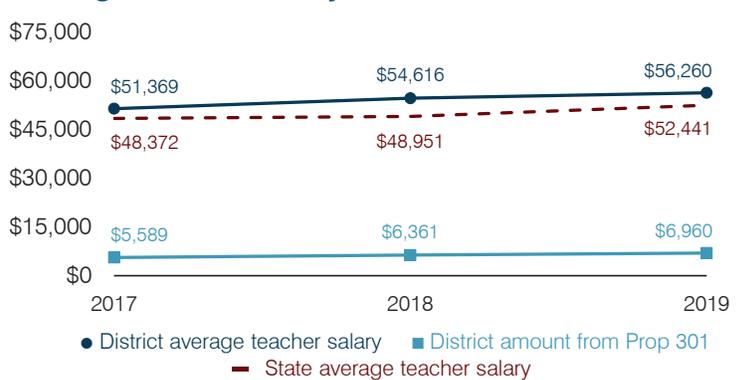
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,947	\$ 7,401	\$ 5,732	\$ 4,869
Student support	959	988	763	754
Instruction support	212	199	364	497
Administration	2,257	1,979	1,750	903
Plant operations	1,448	1,144	1,697	1,027
Food service	435	396	545	438
Transportation	365	328	616	417
Total operational	12,623	12,435	11,467	8,905
Land and buildings	863	648	757	1,086
Equipment	436	655	692	496
Interest	0	0	152	261
Other	3	8	64	180
Total nonoperational	1,302	1,311	1,665	2,023
Total per pupil spending	\$ 13,925	\$ 13,746	\$13,132	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

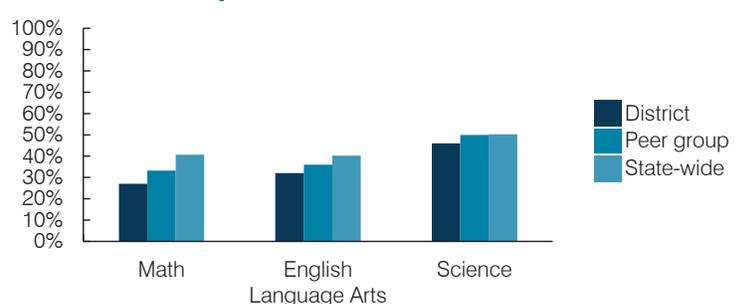


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	12.6	13.1	14.3
Average years of teacher experience	9.9	10.4	10.2
Percentage of teachers in first 3 years	14%	17%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Balsz Elementary School District

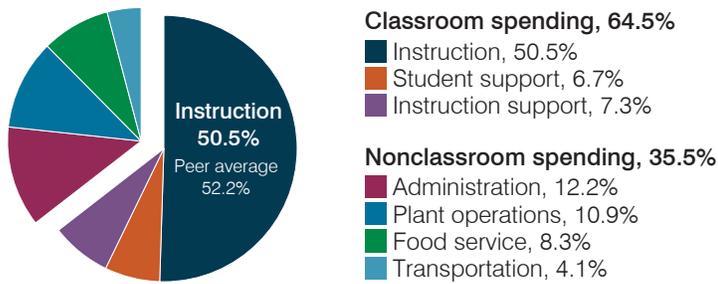
Maricopa County
 Peer groups: Operational 8 and T-3, Achievement 15¹
 Legislative district(s): 24 and 27
 District location: City
 Number of schools: 5
 Graduation rate (2018): N/A

Students attending; Size: 2,176; Medium-large
 5-year change in students attending: 13% decrease
 Special education population: 13%
 English learner population: 19%
 Poverty rate (2018): 31%
 Free/reduced meal eligibility: 95%

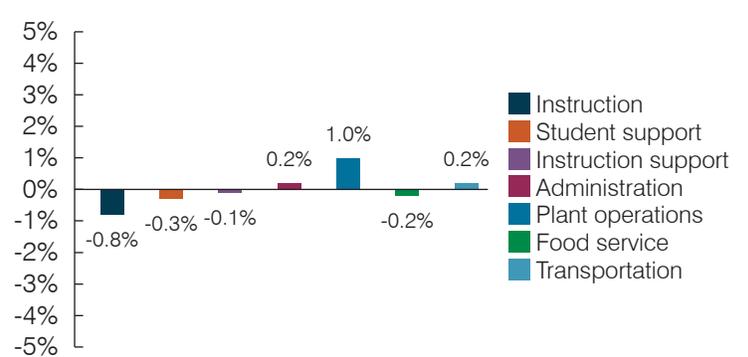
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.7	57.4	59.4	56.9	57.2	58.9	57.2	58.7	56.1	51.3	49.3	49.2	51.7	51.3	49.4	48.1	49.1	48.0	50.5

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

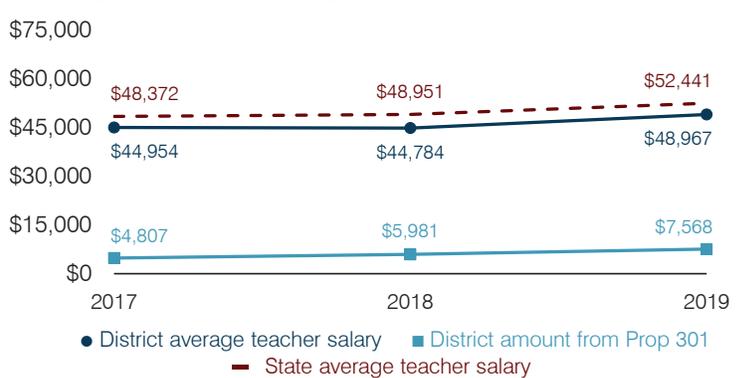


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,225	\$1,047	\$903
	Students per administrative position	56	65	66
Plant operations	Cost per square foot	\$5.29	\$6.60	\$6.49
	Square footage per student	209	145	158
Food service	Cost per meal	\$2.99	\$2.91	\$3.08
Transportation	Cost per mile	\$8.70	\$4.60	\$4.29
	Cost per rider	\$1,095	\$1,224	\$1,424



Average teacher salary and other measures

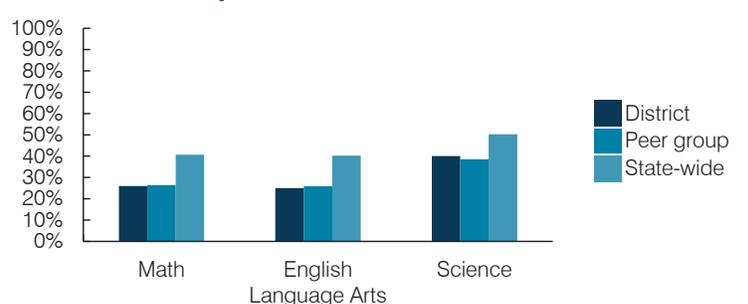


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,929	\$ 5,085	\$ 4,648	\$ 4,869
Student support	655	671	678	754
Instruction support	942	739	551	497
Administration	1,289	1,225	1,047	903
Plant operations	1,146	1,103	972	1,027
Food service	915	839	672	438
Transportation	403	410	345	417
Total operational	10,279	10,072	8,913	8,905
Land and buildings	389	951	1,393	1,086
Equipment	395	776	556	496
Interest	199	176	344	261
Other	38	115	203	180
Total nonoperational	1,021	2,018	2,496	2,023
Total per pupil spending	\$ 11,300	\$ 12,090	\$11,409	\$10,928

Measure	2017	2018	2019
Students per teacher	17.7	15.6	15.8
Average years of teacher experience	8.9	8.4	8.4
Percentage of teachers in first 3 years	31%	40%	34%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Beaver Creek Elementary School District

Yavapai County

Peer groups: Operational 10 and T-7, Achievement 16¹

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 294; Small

5-year change in students attending: 8% decrease

Special education population: 16%

English learner population: 4%

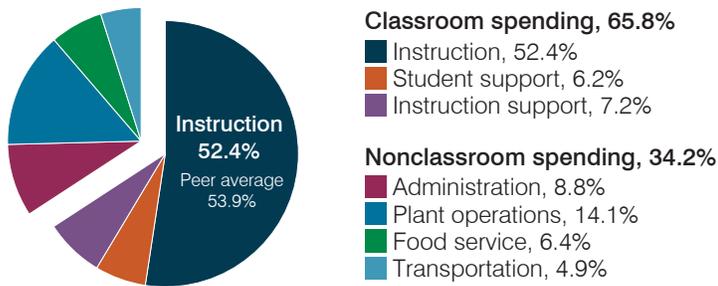
Poverty rate (2018): 13%

Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.4	65.0	63.1	63.6	63.9	60.7	65.6	62.0	59.4	57.8	56.6	51.3	52.7	53.0	50.5	49.8	49.4	49.9	52.4

Spending by operational area



Operational measures relative to peer averages

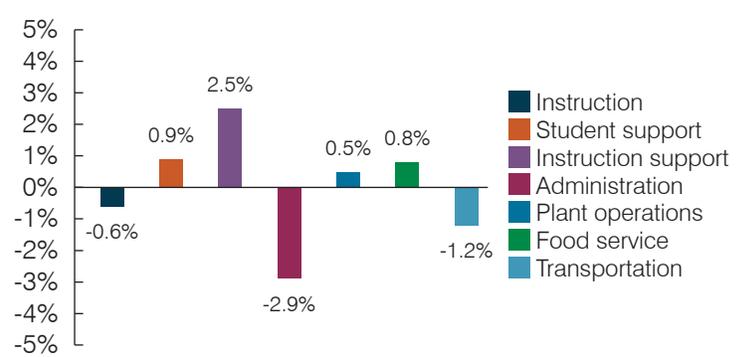
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,326	\$903
	Students per administrative position	54	52	66
Plant operations	Cost per square foot	\$5.30	\$6.87	\$6.49
	Square footage per student	255	196	158
Food service	Cost per meal	\$3.53	\$3.37	\$3.08
Transportation	Cost per mile	\$3.22	\$3.70	\$4.29
	Cost per rider	\$797	\$1,127	\$1,424



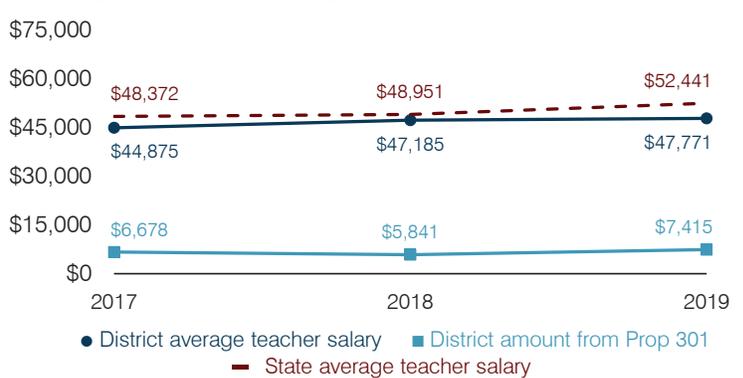
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,574	\$ 5,020	\$ 5,443	\$ 4,869
Student support	652	596	538	754
Instruction support	615	686	403	497
Administration	966	843	1,326	903
Plant operations	1,308	1,350	1,175	1,027
Food service	612	617	588	438
Transportation	437	469	681	417
Total operational	9,164	9,581	10,154	8,905
Land and buildings	192	123	215	1,086
Equipment	273	439	769	496
Interest	0	2	129	261
Other	109	116	126	180
Total nonoperational	574	680	1,239	2,023
Total per pupil spending	\$ 9,738	\$ 10,261	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

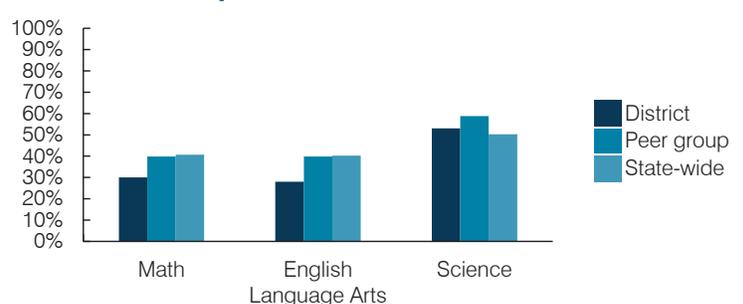


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	18.8	19.1
Average years of teacher experience	11.4	13.1	12.2
Percentage of teachers in first 3 years	7%	7%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Benson Unified School District

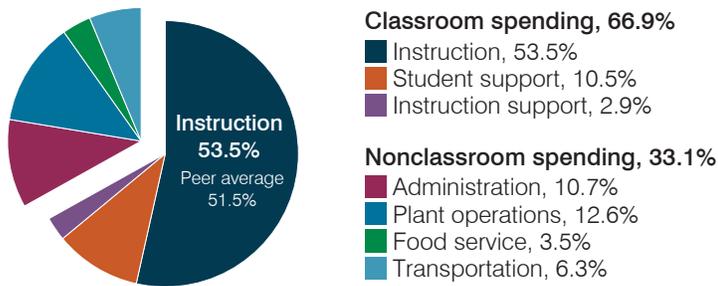
Cochise County
 Peer groups: Operational 5 and T-8, Achievement 6¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 90%

Students attending; Size: 1,236; Medium
 5-year change in students attending: 10% increase
 Special education population: 15%
 English learner population: 1%
 Poverty rate (2018): 27%
 Free/reduced meal eligibility: 44%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.5	54.0	53.7	57.4	57.8	58.6	56.9	56.9	55.8	54.4	52.4	54.1	53.1	52.7	51.5	51.3	50.8	53.0	53.5

Spending by operational area



Operational measures relative to peer averages

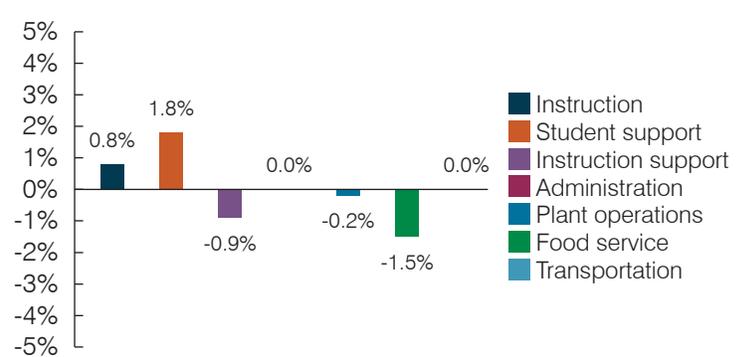
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$1,190	\$903
	Students per administrative position	44	60	66
Plant operations	Cost per square foot	\$7.11	\$5.67	\$6.49
	Square footage per student	157	257	158
Food service	Cost per meal	\$3.75	\$3.60	\$3.08
Transportation	Cost per mile	\$3.89	\$3.26	\$4.29
	Cost per rider	\$1,955	\$1,447	\$1,424



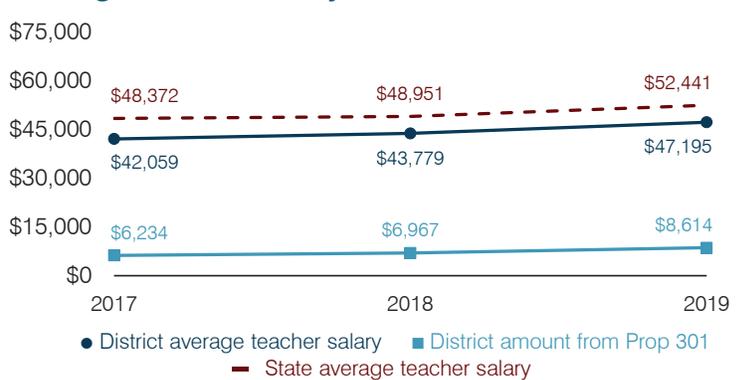
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,313	\$ 4,757	\$ 5,148	\$ 4,869
Student support	777	932	655	754
Instruction support	249	258	436	497
Administration	893	951	1,190	903
Plant operations	1,034	1,117	1,416	1,027
Food service	309	313	428	438
Transportation	556	558	546	417
Total operational	8,131	8,886	9,819	8,905
Land and buildings	387	1,183	1,012	1,086
Equipment	219	297	658	496
Interest	113	96	238	261
Other	77	97	84	180
Total nonoperational	796	1,673	1,992	2,023
Total per pupil spending	\$ 8,927	\$ 10,559	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

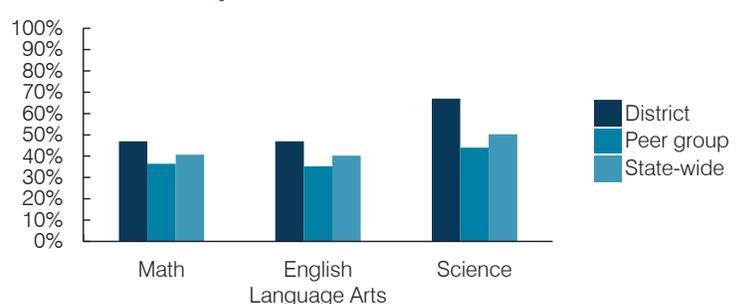


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	18.6	18.2
Average years of teacher experience	11.3	9.1	9.0
Percentage of teachers in first 3 years	22%	23%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Bicentennial Union High School District

La Paz County

Peer groups: Operational 11 and T-11, Achievement 10¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): 91%

Students attending; Size: 119; Very small

5-year change in students attending: 11% increase

Special education population: 21%

English learner population: 6%

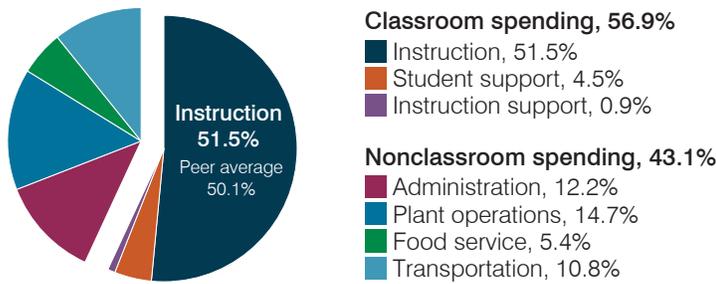
Poverty rate (2018): 10%

Free/reduced meal eligibility: 80%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
41.6	58.2	50.6	50.1	47.4	46.0	45.4	36.4	42.0	36.5	41.5	42.4	46.8	45.1	45.6	47.7	49.1	49.3	51.5

Spending by operational area



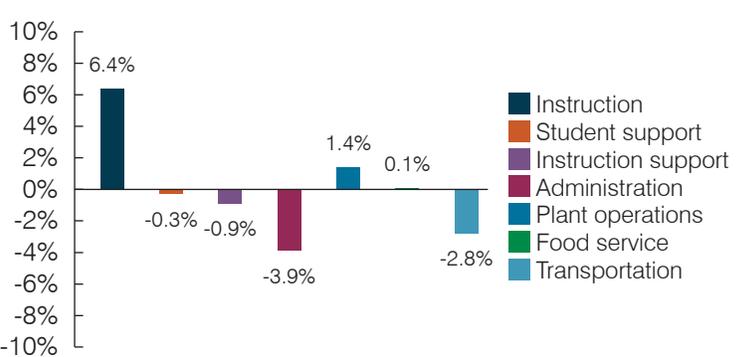
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,923	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$4.99	\$7.70	\$6.49
	Square footage per student	466	382	158
Food service	Cost per meal	\$4.80	\$5.47	\$3.08
Transportation	Cost per mile	\$1.57	\$2.28	\$4.29
	Cost per rider	\$1,985	\$1,665	\$1,424

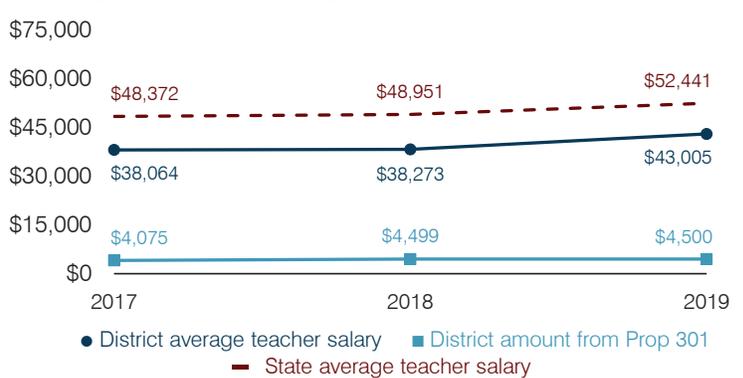
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,577	\$ 8,114	\$ 9,084	\$ 4,869
Student support	713	717	756	754
Instruction support	252	136	438	497
Administration	2,105	1,923	3,398	903
Plant operations	2,016	2,322	2,665	1,027
Food service	926	857	917	438
Transportation	1,781	1,694	976	417
Total operational	15,370	15,763	18,234	8,905
Land and buildings	610	1,006	1,425	1,086
Equipment	1,244	1,813	1,013	496
Interest	17	9	28	261
Other	0	0	92	180
Total nonoperational	1,871	2,828	2,558	2,023
Total per pupil spending	\$ 17,241	\$ 18,591	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

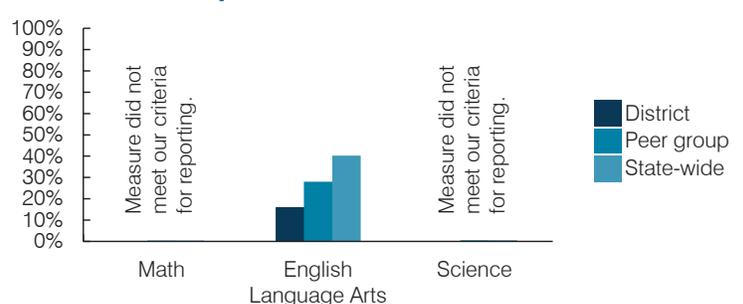


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.1	9.1	9.2
Average years of teacher experience	8.3	9.3	9.5
Percentage of teachers in first 3 years	17%	27%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Bisbee Unified School District

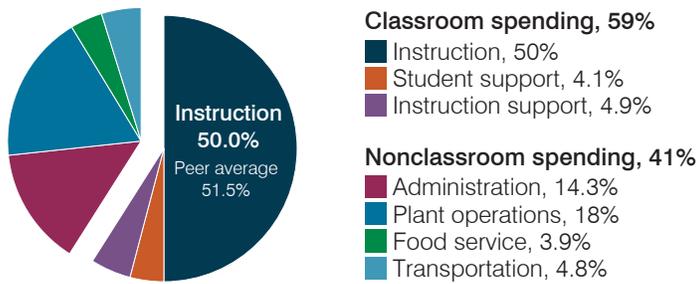
Cochise County
 Peer groups: Operational 5 and T-8, Achievement 5¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 3
 Graduation rate (2018): 93%

Students attending; Size: 673; Medium
 5-year change in students attending: 19% decrease
 Special education population: 13%
 English learner population: 7%
 Poverty rate (2018): 24%
 Free/reduced meal eligibility: 70%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.7	55.9	55.0	54.1	51.4	52.1	49.7	49.3	47.7	51.8	47.9	48.5	48.9	48.8	49.6	49.6	50.5	51.0	50.0

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,569	\$1,190	\$903
	Students per administrative position	47	60	66
Plant operations	Cost per square foot	\$6.36	\$5.67	\$6.49
	Square footage per student	311	257	158
Food service	Cost per meal	\$4.22	\$3.60	\$3.08
Transportation	Cost per mile	\$3.49	\$3.26	\$4.29
	Cost per rider	\$1,647	\$1,447	\$1,424



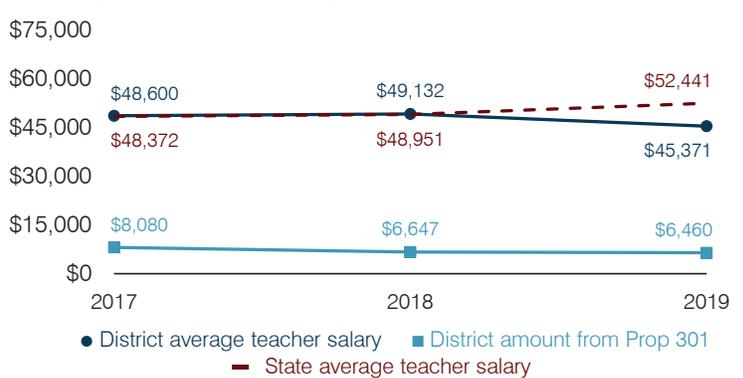
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,339	\$ 5,483	\$ 5,148	\$ 4,869
Student support	358	448	655	754
Instruction support	601	542	436	497
Administration	1,429	1,569	1,190	903
Plant operations	1,871	1,978	1,416	1,027
Food service	417	425	428	438
Transportation	444	529	546	417
Total operational	10,459	10,974	9,819	8,905
Land and buildings	319	3,111	1,012	1,086
Equipment	224	421	658	496
Interest	4	3	238	261
Other	31	14	84	180
Total nonoperational	578	3,549	1,992	2,023
Total per pupil spending	\$ 11,037	\$ 14,523	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

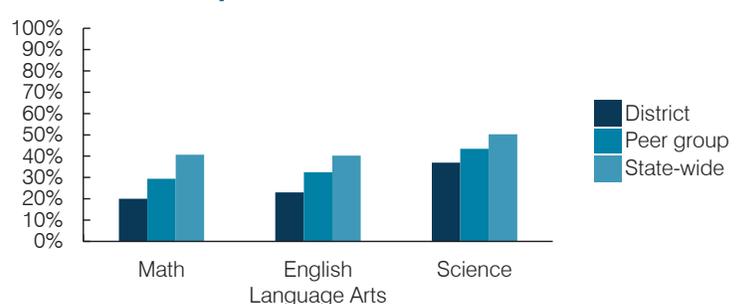


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.6	16.3	14.3
Average years of teacher experience	11.4	12.2	11.0
Percentage of teachers in first 3 years	16%	15%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Blue Elementary School District

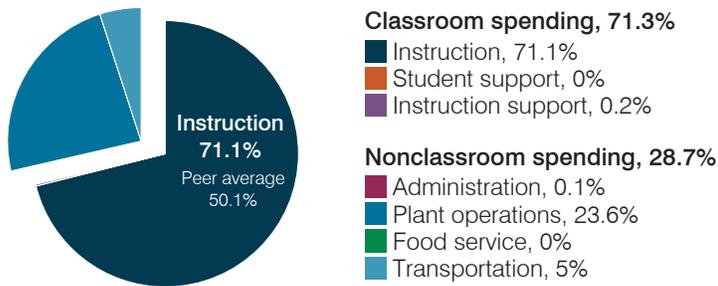
Greenlee County
 Peer groups: Operational 11 and Achievement 4¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 10; Very small
 5-year change in students attending: 33% increase
 Special education population: N/A
 English learner population: N/A
 Poverty rate (2018): N/A
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
88.7	88.9	83.8	83.2	86.4	84.5	78.8	73.7	78.1	75.6	76.5	79.1	78.7	79.6	79.4	76.9	78.7	78.1	71.1

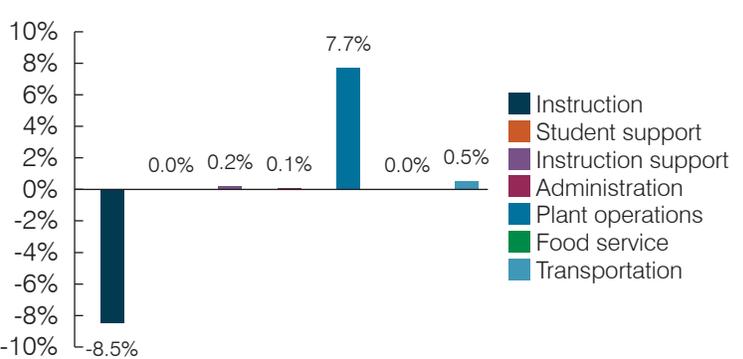
Spending by operational area



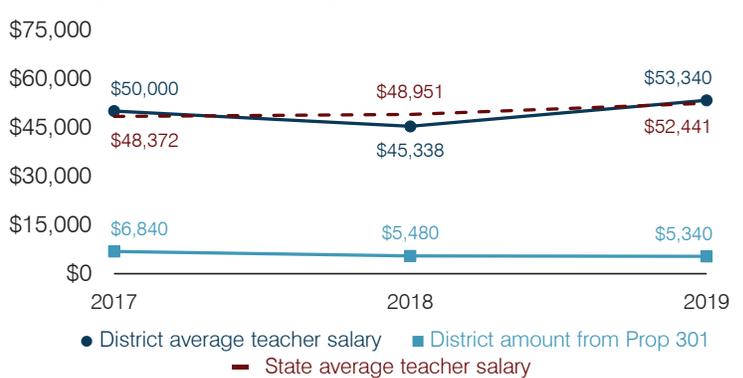
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10	\$3,398	\$903
	Students per administrative position	N/A	32	66
Plant operations	Cost per square foot	\$21.01	\$7.70	\$6.49
	Square footage per student	160	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 13,289	\$ 10,124	\$ 9,084	\$ 4,869
Student support	0	0	756	754
Instruction support	267	28	438	497
Administration	5	10	3,398	903
Plant operations	2,851	3,361	2,665	1,027
Food service	0	0	917	438
Transportation	600	720	976	417
Total operational	17,012	14,243	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	84	920	1,013	496
Interest	0	0	28	261
Other	96	50	92	180
Total nonoperational	180	970	2,558	2,023
Total per pupil spending	\$ 17,192	\$ 15,213	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	11.1	5.2	10.0
Average years of teacher experience	39.0	14.0	18.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Blue Ridge Unified School District

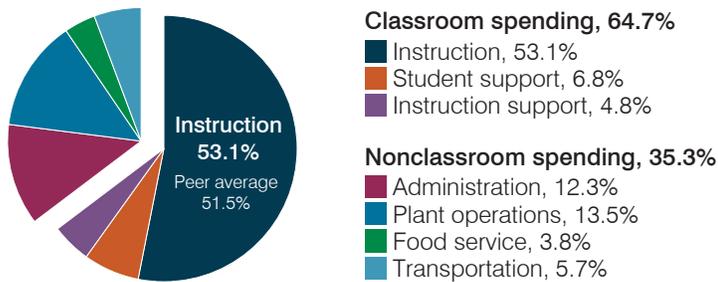
Navajo County
 Peer groups: Operational 5 and T-8, Achievement 5¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 3
 Graduation rate (2018): 80%

Students attending; Size: 1,979; Medium
 5-year change in students attending: 8% decrease
 Special education population: 12%
 English learner population: 4%
 Poverty rate (2018): 23%
 Free/reduced meal eligibility: 49%

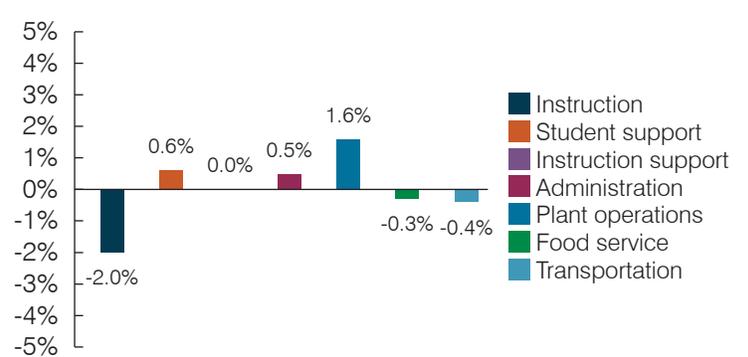
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.7	63.0	61.4	63.1	62.1	61.8	59.8	59.3	64.1	61.6	56.0	55.0	56.8	55.1	52.5	53.1	51.9	51.9	53.1

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

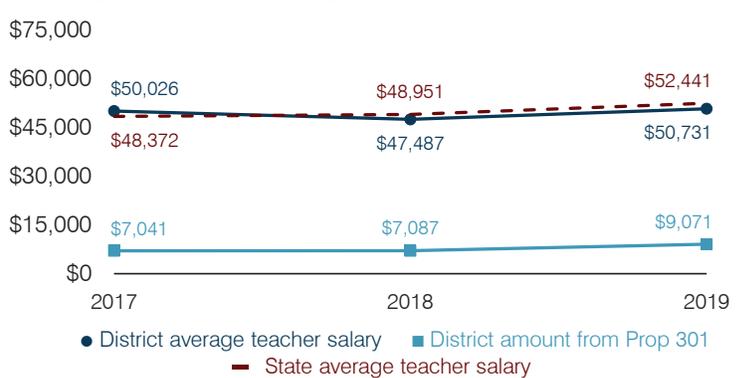


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,120	\$1,190	\$903
	Students per administrative position	79	60	66
Plant operations	Cost per square foot	\$4.60	\$5.67	\$6.49
	Square footage per student	269	257	158
Food service	Cost per meal	\$3.30	\$3.60	\$3.08
Transportation	Cost per mile	\$3.11	\$3.26	\$4.29
	Cost per rider	\$1,120	\$1,447	\$1,424



Average teacher salary and other measures

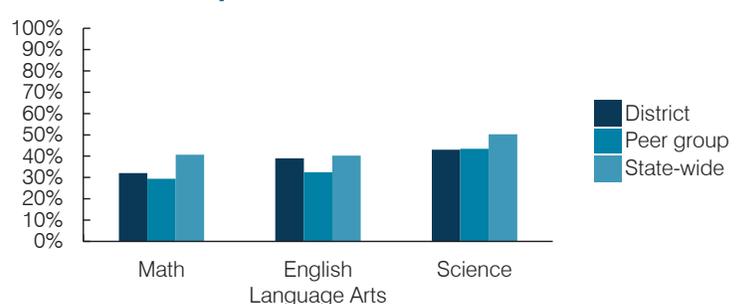


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,393	\$ 4,844	\$ 5,148	\$ 4,869
Student support	590	619	655	754
Instruction support	440	436	436	497
Administration	1,092	1,120	1,190	903
Plant operations	1,172	1,236	1,416	1,027
Food service	333	352	428	438
Transportation	448	517	546	417
Total operational	8,468	9,124	9,819	8,905
Land and buildings	3,528	1,373	1,012	1,086
Equipment	897	381	658	496
Interest	562	501	238	261
Other	21	11	84	180
Total nonoperational	5,008	2,266	1,992	2,023
Total per pupil spending	\$ 13,476	\$ 11,390	\$11,811	\$10,928

Measure	2017	2018	2019
Students per teacher	20.0	18.7	18.2
Average years of teacher experience	14.3	13.7	16.5
Percentage of teachers in first 3 years	18%	17%	6%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Bonita Elementary School District

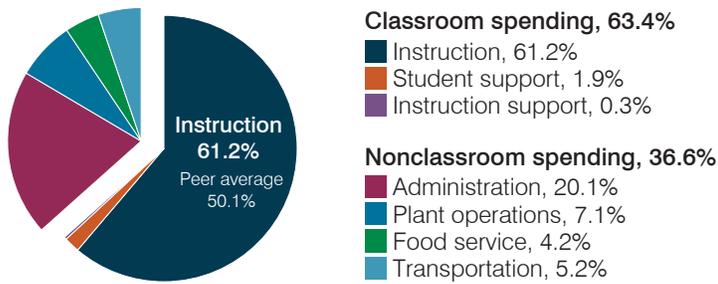
Graham County
 Peer groups: Operational 11 and T-11, Achievement 16¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 87; Very small
 5-year change in students attending: 8% decrease
 Special education population: 14%
 English learner population: 0%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 53%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.6	66.8	68.2	63.4	68.1	62.1	60.5	60.0	60.8	60.0	56.4	58.1	59.2	61.1	61.1	62.2	61.7	61.9	61.2

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,475	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$3.96	\$7.70	\$6.49
	Square footage per student	312	382	158
Food service	Cost per meal	\$7.43	\$5.47	\$3.08
Transportation	Cost per mile	\$1.48	\$2.28	\$4.29
	Cost per rider	\$925	\$1,665	\$1,424

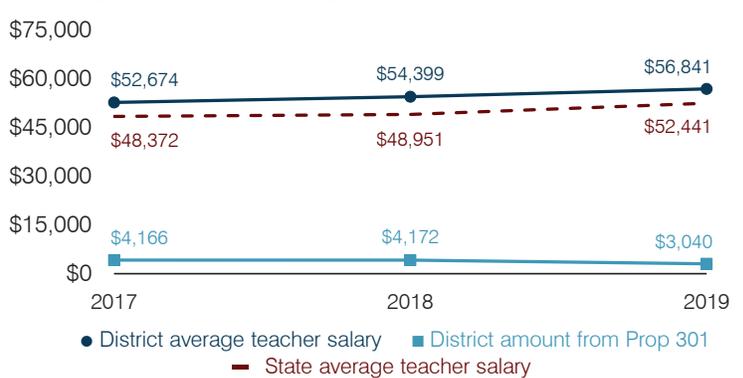
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,701	\$ 10,569	\$ 9,084	\$ 4,869
Student support	404	334	756	754
Instruction support	43	58	438	497
Administration	3,667	3,475	3,398	903
Plant operations	1,386	1,234	2,665	1,027
Food service	999	723	917	438
Transportation	699	889	976	417
Total operational	18,899	17,282	18,234	8,905
Land and buildings	120	370	1,425	1,086
Equipment	84	233	1,013	496
Interest	11	44	28	261
Other	120	0	92	180
Total nonoperational	335	647	2,558	2,023
Total per pupil spending	\$ 19,234	\$ 17,929	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

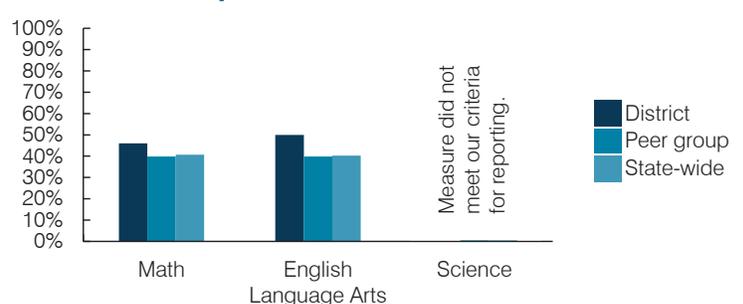


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.2	8.1	8.7
Average years of teacher experience	28.9	29.9	30.1
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Bouse Elementary School District

La Paz County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 38; Very small

5-year change in students attending: 19% increase

Special education population: 17%

English learner population: 20%

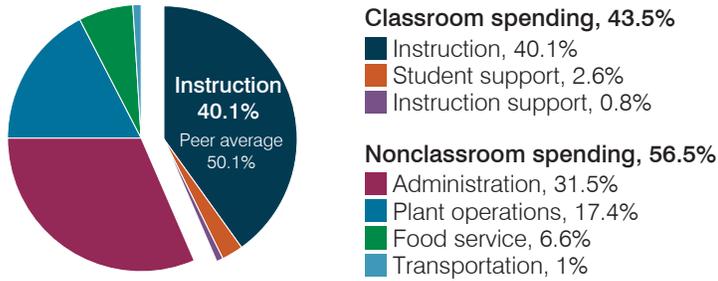
Poverty rate (2018): 20%

Free/reduced meal eligibility: 83%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.8	58.9	48.2	49.1	49.6	50.5	54.4	54.7	51.0	48.1	42.2	46.9	42.2	38.2	43.9	40.6	34.9	44.7	40.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,491	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$10.11	\$7.70	\$6.49
	Square footage per student	354	382	158
Food service	Cost per meal	\$6.13	\$5.47	\$3.08
Transportation	Cost per mile	\$1.18	\$2.28	\$4.29
	Cost per rider	\$421	\$1,665	\$1,424

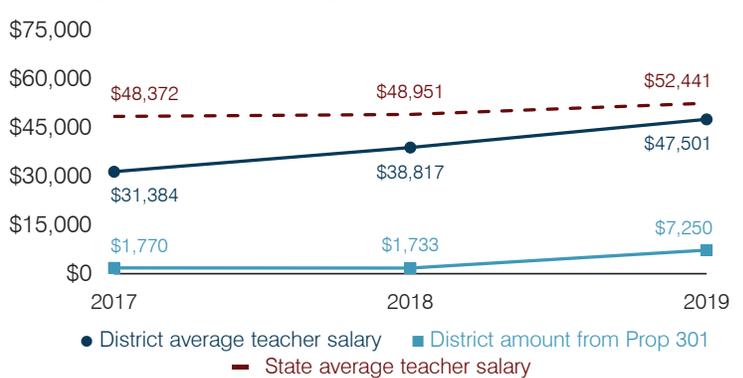
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,109	\$ 8,251	\$ 9,084	\$ 4,869
Student support	224	541	756	754
Instruction support	73	164	438	497
Administration	5,942	6,491	3,398	903
Plant operations	4,941	3,577	2,665	1,027
Food service	1,786	1,362	917	438
Transportation	790	201	976	417
Total operational	24,865	20,587	18,234	8,905
Land and buildings	416	672	1,425	1,086
Equipment	411	381	1,013	496
Interest	6	0	28	261
Other	217	18	92	180
Total nonoperational	1,050	1,071	2,558	2,023
Total per pupil spending	\$ 25,915	\$ 21,658	\$20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	8.4	8.5	9.4
Average years of teacher experience	11.7	11.7	8.3
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Bowie Unified School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 5¹

Legislative district(s): 14

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 52; Very small

5-year change in students attending: 5% increase

Special education population: 22%

English learner population: 6%

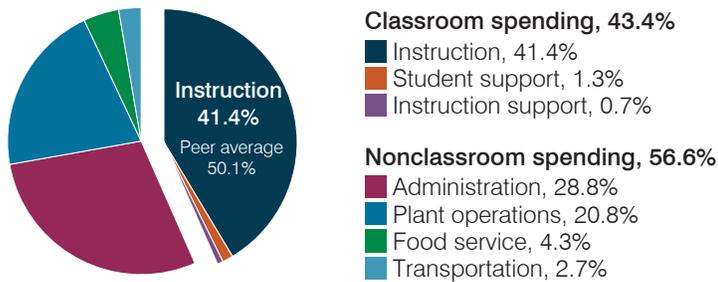
Poverty rate (2018): 24%

Free/reduced meal eligibility: NR

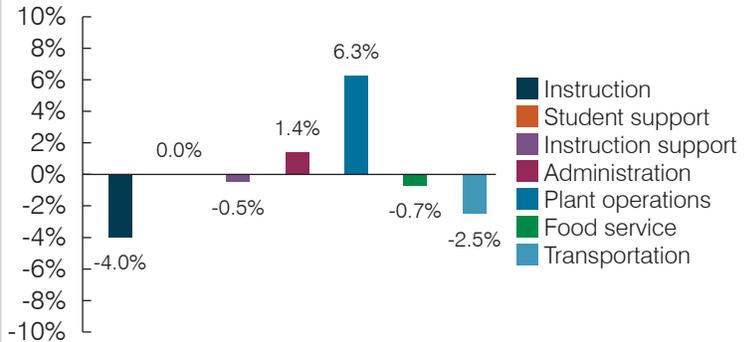
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.8	56.9	60.3	57.1	57.5	60.7	56.4	53.7	51.1	53.8	52.1	54.9	50.9	45.4	43.2	46.8	45.4	36.4	41.4

Spending by operational area



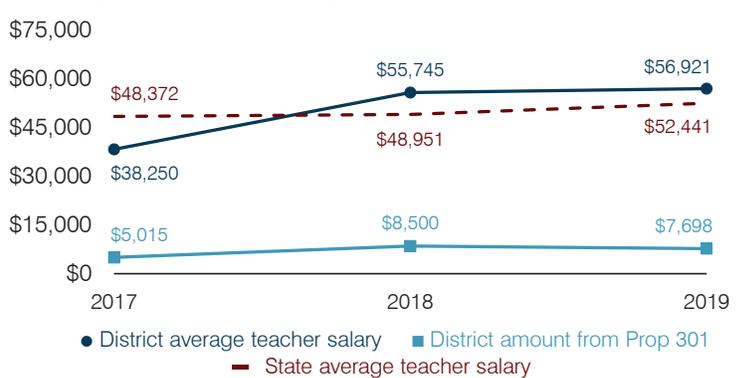
Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,861	\$3,398	\$903
	Students per administrative position	13	32	66
Plant operations	Cost per square foot	\$7.26	\$7.70	\$6.49
	Square footage per student	883	382	158
Food service	Cost per meal	\$9.93	\$5.47	\$3.08
Transportation	Cost per mile	\$0.90	\$2.28	\$4.29
	Cost per rider	\$1,355	\$1,665	\$1,424

Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,737	\$ 12,740	\$ 9,084	\$ 4,869
Student support	143	402	756	754
Instruction support	1,034	228	438	497
Administration	7,998	8,861	3,398	903
Plant operations	4,133	6,416	2,665	1,027
Food service	1,239	1,317	917	438
Transportation	703	838	976	417
Total operational	23,987	30,802	18,234	8,905
Land and buildings	853	0	1,425	1,086
Equipment	1,175	1,117	1,013	496
Interest	74	0	28	261
Other	326	183	92	180
Total nonoperational	2,428	1,300	2,558	2,023
Total per pupil spending	\$ 26,415	\$ 32,102	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	11.4	29.8	10.4
Average years of teacher experience	12.5	13.5	11.8
Percentage of teachers in first 3 years	25%	25%	20%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Buckeye Elementary School District

Maricopa County

Peer groups: Operational 8 and T-3, Achievement 13¹

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 7

Graduation rate (2018): N/A

Students attending; Size: 5,152; Medium-large

5-year change in students attending: 13% increase

Special education population: 14%

English learner population: 7%

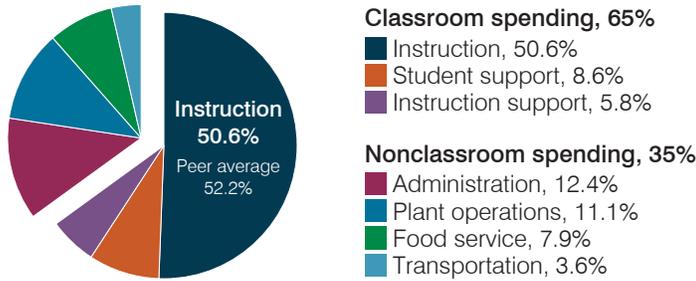
Poverty rate (2018): 16%

Free/reduced meal eligibility: 66%

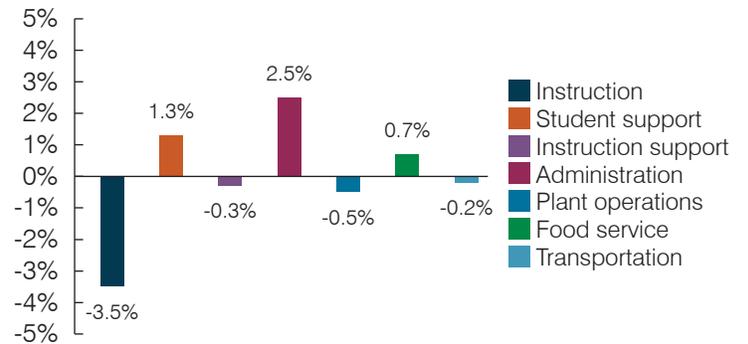
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.9	58.6	60.1	57.9	61.4	60.3	63.0	60.8	54.9	55.4	56.6	52.0	53.3	54.1	53.7	53.0	51.4	50.0	50.6

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

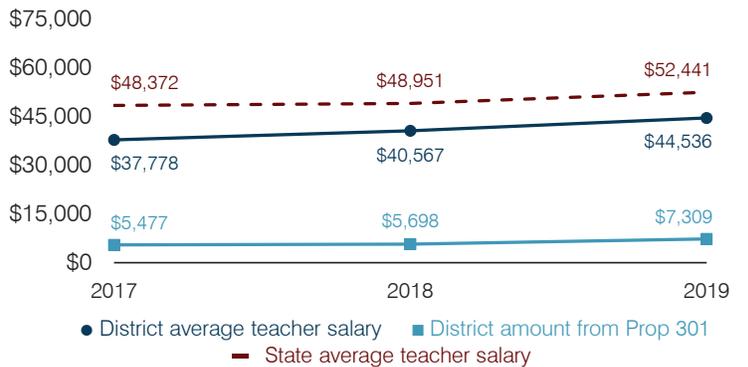


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,043	\$1,047	\$903
	Students per administrative position	79	65	66
Plant operations	Cost per square foot	\$7.89	\$6.60	\$6.49
	Square footage per student	118	145	158
Food service	Cost per meal	\$2.66	\$2.91	\$3.08
Transportation	Cost per mile	\$4.36	\$4.60	\$4.29
	Cost per rider	\$962	\$1,224	\$1,424

Very low Low Comparable High Very high

Average teacher salary and other measures

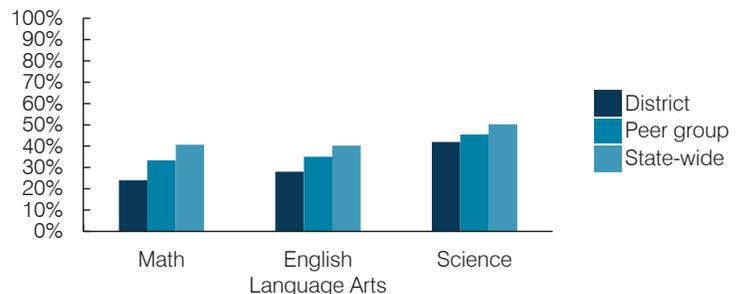


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,816	\$ 4,250	\$ 4,648	\$ 4,869
Student support	609	718	678	754
Instruction support	484	490	551	497
Administration	958	1,043	1,047	903
Plant operations	912	935	972	1,027
Food service	557	665	672	438
Transportation	290	302	345	417
Total operational	7,626	8,403	8,913	8,905
Land and buildings	888	297	1,393	1,086
Equipment	330	436	556	496
Interest	213	169	344	261
Other	200	215	203	180
Total nonoperational	1,631	1,117	2,496	2,023
Total per pupil spending	\$ 9,257	\$ 9,520	\$11,409	\$10,928

Measure	2017	2018	2019
Students per teacher	18.5	21.2	20.8
Average years of teacher experience	7.5	8.0	7.7
Percentage of teachers in first 3 years	32%	28%	31%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Buckeye Union High School District

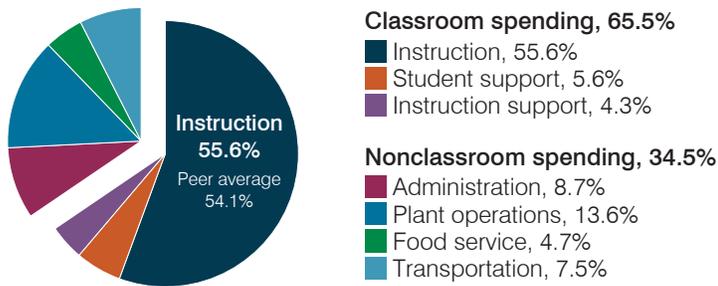
Maricopa County
 Peer groups: Operational 3 and T-5, Achievement 8¹
 Legislative district(s): 4 and 13
 District location: Suburb
 Number of schools: 3
 Graduation rate (2018): 93%

Students attending; Size: 4,328; Medium-large
 5-year change in students attending: 12% increase
 Special education population: 12%
 English learner population: 3%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 53%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.3	51.2	52.1	54.2	52.1	51.7	55.6	55.5	56.8	53.8	53.5	53.3	51.9	52.0	53.0	52.9	54.2	54.6	55.6

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$887	\$903
	Students per administrative position	75	68	66
Plant operations	Cost per square foot	\$6.75	\$5.90	\$6.49
	Square footage per student	181	159	158
Food service	Cost per meal	\$3.23	\$3.35	\$3.08
Transportation	Cost per mile	\$2.97	\$4.10	\$4.29
	Cost per rider	\$1,615	\$1,775	\$1,424



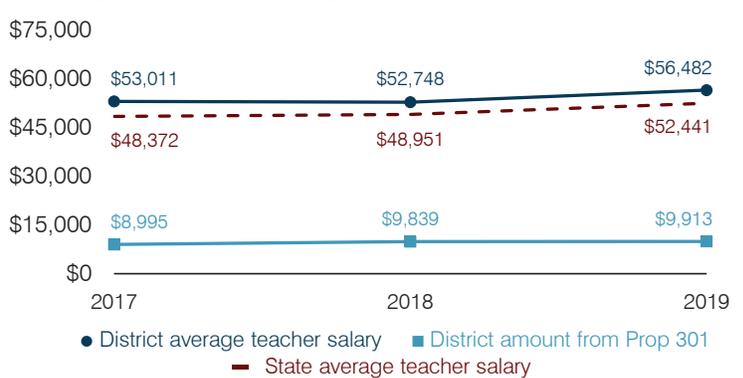
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,709	\$ 4,994	\$ 4,496	\$ 4,869
Student support	502	506	730	754
Instruction support	383	384	377	497
Administration	715	779	887	903
Plant operations	1,240	1,225	977	1,027
Food service	394	420	353	438
Transportation	686	676	428	417
Total operational	8,629	8,984	8,248	8,905
Land and buildings	318	148	1,367	1,086
Equipment	780	531	508	496
Interest	735	776	319	261
Other	61	62	194	180
Total nonoperational	1,894	1,517	2,388	2,023
Total per pupil spending	\$ 10,523	\$ 10,501	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

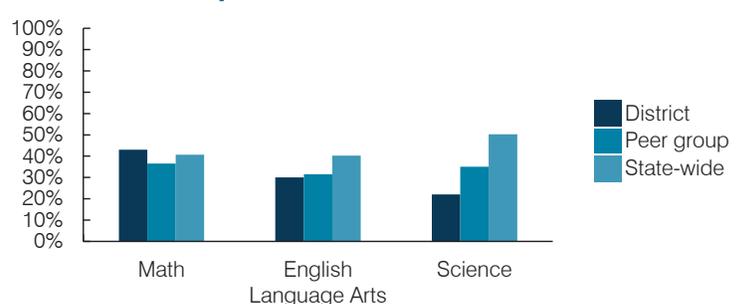


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.9	21.0	21.1
Average years of teacher experience	11.0	11.5	12.5
Percentage of teachers in first 3 years	17%	10%	9%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Bullhead City Elementary School District

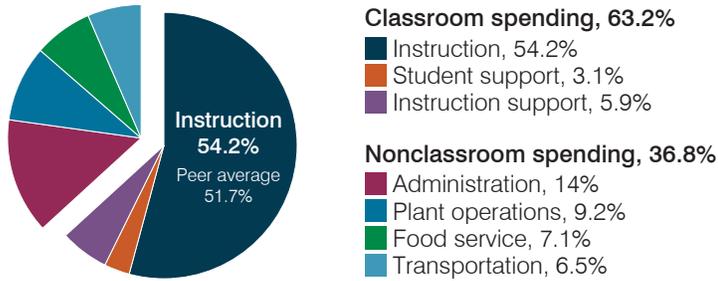
Mohave County
 Peer groups: Operational 9 and T-6, Achievement 20¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 6
 Graduation rate (2018): N/A

Students attending; Size: 2,498; Medium-large
 5-year change in students attending: 13% decrease
 Special education population: 13%
 English learner population: 4%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: 82%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
64.1	62.3	62.9	61.3	60.9	63.4	60.0	61.9	59.5	57.0	56.6	59.6	57.2	55.5	56.1	55.6	54.8	56.3	54.2

Spending by operational area



Operational measures relative to peer averages

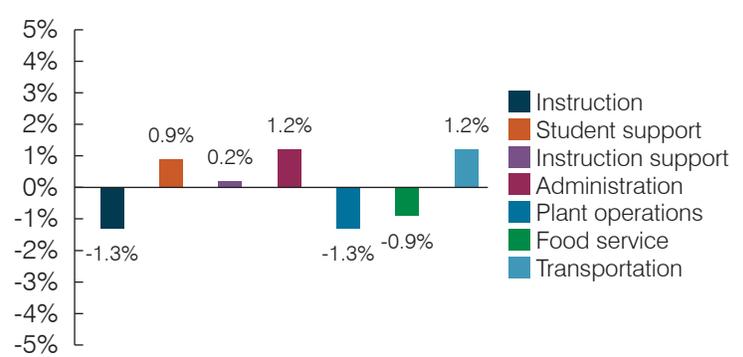
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,153	\$1,141	\$903
	Students per administrative position	69	60	66
Plant operations	Cost per square foot	\$5.05	\$6.68	\$6.49
	Square footage per student	151	161	158
Food service	Cost per meal	\$2.97	\$3.16	\$3.08
Transportation	Cost per mile	\$3.74	\$4.23	\$4.29
	Cost per rider	\$948	\$768	\$1,424



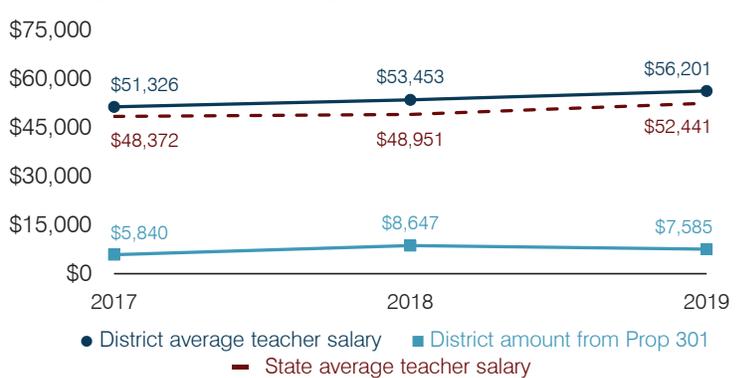
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,344	\$ 4,470	\$ 4,638	\$ 4,869
Student support	224	255	567	754
Instruction support	412	488	481	497
Administration	1,038	1,153	1,141	903
Plant operations	704	763	1,054	1,027
Food service	561	585	599	438
Transportation	440	540	498	417
Total operational	7,723	8,254	8,978	8,905
Land and buildings	77	21	265	1,086
Equipment	126	299	486	496
Interest	0	4	72	261
Other	48	60	134	180
Total nonoperational	251	384	957	2,023
Total per pupil spending	\$ 7,974	\$ 8,638	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

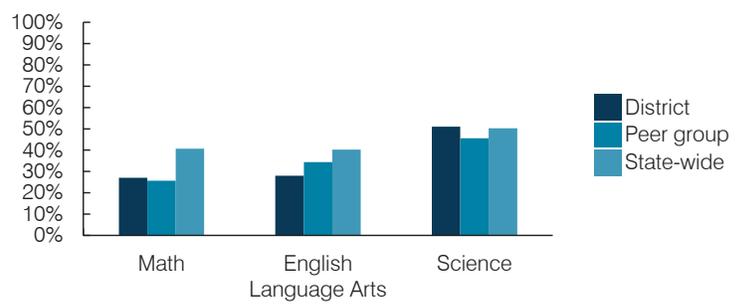


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.2	21.8	20.8
Average years of teacher experience	9.8	9.9	10.0
Percentage of teachers in first 3 years	18%	24%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Camp Verde Unified School District

Yavapai County

Peer groups: Operational 5 and T-8, Achievement 4¹

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 4

Graduation rate (2018): 81%

Students attending; Size: 1,521; Medium

5-year change in students attending: 6% increase

Special education population: 13%

English learner population: 4%

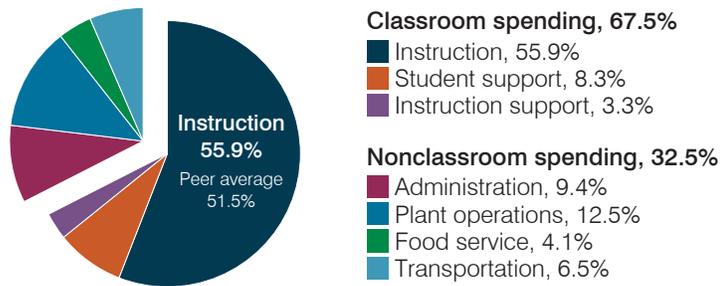
Poverty rate (2018): 20%

Free/reduced meal eligibility: 62%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.2	56.2	53.8	56.3	55.4	54.2	55.4	55.2	55.7	52.6	53.4	53.5	55.9	57.5	55.9	56.3	56.7	56.6	55.9

Spending by operational area



Operational measures relative to peer averages

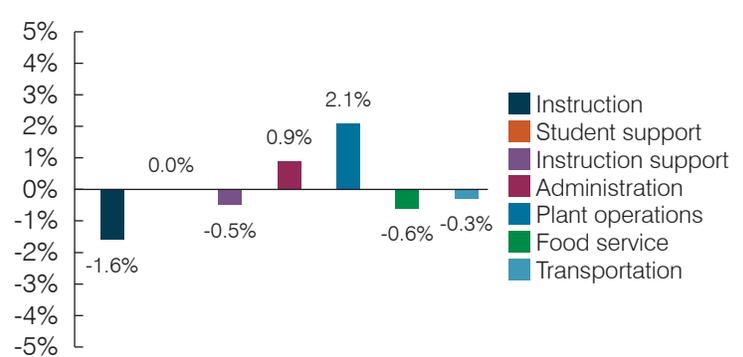
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$742	\$1,190	\$903
	Students per administrative position	64	60	66
Plant operations	Cost per square foot	\$6.24	\$5.67	\$6.49
	Square footage per student	158	257	158
Food service	Cost per meal	\$2.96	\$3.60	\$3.08
Transportation	Cost per mile	\$3.55	\$3.26	\$4.29
	Cost per rider	\$1,256	\$1,447	\$1,424



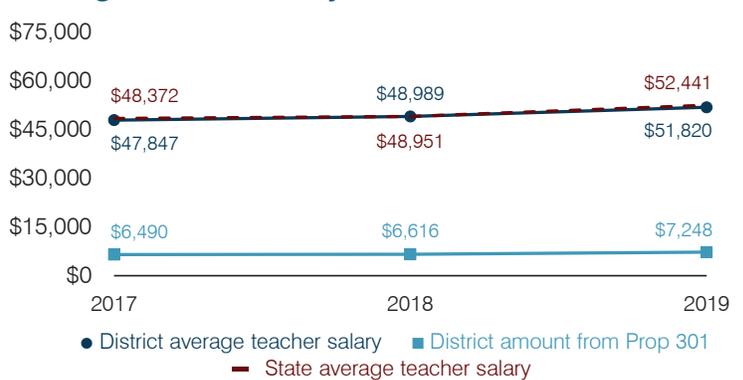
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,651	\$ 4,393	\$ 5,148	\$ 4,869
Student support	789	649	655	754
Instruction support	273	257	436	497
Administration	706	742	1,190	903
Plant operations	967	986	1,416	1,027
Food service	344	318	428	438
Transportation	487	511	546	417
Total operational	8,217	7,856	9,819	8,905
Land and buildings	22	29	1,012	1,086
Equipment	274	347	658	496
Interest	45	52	238	261
Other	12	12	84	180
Total nonoperational	353	440	1,992	2,023
Total per pupil spending	\$ 8,570	\$ 8,296	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

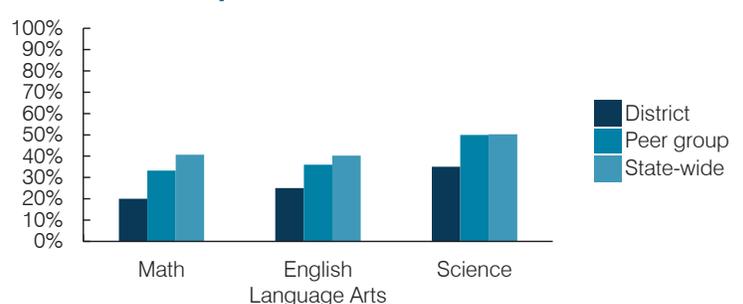


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.5	17.0	18.6
Average years of teacher experience	10.5	10.9	11.0
Percentage of teachers in first 3 years	3%	7%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Cañon Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 136; Very small

5-year change in students attending: 3% increase

Special education population: 14%

English learner population: 0%

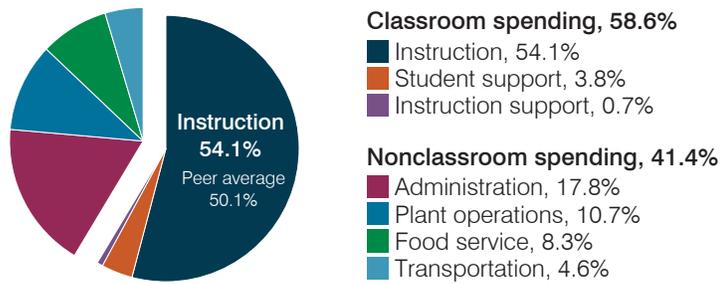
Poverty rate (2018): 38%

Free/reduced meal eligibility: 94%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.9	48.8	48.5	49.5	48.1	50.5	51.3	47.4	51.7	50.1	53.3	47.1	52.0	51.8	51.8	51.2	53.4	50.9	54.1

Spending by operational area



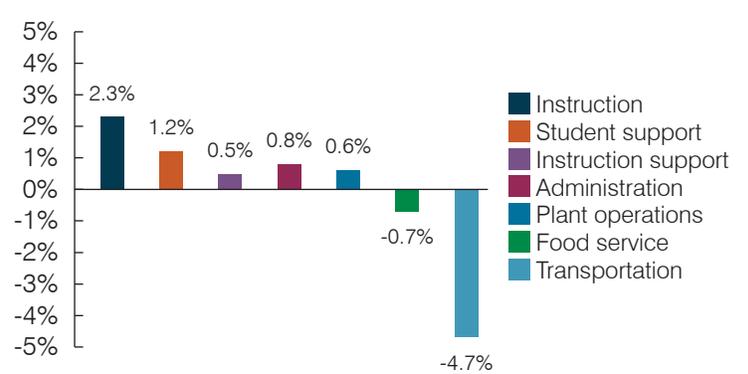
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,119	\$3,398	\$903
	Students per administrative position	33	32	66
Plant operations	Cost per square foot	\$4.54	\$7.70	\$6.49
	Square footage per student	281	382	158
Food service	Cost per meal	\$4.87	\$5.47	\$3.08
Transportation	Cost per mile	\$1.78	\$2.28	\$4.29
	Cost per rider	\$397	\$1,665	\$1,424

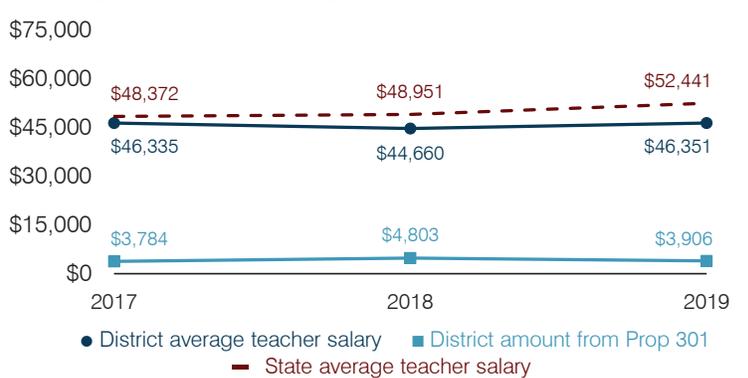
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,202	\$ 6,434	\$ 9,084	\$ 4,869
Student support	386	455	756	754
Instruction support	106	85	438	497
Administration	2,150	2,119	3,398	903
Plant operations	1,590	1,275	2,665	1,027
Food service	1,068	983	917	438
Transportation	683	546	976	417
Total operational	12,185	11,897	18,234	8,905
Land and buildings	203	326	1,425	1,086
Equipment	611	1,072	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	814	1,398	2,558	2,023
Total per pupil spending	\$ 12,999	\$ 13,295	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

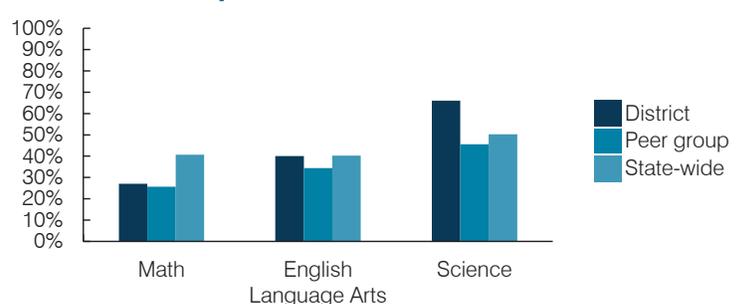


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.2	11.7	12.4
Average years of teacher experience	16.3	16.2	13.3
Percentage of teachers in first 3 years	0%	0%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Cartwright Elementary School District

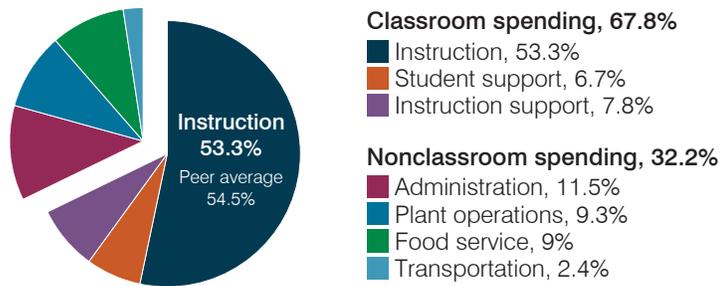
Maricopa County
 Peer groups: Operational 7 and T-1, Achievement 15¹
 Legislative district(s): 19 and 29
 District location: City
 Number of schools: 21
 Graduation rate (2018): N/A

Students attending; Size: 14,997; Large
 5-year change in students attending: 16% decrease
 Special education population: 10%
 English learner population: 20%
 Poverty rate (2018): 32%
 Free/reduced meal eligibility: 87%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
66.4	63.3	62.0	60.7	61.6	61.3	62.2	61.6	61.1	60.0	58.9	56.8	56.5	56.8	56.2	57.3	55.9	55.2	53.3

Spending by operational area



Operational measures relative to peer averages

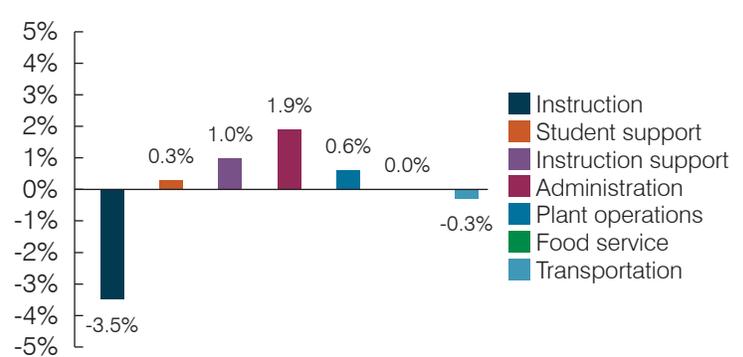
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,058	\$887	\$903
	Students per administrative position	77	73	66
Plant operations	Cost per square foot	\$6.00	\$6.31	\$6.49
	Square footage per student	143	142	158
Food service	Cost per meal	\$3.16	\$2.97	\$3.08
Transportation	Cost per mile	\$9.20	\$7.55	\$4.29
	Cost per rider	\$1,233	\$1,108	\$1,424



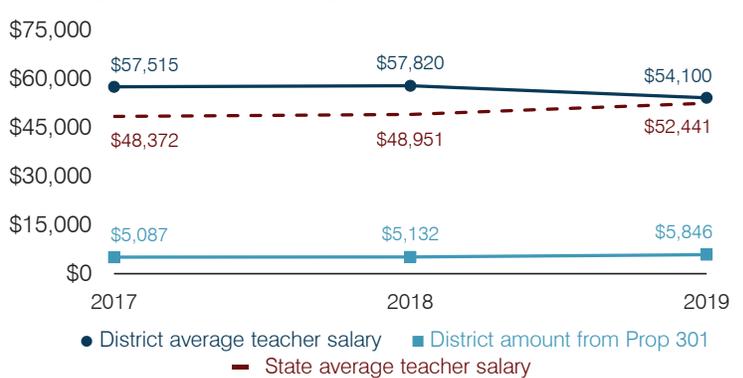
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,603	\$ 4,899	\$ 4,824	\$ 4,869
Student support	562	617	760	754
Instruction support	625	714	554	497
Administration	846	1,058	887	903
Plant operations	764	857	892	1,027
Food service	758	824	608	438
Transportation	185	215	342	417
Total operational	8,343	9,184	8,867	8,905
Land and buildings	136	78	1,189	1,086
Equipment	358	278	508	496
Interest	75	81	230	261
Other	6	8	177	180
Total nonoperational	575	445	2,104	2,023
Total per pupil spending	\$ 8,918	\$ 9,629	\$10,971	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

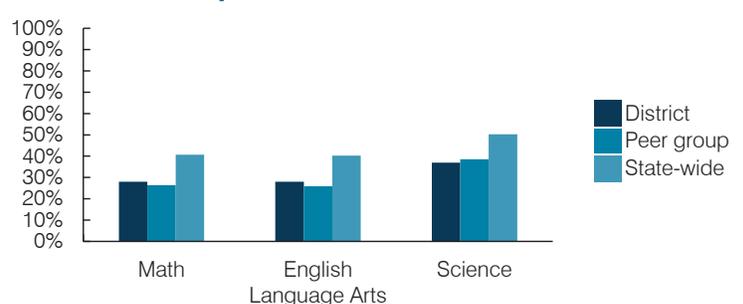


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.1	20.1	17.6
Average years of teacher experience	10.0	10.0	10.3
Percentage of teachers in first 3 years	23%	27%	27%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Casa Grande Elementary School District

Pinal County

Peer groups: Operational 8 and T-4, Achievement 13¹

Legislative district(s): 8 and 11

District location: Suburb

Number of schools: 12

Graduation rate (2018): N/A

Students attending; Size: 6,345; Medium-large

5-year change in students attending: 6% decrease

Special education population: 13%

English learner population: 5%

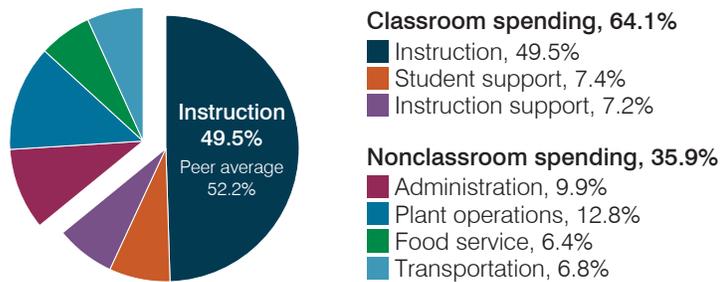
Poverty rate (2018): 22%

Free/reduced meal eligibility: 78%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.9	56.8	56.4	56.0	54.5	55.2	54.0	52.8	54.4	52.4	51.8	49.8	49.4	49.1	50.1	49.6	49.5	51.1	49.5

Spending by operational area



Operational measures relative to peer averages

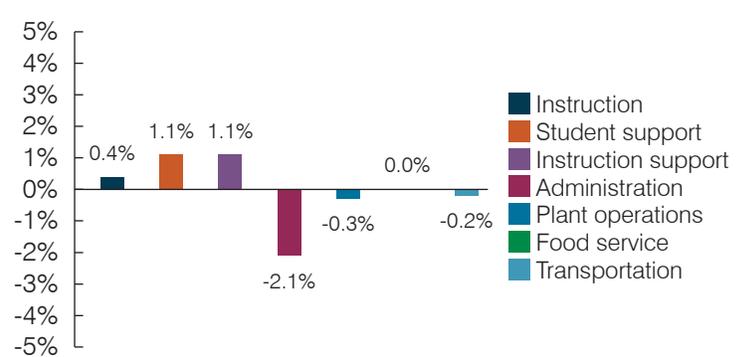
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$1,047	\$903
	Students per administrative position	64	65	66
Plant operations	Cost per square foot	\$8.00	\$6.60	\$6.49
	Square footage per student	134	145	158
Food service	Cost per meal	\$3.07	\$2.91	\$3.08
Transportation	Cost per mile	\$3.60	\$4.02	\$4.29
	Cost per rider	\$1,411	\$1,407	\$1,424



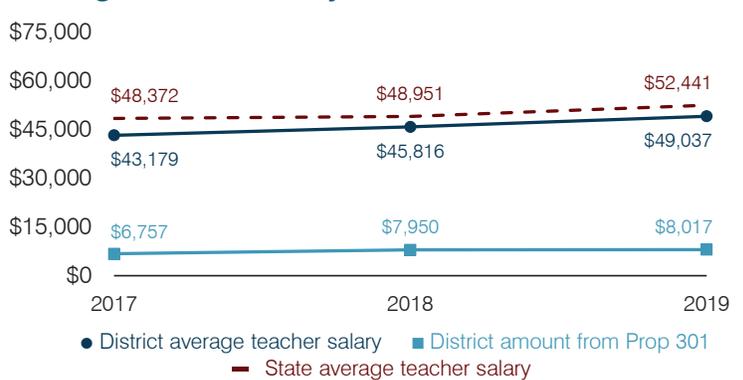
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,214	\$ 4,148	\$ 4,648	\$ 4,869
Student support	556	617	678	754
Instruction support	542	601	551	497
Administration	825	825	1,047	903
Plant operations	1,007	1,071	972	1,027
Food service	533	536	672	438
Transportation	574	574	345	417
Total operational	8,251	8,372	8,913	8,905
Land and buildings	2,937	1,005	1,393	1,086
Equipment	444	983	556	496
Interest	203	247	344	261
Other	66	56	203	180
Total nonoperational	3,650	2,291	2,496	2,023
Total per pupil spending	\$ 11,901	\$ 10,663	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

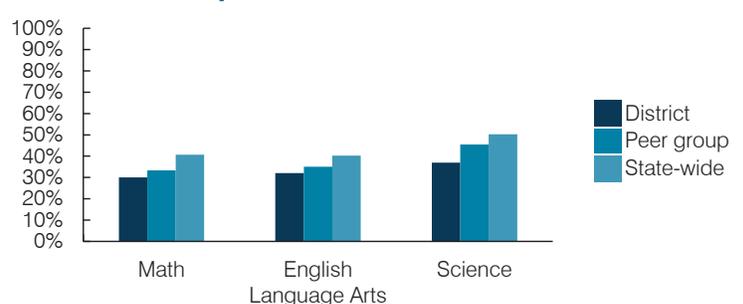


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.1	19.9	19.5
Average years of teacher experience	9.8	9.9	10.1
Percentage of teachers in first 3 years	25%	25%	27%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Casa Grande Union High School District

Pinal County

Peer groups: Operational 3 and T-5, Achievement 9¹

Legislative district(s): 4, 8, and 11

District location: Suburb

Number of schools: 2

Graduation rate (2018): 83%

Students attending; Size: 3,548; Medium-large

5-year change in students attending: 5% decrease

Special education population: 13%

English learner population: 2%

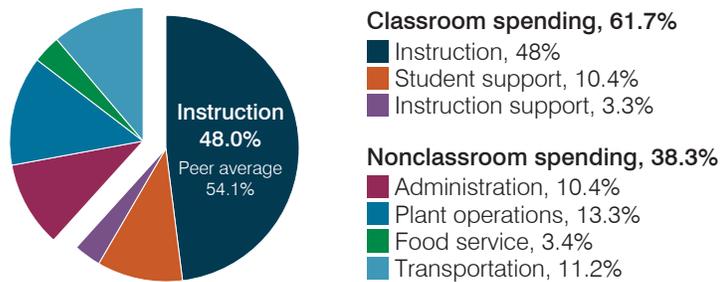
Poverty rate (2018): 19%

Free/reduced meal eligibility: 56%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.4	56.2	55.8	55.1	53.3	54.0	53.5	56.4	53.3	48.1	45.2	47.2	48.9	46.0	49.5	47.5	47.4	46.5	48.0

Spending by operational area



Operational measures relative to peer averages

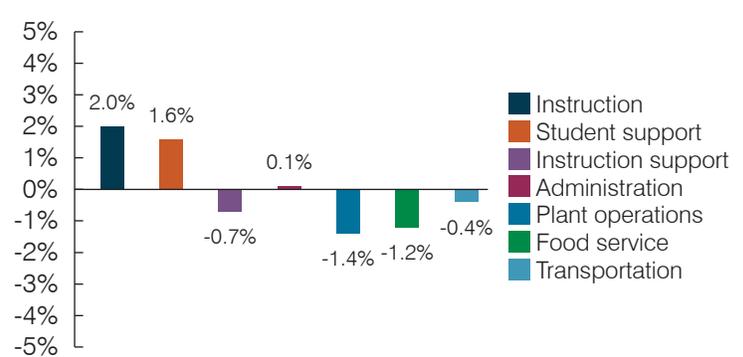
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,000	\$887	\$903
	Students per administrative position	59	68	66
Plant operations	Cost per square foot	\$7.51	\$5.90	\$6.49
	Square footage per student	170	159	158
Food service	Cost per meal	\$4.33	\$3.35	\$3.08
Transportation	Cost per mile	\$4.75	\$4.10	\$4.29
	Cost per rider	\$3,817	\$1,775	\$1,424



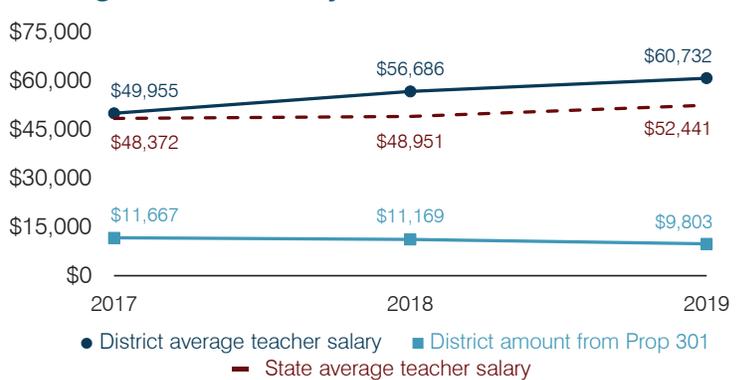
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,900	\$ 4,594	\$ 4,496	\$ 4,869
Student support	772	1,001	730	754
Instruction support	285	310	377	497
Administration	1,006	1,000	887	903
Plant operations	1,169	1,278	977	1,027
Food service	304	323	353	438
Transportation	952	1,069	428	417
Total operational	8,388	9,575	8,248	8,905
Land and buildings	209	35	1,367	1,086
Equipment	330	416	508	496
Interest	255	236	319	261
Other	123	1	194	180
Total nonoperational	917	688	2,388	2,023
Total per pupil spending	\$ 9,305	\$ 10,263	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

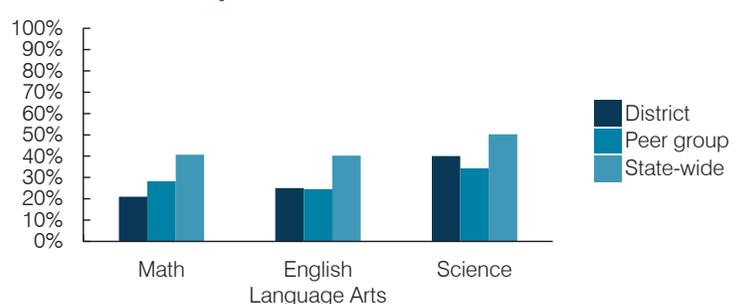


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	23.7	23.9	21.5
Average years of teacher experience	11.5	12.1	12.6
Percentage of teachers in first 3 years	13%	9%	8%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Catalina Foothills Unified School District

Pima County

Peer groups: Operational 3 and T-1, Achievement 1¹

Legislative district(s): 9

District location: Suburb

Number of schools: 7

Graduation rate (2018): 95%

Students attending; Size: 5,135; Medium-large

5-year change in students attending: 6% increase

Special education population: 8%

English learner population: 2%

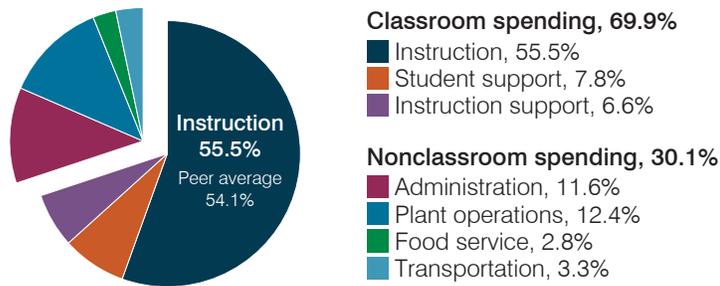
Poverty rate (2018): 6%

Free/reduced meal eligibility: 12%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.7	61.2	61.4	60.5	58.4	58.1	57.9	55.0	55.0	54.3	53.1	52.6	52.2	52.8	54.4	53.5	53.9	54.8	55.5

Spending by operational area



Operational measures relative to peer averages

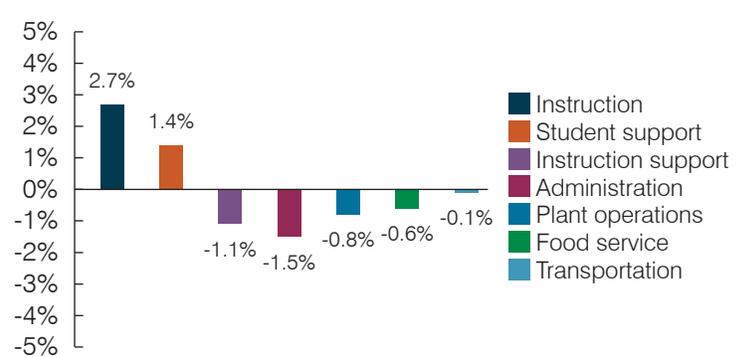
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$899	\$887	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.96	\$5.90	\$6.49
	Square footage per student	161	159	158
Food service	Cost per meal	\$3.22	\$3.35	\$3.08
Transportation	Cost per mile	\$3.59	\$7.55	\$4.29
	Cost per rider	\$474	\$1,108	\$1,424



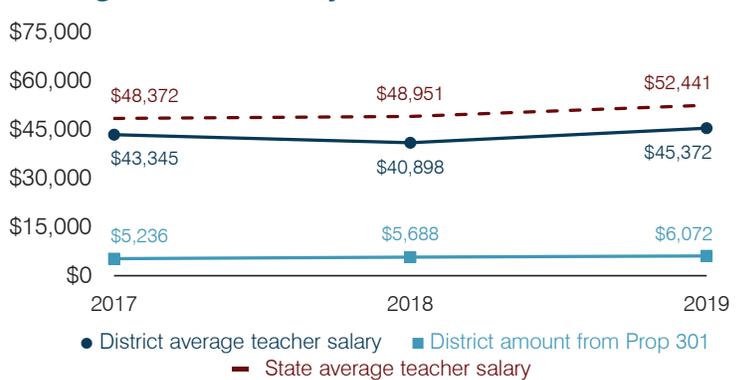
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,788	\$ 4,311	\$ 4,496	\$ 4,869
Student support	517	605	730	754
Instruction support	451	518	377	497
Administration	798	899	887	903
Plant operations	908	963	977	1,027
Food service	208	222	353	438
Transportation	245	255	428	417
Total operational	6,915	7,773	8,248	8,905
Land and buildings	974	1,377	1,367	1,086
Equipment	572	430	508	496
Interest	234	293	319	261
Other	819	879	194	180
Total nonoperational	2,599	2,979	2,388	2,023
Total per pupil spending	\$ 9,514	\$ 10,752	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

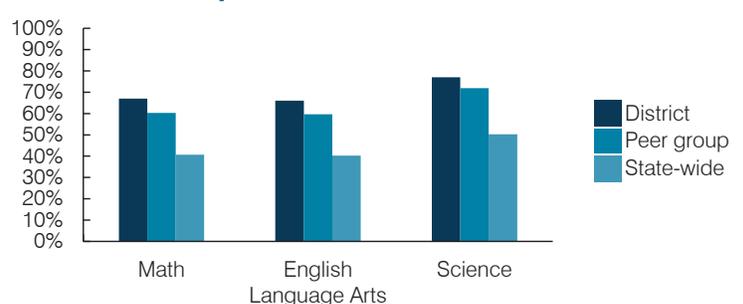


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	16.7	16.8
Average years of teacher experience	10.9	11.3	11.5
Percentage of teachers in first 3 years	22%	19%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Cave Creek Unified School District

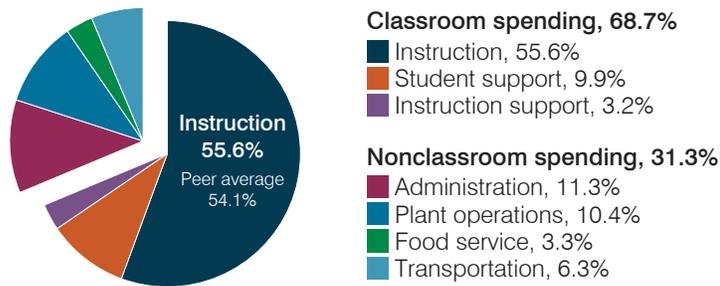
Maricopa County
 Peer groups: Operational 3 and T-4, Achievement 1¹
 Legislative district(s): 1, 15, and 23
 District location: City
 Number of schools: 7
 Graduation rate (2018): 94%

Students attending; Size: 5,212; Medium-large
 5-year change in students attending: 1% decrease
 Special education population: 13%
 English learner population: 1%
 Poverty rate (2018): 7%
 Free/reduced meal eligibility: 7%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.8	56.0	58.3	57.2	59.7	59.6	55.5	56.7	55.6	54.4	54.9	53.2	53.9	53.0	53.3	52.8	53.7	53.3	55.6

Spending by operational area



Operational measures relative to peer averages

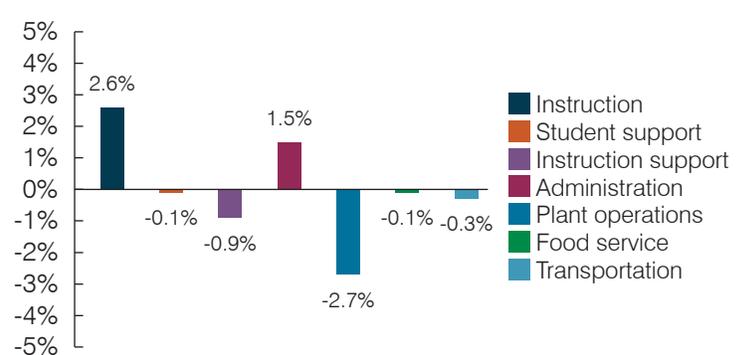
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$904	\$887	\$903
	Students per administrative position	60	68	66
Plant operations	Cost per square foot	\$4.49	\$5.90	\$6.49
	Square footage per student	185	159	158
Food service	Cost per meal	\$2.97	\$3.35	\$3.08
Transportation	Cost per mile	\$3.46	\$4.02	\$4.29
	Cost per rider	\$1,329	\$1,407	\$1,424



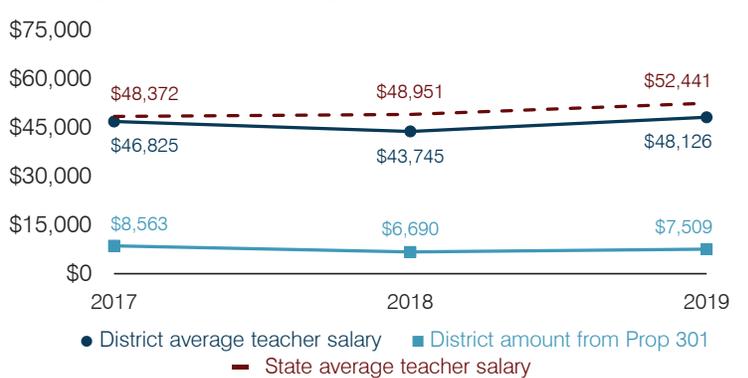
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,880	\$ 4,462	\$ 4,496	\$ 4,869
Student support	735	797	730	754
Instruction support	235	261	377	497
Administration	859	904	887	903
Plant operations	886	832	977	1,027
Food service	259	268	353	438
Transportation	426	507	428	417
Total operational	7,280	8,031	8,248	8,905
Land and buildings	392	593	1,367	1,086
Equipment	387	354	508	496
Interest	301	285	319	261
Other	399	470	194	180
Total nonoperational	1,479	1,702	2,388	2,023
Total per pupil spending	\$ 8,759	\$ 9,733	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

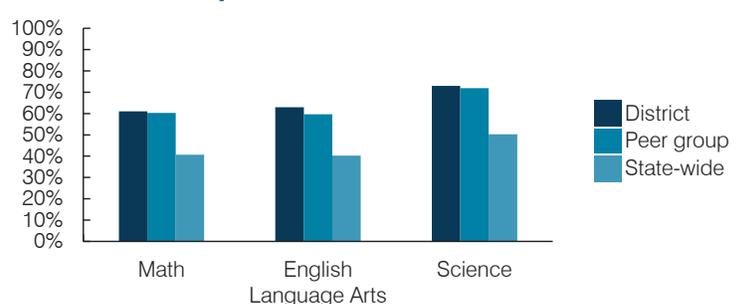


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.8	19.8	19.7
Average years of teacher experience	13.2	12.8	12.9
Percentage of teachers in first 3 years	17%	20%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Cedar Unified School District

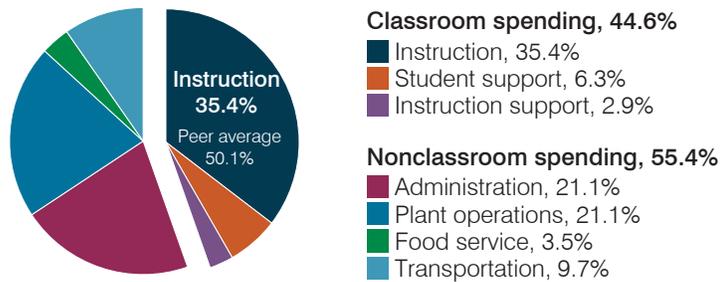
Navajo County
 Peer groups: Operational 11 and T-11, Achievement 20¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 131; Very small
 5-year change in students attending: 13% decrease
 Special education population: 19%
 English learner population: 14%
 Poverty rate (2018): 50%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45.4	43.5	45.3	41.6	43.0	48.1	44.8	44.8	44.5	40.2	39.2	43.1	34.6	37.0	33.6	37.1	38.7	35.4	35.4

Spending by operational area



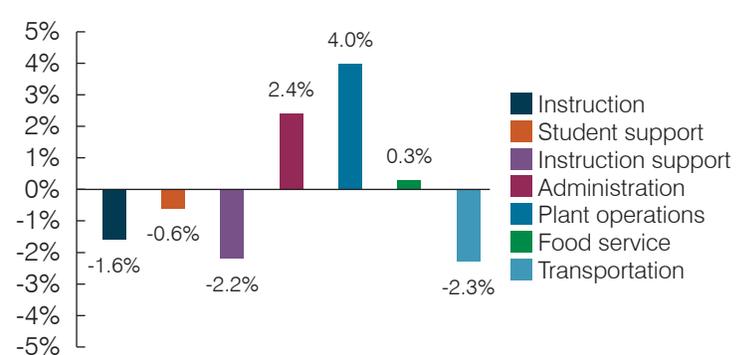
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,036	\$3,398	\$903
	Students per administrative position	22	32	66
Plant operations	Cost per square foot	\$4.41	\$7.70	\$6.49
	Square footage per student	1,143	382	158
Food service	Cost per meal	\$3.39	\$5.47	\$3.08
Transportation	Cost per mile	NR	\$2.28	\$4.29
	Cost per rider	\$2,417	\$1,665	\$1,424

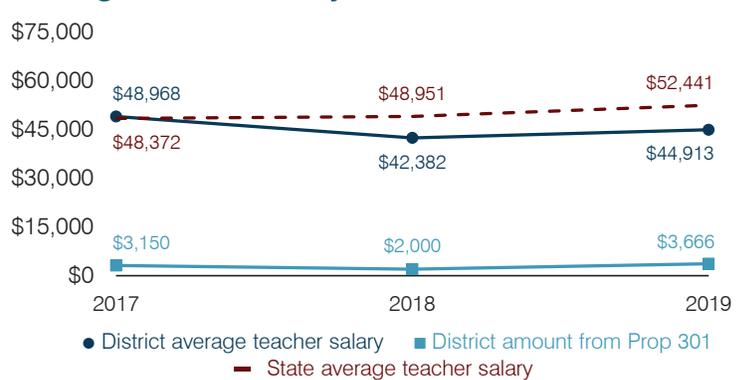
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,924	\$ 8,444	\$ 9,084	\$ 4,869
Student support	1,727	1,494	756	754
Instruction support	969	693	438	497
Administration	5,465	5,036	3,398	903
Plant operations	4,877	5,035	2,665	1,027
Food service	948	835	917	438
Transportation	2,302	2,304	976	417
Total operational	25,212	23,841	18,234	8,905
Land and buildings	281	1,907	1,425	1,086
Equipment	922	223	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	1,203	2,130	2,558	2,023
Total per pupil spending	\$ 26,415	\$ 25,971	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

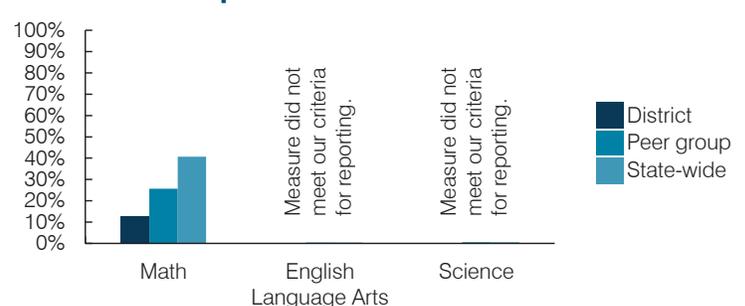


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.7	10.7	11.9
Average years of teacher experience	17.3	17.8	14.9
Percentage of teachers in first 3 years	0%	0%	29%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Chandler Unified School District

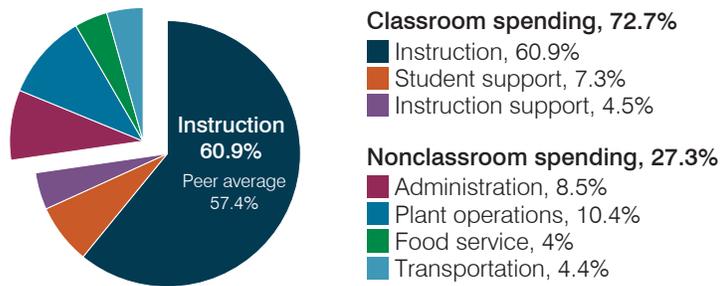
Maricopa County
 Peer groups: Operational 1 and T-3, Achievement 2¹
 Legislative district(s): 12, 17, and 18
 District location: Suburb
 Number of schools: 43
 Graduation rate (2018): 92%

Students attending; Size: 44,660; Very large
 5-year change in students attending: 12% increase
 Special education population: 10%
 English learner population: 2%
 Poverty rate (2018): 8%
 Free/reduced meal eligibility: 23%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.7	62.1	63.2	63.6	63.7	63.7	63.2	62.3	62.4	62.0	60.6	60.9	60.6	61.1	61.1	61.0	60.6	61.6	60.9

Spending by operational area



Operational measures relative to peer averages

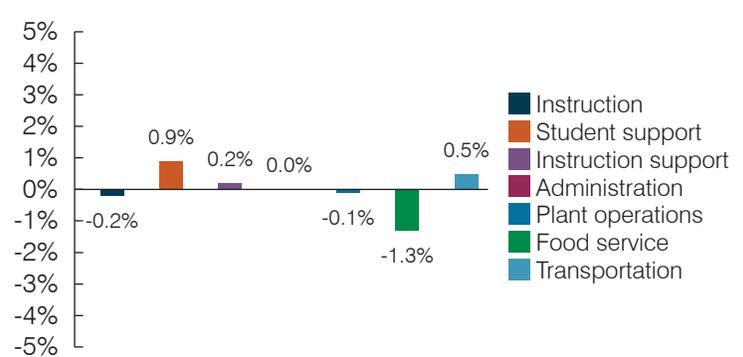
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$665	\$746	\$903
	Students per administrative position	100	78	66
Plant operations	Cost per square foot	\$7.75	\$6.37	\$6.49
	Square footage per student	105	150	158
Food service	Cost per meal	\$3.08	\$2.92	\$3.08
Transportation	Cost per mile	\$5.02	\$4.60	\$4.29
	Cost per rider	\$1,406	\$1,224	\$1,424



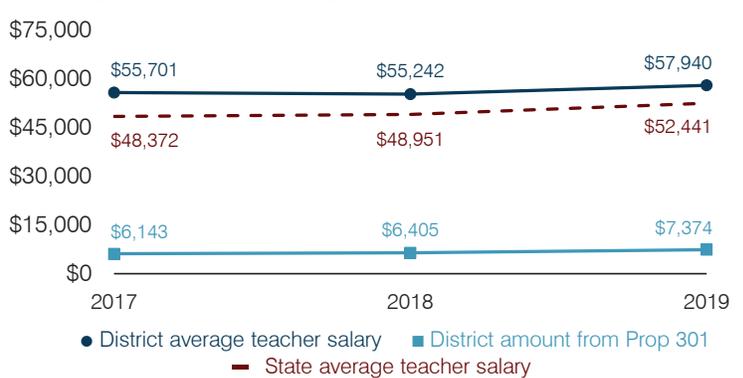
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,606	\$ 4,776	\$ 4,901	\$ 4,869
Student support	516	576	773	754
Instruction support	316	351	427	497
Administration	613	665	746	903
Plant operations	769	816	949	1,027
Food service	308	311	341	438
Transportation	347	342	381	417
Total operational	7,475	7,837	8,518	8,905
Land and buildings	785	1,014	658	1,086
Equipment	295	375	376	496
Interest	236	249	288	261
Other	284	311	217	180
Total nonoperational	1,600	1,949	1,539	2,023
Total per pupil spending	\$ 9,075	\$ 9,786	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

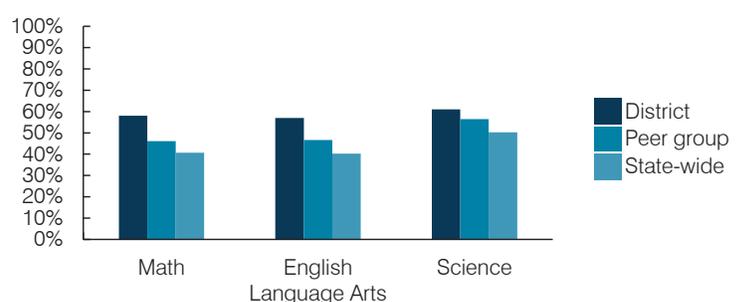


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.3	18.9	18.7
Average years of teacher experience	11.3	11.5	11.8
Percentage of teachers in first 3 years	11%	12%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Chinle Unified School District

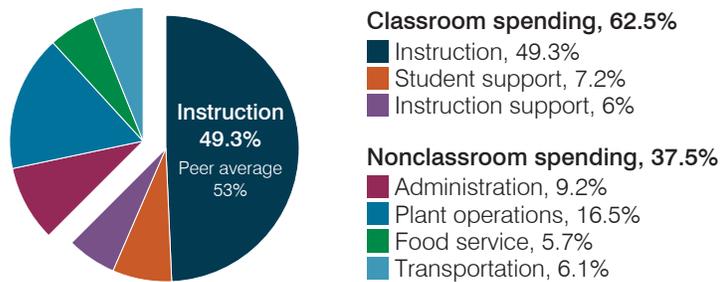
Apache County
 Peer groups: Operational 4 and T-8, Achievement 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 7
 Graduation rate (2018): 71%

Students attending; Size: 3,310; Medium-large
 5-year change in students attending: 2% decrease
 Special education population: 12%
 English learner population: 6%
 Poverty rate (2018): 51%
 Free/reduced meal eligibility: 94%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.7	48.0	50.2	50.8	51.1	49.6	48.3	48.6	49.4	47.0	47.5	49.0	48.4	48.4	46.6	49.9	48.5	48.0	49.3

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

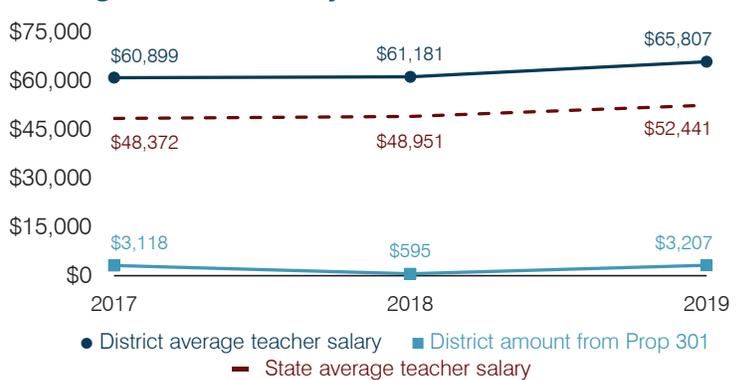


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,363	\$899	\$903
	Students per administrative position	53	68	66
Plant operations	Cost per square foot	\$8.26	\$5.82	\$6.49
	Square footage per student	295	180	158
Food service	Cost per meal	\$3.35	\$3.28	\$3.08
Transportation	Cost per mile	\$2.86	\$3.26	\$4.29
	Cost per rider	\$1,056	\$1,447	\$1,424



Average teacher salary and other measures

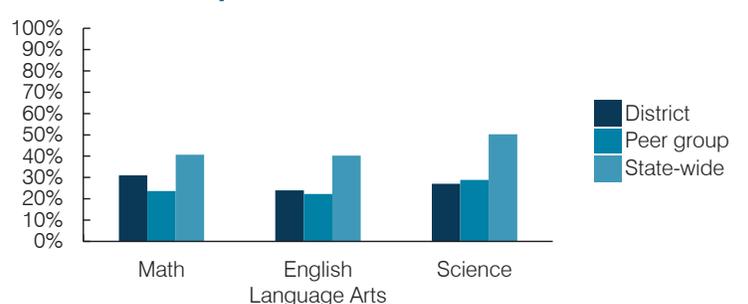


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,523	\$ 7,297	\$ 4,516	\$ 4,869
Student support	1,058	1,073	713	754
Instruction support	753	891	496	497
Administration	1,221	1,363	899	903
Plant operations	2,266	2,441	1,029	1,027
Food service	858	844	438	438
Transportation	918	907	444	417
Total operational	13,597	14,816	8,535	8,905
Land and buildings	1,169	2,112	565	1,086
Equipment	672	932	453	496
Interest	0	0	173	261
Other	83	94	70	180
Total nonoperational	1,924	3,138	1,261	2,023
Total per pupil spending	\$ 15,521	\$ 17,954	\$ 9,796	\$ 10,928

Measure	2017	2018	2019
Students per teacher	16.4	16.6	15.8
Average years of teacher experience	14.1	13.7	13.6
Percentage of teachers in first 3 years	11%	11%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Chino Valley Unified School District

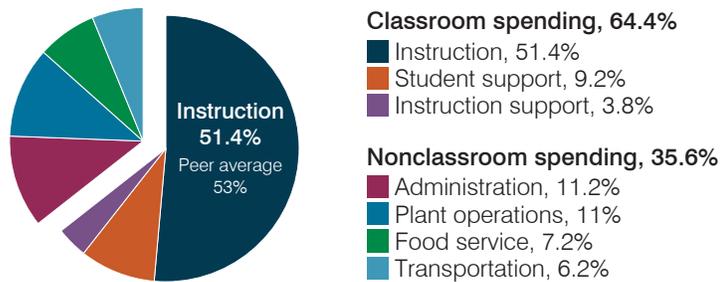
Yavapai County
 Peer groups: Operational 4 and T-7, Achievement 4¹
 Legislative district(s): 1
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 91%

Students attending; Size: 2,210; Medium-large
 5-year change in students attending: Less than 1%
 Special education population: 15%
 English learner population: 3%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 55%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.5	58.1	59.6	57.9	58.7	58.2	59.3	57.8	57.2	52.5	49.4	49.6	50.5	50.6	49.4	49.5	51.5	49.6	51.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

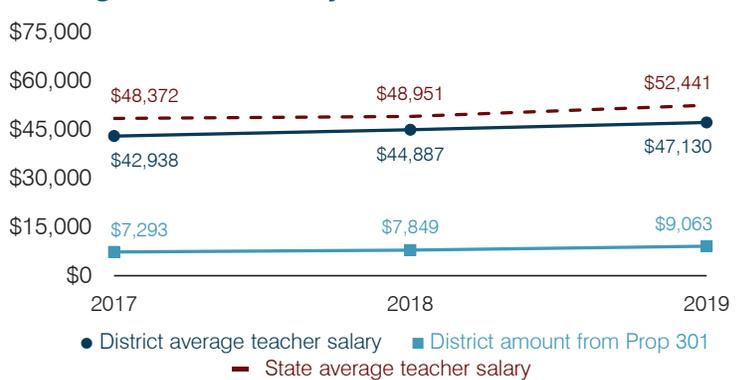


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$917	\$899	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.92	\$5.82	\$6.49
	Square footage per student	151	180	158
Food service	Cost per meal	\$3.07	\$3.28	\$3.08
Transportation	Cost per mile	\$4.01	\$3.70	\$4.29
	Cost per rider	\$1,021	\$1,127	\$1,424



Average teacher salary and other measures

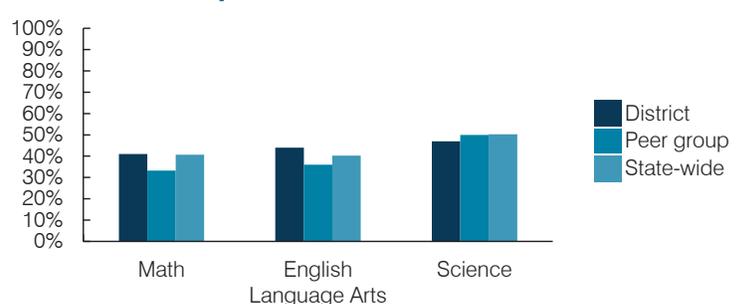


Measure	2017	2018	2019
Students per teacher	20.3	20.8	19.6
Average years of teacher experience	11.8	11.1	11.0
Percentage of teachers in first 3 years	15%	14%	17%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,678	\$ 4,198	\$ 4,516	\$ 4,869
Student support	677	752	713	754
Instruction support	297	307	496	497
Administration	862	917	899	903
Plant operations	929	894	1,029	1,027
Food service	522	586	438	438
Transportation	456	508	444	417
Total operational	7,421	8,162	8,535	8,905
Land and buildings	128	93	565	1,086
Equipment	213	373	453	496
Interest	28	25	173	261
Other	109	65	70	180
Total nonoperational	478	556	1,261	2,023
Total per pupil spending	\$ 7,899	\$ 8,718	\$ 9,796	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Clarkdale-Jerome Elementary School District

Yavapai County

Peer groups: Operational 10 and T-6, Achievement 16¹

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 449; Small

5-year change in students attending: 5% increase

Special education population: 10%

English learner population: 0%

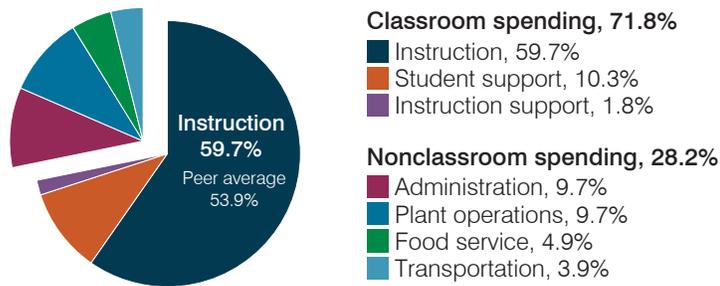
Poverty rate (2018): 11%

Free/reduced meal eligibility: 43%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.7	58.7	58.3	60.2	62.5	60.0	59.1	61.0	60.0	57.9	57.0	57.5	56.6	57.2	57.2	57.9	57.7	59.9	59.7

Spending by operational area



Operational measures relative to peer averages

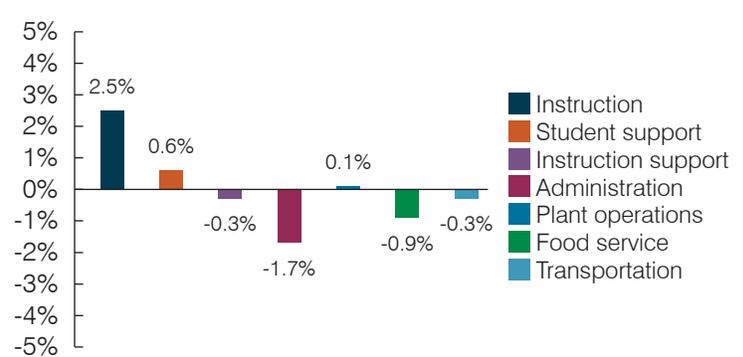
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$1,326	\$903
	Students per administrative position	106	52	66
Plant operations	Cost per square foot	\$7.54	\$6.87	\$6.49
	Square footage per student	108	196	158
Food service	Cost per meal	\$3.74	\$3.37	\$3.08
Transportation	Cost per mile	\$3.95	\$4.23	\$4.29
	Cost per rider	\$570	\$768	\$1,424



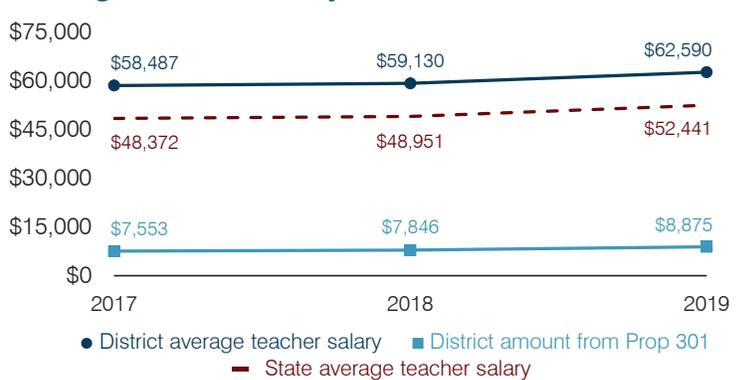
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,899	\$ 5,020	\$ 5,443	\$ 4,869
Student support	839	868	538	754
Instruction support	117	148	403	497
Administration	805	818	1,326	903
Plant operations	785	812	1,175	1,027
Food service	391	409	588	438
Transportation	349	329	681	417
Total operational	8,185	8,404	10,154	8,905
Land and buildings	128	114	215	1,086
Equipment	180	291	769	496
Interest	0	4	129	261
Other	29	35	126	180
Total nonoperational	337	444	1,239	2,023
Total per pupil spending	\$ 8,522	\$ 8,848	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

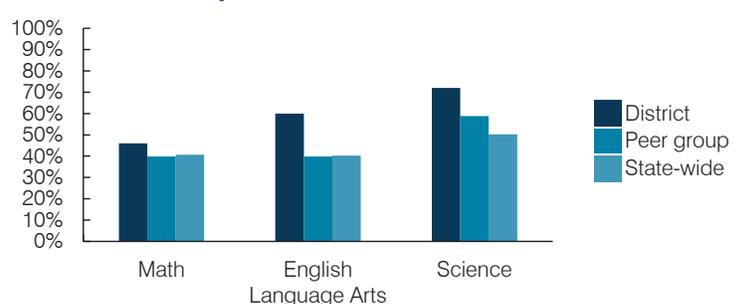


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.9	19.9	19.5
Average years of teacher experience	15.6	15.8	15.5
Percentage of teachers in first 3 years	9%	4%	9%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Cochise Elementary School District

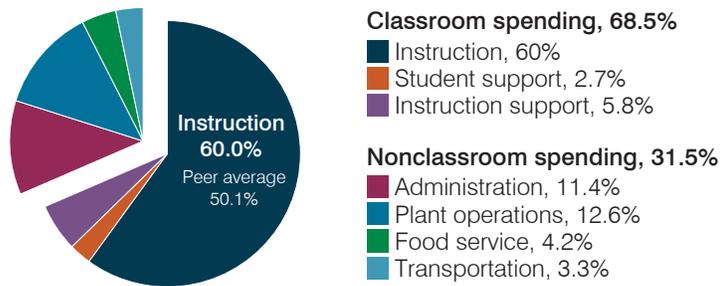
Cochise County
 Peer groups: Operational 11 and T-11, Achievement 17¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 82; Very small
 5-year change in students attending: 3% decrease
 Special education population: 18%
 English learner population: 0%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 40%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	58.5	60.4	62.7	57.5	54.3	57.2	58.8	59.7	54.3	57.4	54.6	57.2	56.9	58.7	56.9	60.2	59.5	60.0

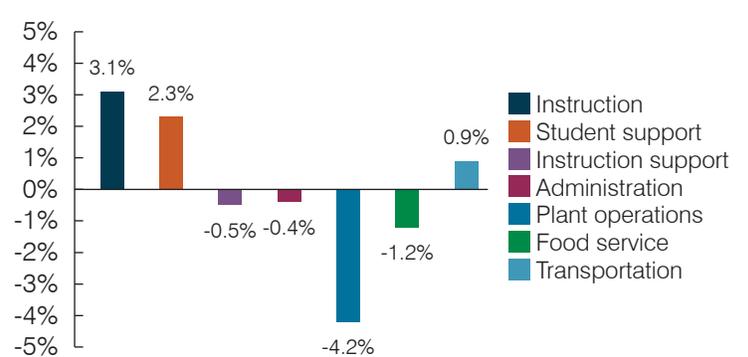
Spending by operational area



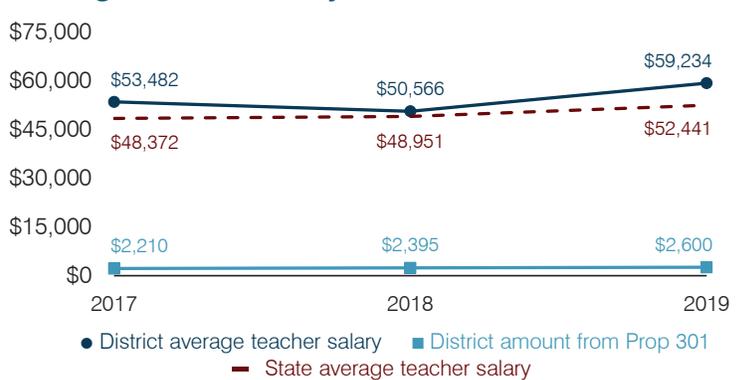
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,352	\$3,398	\$903
	Students per administrative position	41	32	66
Plant operations	Cost per square foot	\$8.29	\$7.70	\$6.49
	Square footage per student	311	382	158
Food service	Cost per meal	\$5.74	\$5.47	\$3.08
Transportation	Cost per mile	\$1.97	\$2.28	\$4.29
	Cost per rider	\$729	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

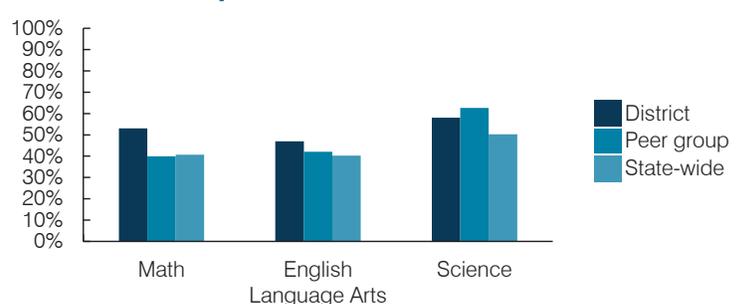


Measure	2017	2018	2019
Students per teacher	9.2	8.4	9.1
Average years of teacher experience	14.8	15.1	17.0
Percentage of teachers in first 3 years	15%	0%	0%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 12,346	\$ 12,316	\$ 9,084	\$ 4,869
Student support	77	552	756	754
Instruction support	1,715	1,194	438	497
Administration	2,356	2,352	3,398	903
Plant operations	2,665	2,579	2,665	1,027
Food service	1,002	858	917	438
Transportation	587	673	976	417
Total operational	20,748	20,524	18,234	8,905
Land and buildings	406	242	1,425	1,086
Equipment	621	1,071	1,013	496
Interest	0	12	28	261
Other	0	0	92	180
Total nonoperational	1,027	1,325	2,558	2,023
Total per pupil spending	\$ 21,775	\$ 21,849	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Colorado City Unified School District

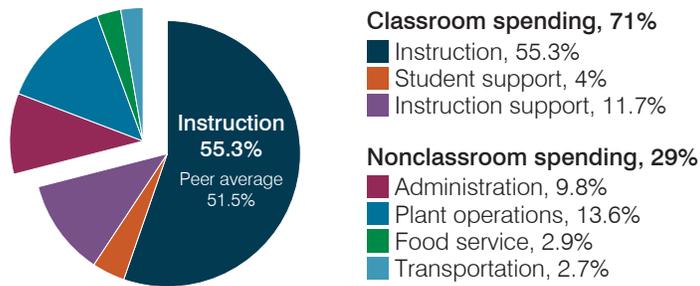
Mohave County
 Peer groups: Operational 5 and T-6, Achievement 6¹
 Legislative district(s): 5
 District location: Town
 Number of schools: 2
 Graduation rate (2018): 64%

Students attending; Size: 629; Medium
 5-year change in students attending: 18% increase
 Special education population: 15%
 English learner population: 0%
 Poverty rate (2018): 32%
 Free/reduced meal eligibility: 86%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
39.9	42.0	40.7	46.2	39.0	37.0	41.3	45.1	46.6	48.2	49.2	49.1	51.5	53.0	54.6	54.1	54.4	54.1	55.3

Spending by operational area



Operational measures relative to peer averages

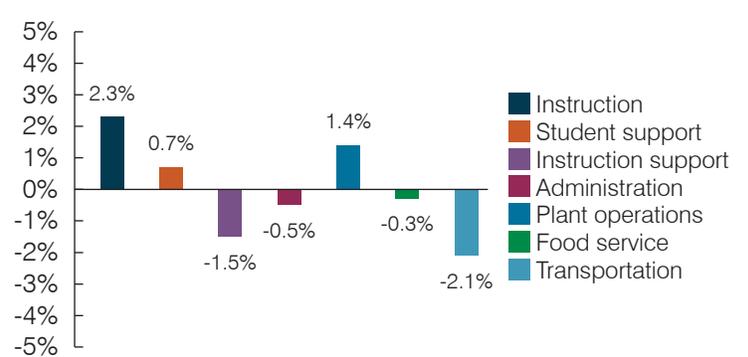
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$966	\$1,190	\$903
	Students per administrative position	70	60	66
Plant operations	Cost per square foot	\$7.47	\$5.67	\$6.49
	Square footage per student	180	257	158
Food service	Cost per meal	\$3.67	\$3.60	\$3.08
Transportation	Cost per mile	\$3.17	\$4.23	\$4.29
	Cost per rider	\$606	\$768	\$1,424



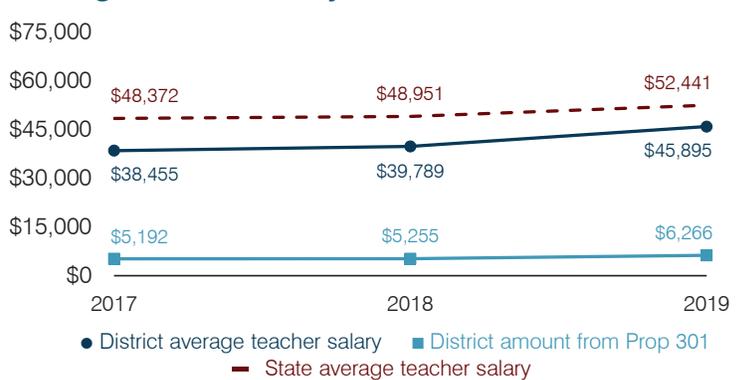
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,247	\$ 5,467	\$ 5,148	\$ 4,869
Student support	448	400	655	754
Instruction support	962	1,155	436	497
Administration	1,069	966	1,190	903
Plant operations	1,325	1,345	1,416	1,027
Food service	316	288	428	438
Transportation	330	263	546	417
Total operational	9,697	9,884	9,819	8,905
Land and buildings	639	1,561	1,012	1,086
Equipment	490	361	658	496
Interest	11	5	238	261
Other	1	0	84	180
Total nonoperational	1,141	1,927	1,992	2,023
Total per pupil spending	\$ 10,838	\$ 11,811	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

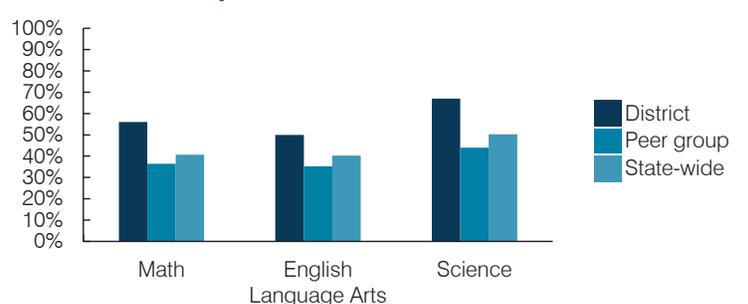


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.0	22.0	21.7
Average years of teacher experience	11.6	12.0	11.2
Percentage of teachers in first 3 years	16%	24%	33%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Colorado River Union High School District

Mohave County

Peer groups: Operational 5 and T-9, Achievement 11¹

Legislative district(s): 5

District location: Town

Number of schools: 2

Graduation rate (2018): 83%

Students attending; Size: 1,804; Medium

5-year change in students attending: 12% decrease

Special education population: 11%

English learner population: 1%

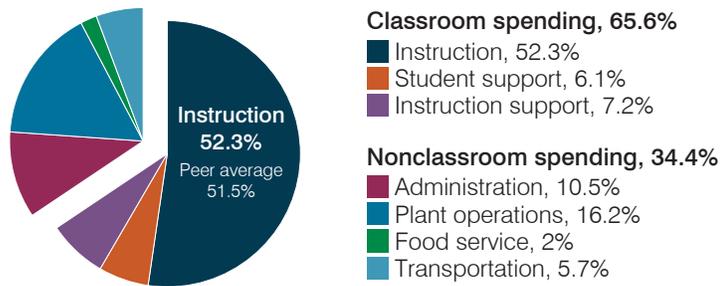
Poverty rate (2018): 23%

Free/reduced meal eligibility: 50%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.1	55.0	58.8	55.6	58.2	58.3	60.4	60.7	59.1	60.9	56.0	52.3	52.7	50.2	51.9	52.9	50.8	52.3	52.3

Spending by operational area



Operational measures relative to peer averages

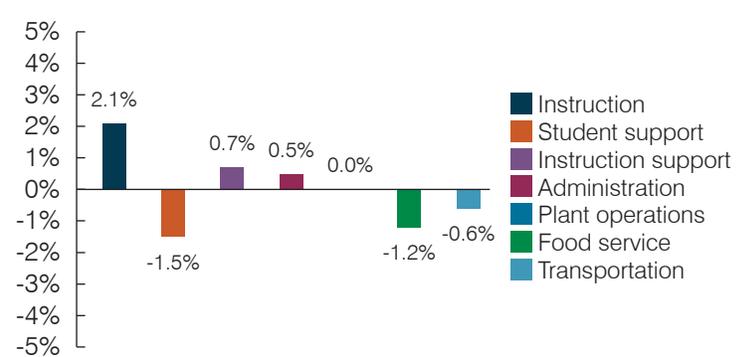
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$878	\$1,190	\$903
	Students per administrative position	61	60	66
Plant operations	Cost per square foot	\$5.84	\$5.67	\$6.49
	Square footage per student	232	257	158
Food service	Cost per meal	\$3.01	\$3.60	\$3.08
Transportation	Cost per mile	\$2.97	\$2.74	\$4.29
	Cost per rider	\$1,757	\$1,641	\$1,424



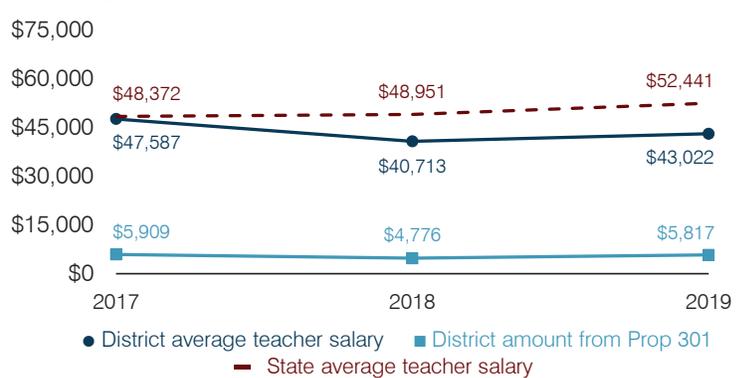
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,230	\$ 4,358	\$ 5,148	\$ 4,869
Student support	477	507	655	754
Instruction support	585	597	436	497
Administration	898	878	1,190	903
Plant operations	1,257	1,354	1,416	1,027
Food service	208	170	428	438
Transportation	429	473	546	417
Total operational	8,084	8,337	9,819	8,905
Land and buildings	5,667	12,395	1,012	1,086
Equipment	398	1,469	658	496
Interest	1,004	820	238	261
Other	136	274	84	180
Total nonoperational	7,205	14,958	1,992	2,023
Total per pupil spending	\$ 15,289	\$ 23,295	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

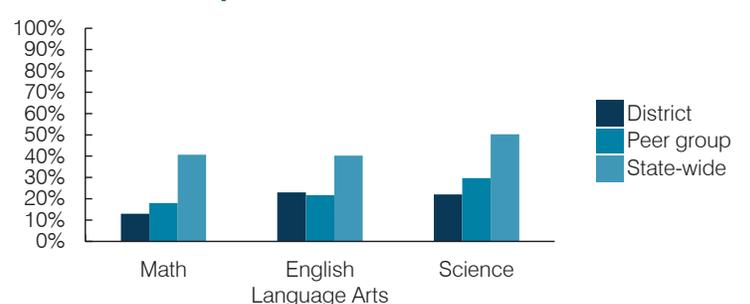


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.9	20.0	20.5
Average years of teacher experience	10.9	10.6	10.1
Percentage of teachers in first 3 years	21%	26%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Concho Elementary School District

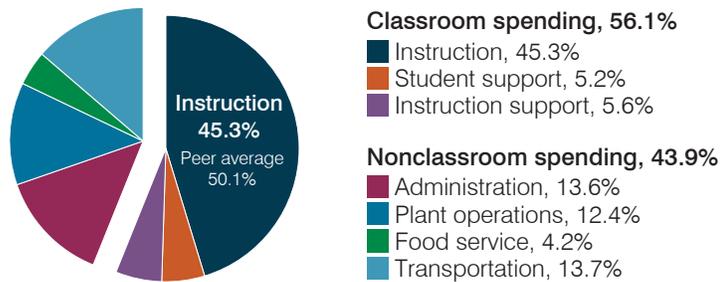
Apache County
 Peer groups: Operational 11 and T-11, Achievement 19¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 145; Very small
 5-year change in students attending: 4% decrease
 Special education population: 19%
 English learner population: 1%
 Poverty rate (2018): 28%
 Free/reduced meal eligibility: 85%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.2	57.0	53.3	54.1	46.9	44.1	40.8	40.5	42.9	46.9	42.6	40.3	39.6	43.3	41.7	42.1	42.7	44.6	45.3

Spending by operational area



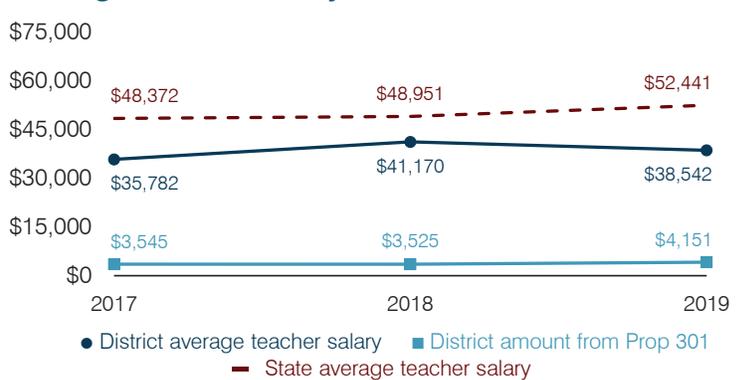
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,693	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$8.69	\$7.70	\$6.49
	Square footage per student	284	382	158
Food service	Cost per meal	\$3.84	\$5.47	\$3.08
Transportation	Cost per mile	\$1.21	\$2.28	\$4.29
	Cost per rider	\$2,331	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

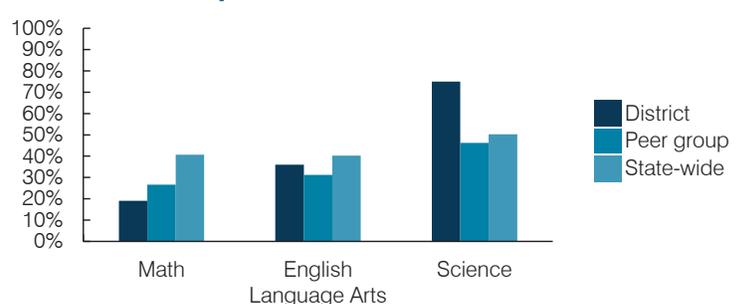


Measure	2017	2018	2019
Students per teacher	10.9	11.0	11.1
Average years of teacher experience	10.3	11.3	10.4
Percentage of teachers in first 3 years	20%	20%	29%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,996	\$ 9,003	\$ 9,084	\$ 4,869
Student support	1,000	1,034	756	754
Instruction support	1,462	1,117	438	497
Administration	2,428	2,693	3,398	903
Plant operations	2,069	2,467	2,665	1,027
Food service	764	831	917	438
Transportation	2,196	2,726	976	417
Total operational	17,915	19,871	18,234	8,905
Land and buildings	165	231	1,425	1,086
Equipment	483	1,491	1,013	496
Interest	231	221	28	261
Other	3	2	92	180
Total nonoperational	882	1,945	2,558	2,023
Total per pupil spending	\$ 18,797	\$ 21,816	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Congress Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 93; Very small

5-year change in students attending: 16% decrease

Special education population: 17%

English learner population: 2%

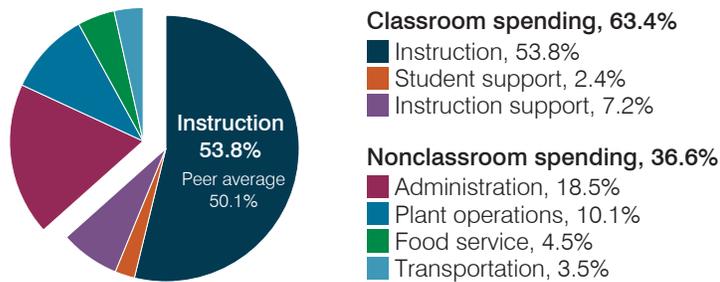
Poverty rate (2018): 13%

Free/reduced meal eligibility: 66%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
N/A	51.7	58.9	59.3	55.6	54.7	56.0	52.6	53.5	51.7	50.1	49.6	54.4	55.4	54.9	54.8	50.9	55.0	53.8

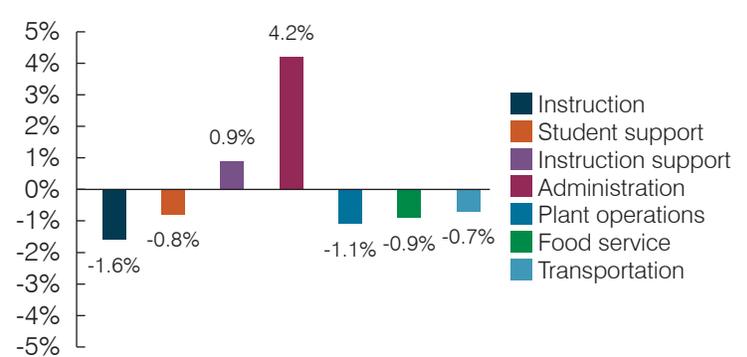
Spending by operational area



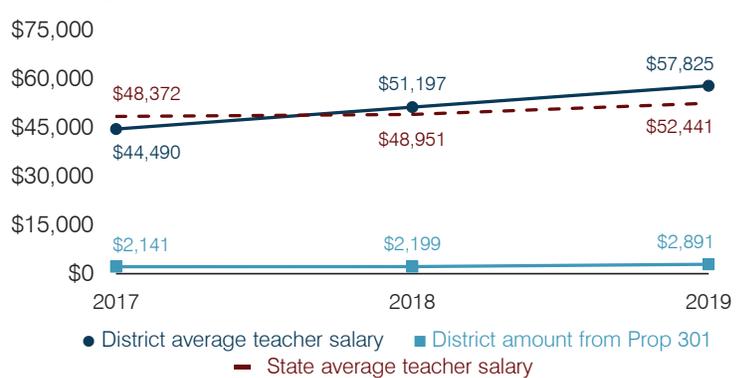
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,405	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$6.67	\$7.70	\$6.49
	Square footage per student	279	382	158
Food service	Cost per meal	\$6.66	\$5.47	\$3.08
Transportation	Cost per mile	\$1.56	\$2.28	\$4.29
	Cost per rider	\$886	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



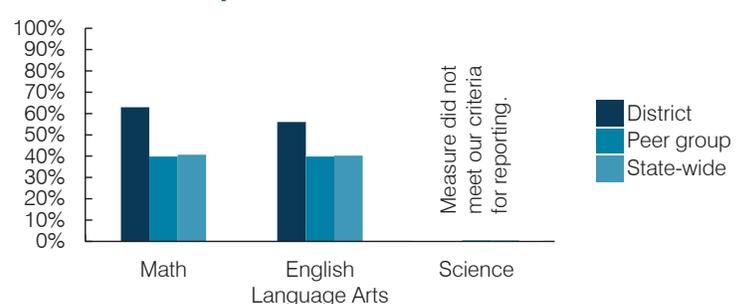
Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,947	\$ 9,903	\$ 9,084	\$ 4,869
Student support	308	432	756	754
Instruction support	1,035	1,315	438	497
Administration	2,343	3,405	3,398	903
Plant operations	1,376	1,857	2,665	1,027
Food service	832	832	917	438
Transportation	620	646	976	417
Total operational	14,461	18,390	18,234	8,905
Land and buildings	5	232	1,425	1,086
Equipment	777	799	1,013	496
Interest	25	17	28	261
Other	8	12	92	180
Total nonoperational	815	1,060	2,558	2,023
Total per pupil spending	\$ 15,276	\$ 19,450	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Continental Elementary School District

Pima County

Peer groups: Operational 10 and T-7, Achievement 16¹

Legislative district(s): 2 and 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 546; Small

5-year change in students attending: 3% increase

Special education population: 15%

English learner population: 2%

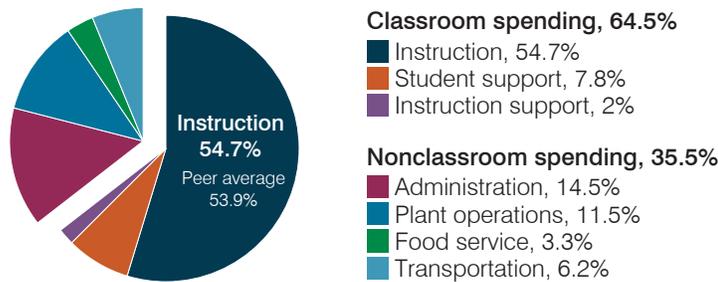
Poverty rate (2018): 11%

Free/reduced meal eligibility: 31%

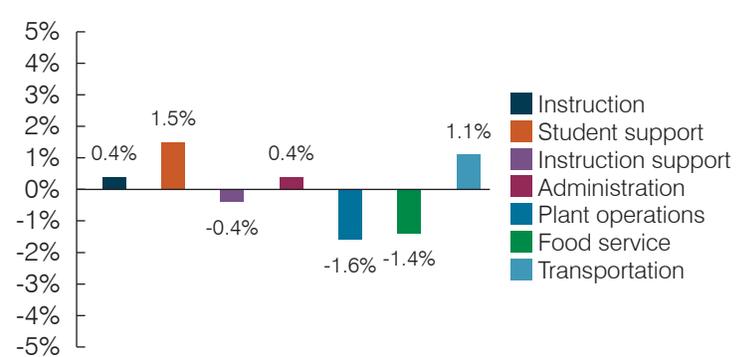
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.0	55.1	58.1	58.3	59.6	55.3	56.2	61.3	62.8	56.0	58.2	55.4	58.6	54.3	53.2	54.7	55.3	54.5	54.7

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

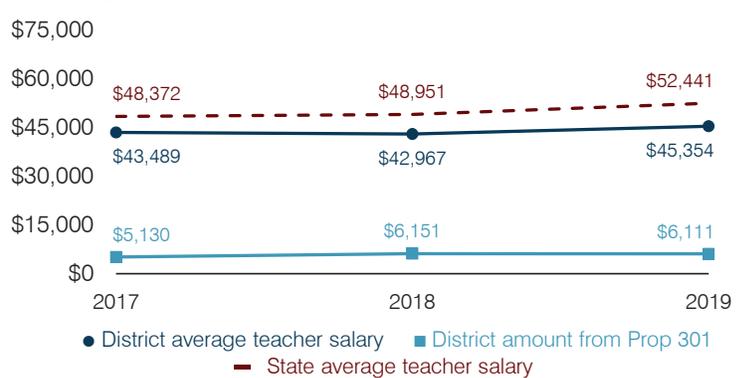


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,324	\$1,326	\$903
	Students per administrative position	46	52	66
Plant operations	Cost per square foot	\$4.69	\$6.87	\$6.49
	Square footage per student	223	196	158
Food service	Cost per meal	\$2.65	\$3.37	\$3.08
Transportation	Cost per mile	\$3.57	\$3.70	\$4.29
	Cost per rider	\$723	\$1,127	\$1,424



Average teacher salary and other measures

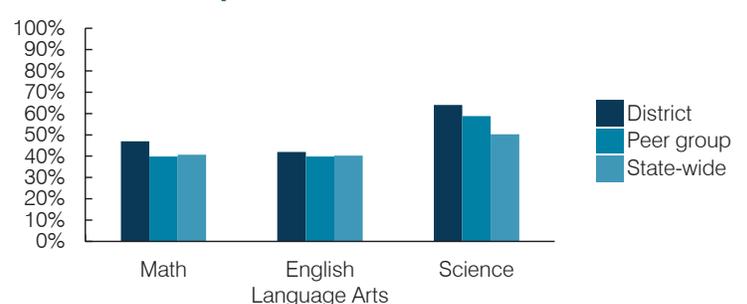


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,865	\$ 4,992	\$ 5,443	\$ 4,869
Student support	628	709	538	754
Instruction support	178	186	403	497
Administration	1,310	1,324	1,326	903
Plant operations	1,069	1,045	1,175	1,027
Food service	309	303	588	438
Transportation	574	567	681	417
Total operational	8,933	9,126	10,154	8,905
Land and buildings	172	20	215	1,086
Equipment	431	777	769	496
Interest	1,021	966	129	261
Other	185	228	126	180
Total nonoperational	1,809	1,991	1,239	2,023
Total per pupil spending	\$ 10,742	\$ 11,117	\$ 11,393	\$ 10,928

Measure	2017	2018	2019
Students per teacher	13.6	14.1	15.2
Average years of teacher experience	9.1	11.8	12.2
Percentage of teachers in first 3 years	14%	15%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Coolidge Unified School District

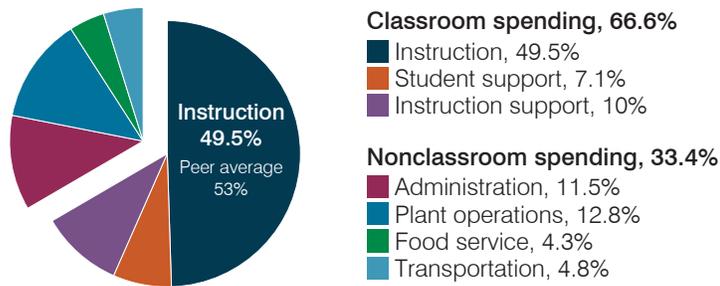
Pinal County
 Peer groups: Operational 4 and T-9, Achievement 5¹
 Legislative district(s): 8
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 78%

Students attending; Size: 2,171; Medium-large
 5-year change in students attending: 38% decrease
 Special education population: 12%
 English learner population: 4%
 Poverty rate (2018): 23%
 Free/reduced meal eligibility: 74%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.3	54.9	51.9	51.9	54.3	54.4	55.7	52.0	52.8	47.3	50.2	47.6	44.9	45.7	46.3	48.3	47.3	49.0	49.5

Spending by operational area



Operational measures relative to peer averages

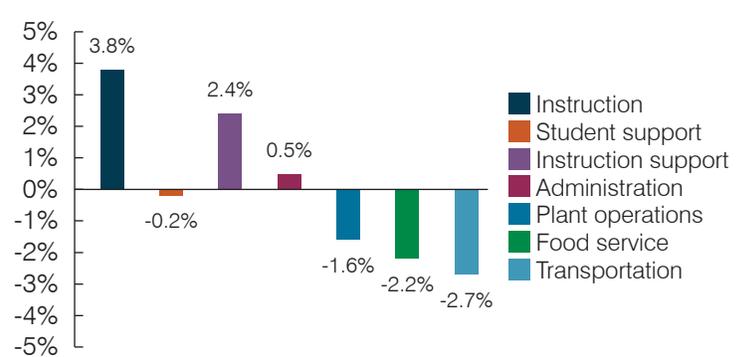
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,104	\$899	\$903
	Students per administrative position	56	68	66
Plant operations	Cost per square foot	\$4.99	\$5.82	\$6.49
	Square footage per student	245	180	158
Food service	Cost per meal	\$4.01	\$3.28	\$3.08
Transportation	Cost per mile	\$3.51	\$2.74	\$4.29
	Cost per rider	\$2,446	\$1,641	\$1,424



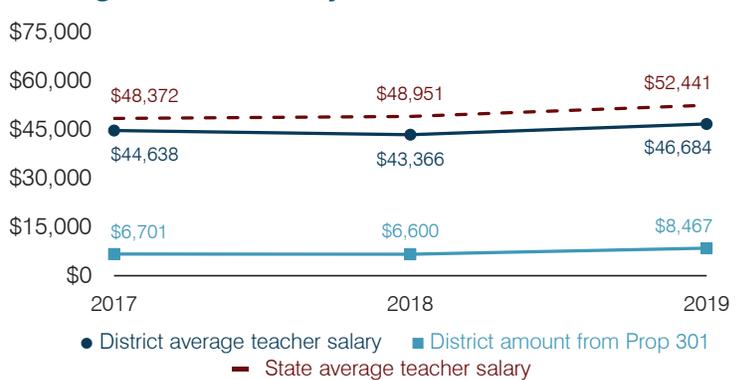
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,447	\$ 4,741	\$ 4,516	\$ 4,869
Student support	597	682	713	754
Instruction support	888	960	496	497
Administration	1,056	1,104	899	903
Plant operations	1,232	1,223	1,029	1,027
Food service	404	408	438	438
Transportation	449	454	444	417
Total operational	9,073	9,572	8,535	8,905
Land and buildings	111	27	565	1,086
Equipment	210	174	453	496
Interest	308	295	173	261
Other	54	63	70	180
Total nonoperational	683	559	1,261	2,023
Total per pupil spending	\$ 9,756	\$ 10,131	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

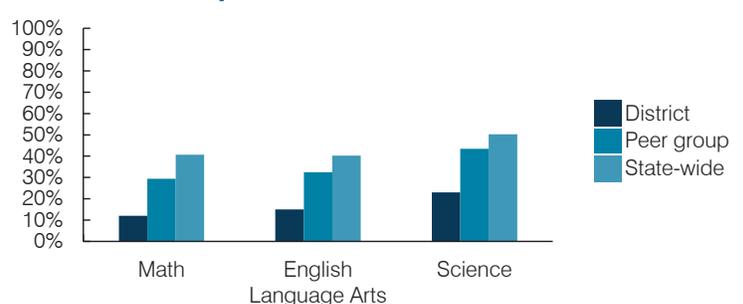


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.7	21.2	20.4
Average years of teacher experience	11.8	12.2	12.4
Percentage of teachers in first 3 years	16%	13%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Cottonwood-Oak Creek Elementary School District

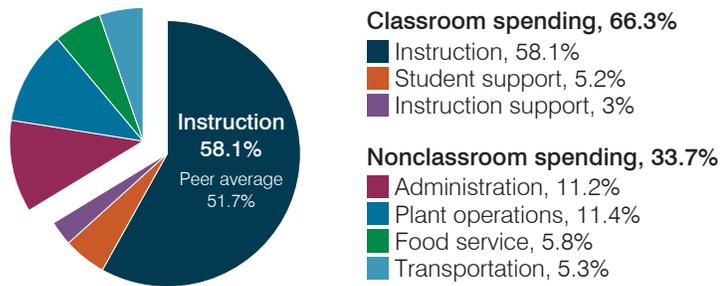
Yavapai County
 Peer groups: Operational 9 and T-7, Achievement 17¹
 Legislative district(s): 1 and 6
 District location: Town
 Number of schools: 5
 Graduation rate (2018): N/A

Students attending; Size: 1,983; Medium
 5-year change in students attending: 2% decrease
 Special education population: 12%
 English learner population: 11%
 Poverty rate (2018): 21%
 Free/reduced meal eligibility: 63%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.8	52.4	56.1	53.6	53.9	53.5	53.4	55.8	57.0	52.8	47.8	50.6	55.7	52.0	50.5	53.0	53.5	52.4	58.1

Spending by operational area



Operational measures relative to peer averages

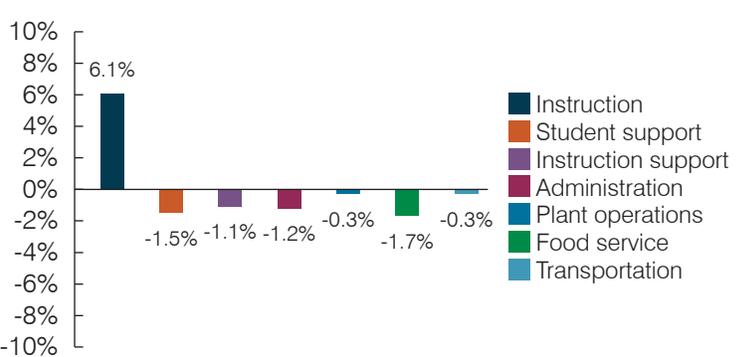
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$1,141	\$903
	Students per administrative position	56	60	66
Plant operations	Cost per square foot	\$6.45	\$6.68	\$6.49
	Square footage per student	155	161	158
Food service	Cost per meal	\$3.23	\$3.16	\$3.08
Transportation	Cost per mile	\$3.87	\$3.70	\$4.29
	Cost per rider	\$963	\$1,127	\$1,424



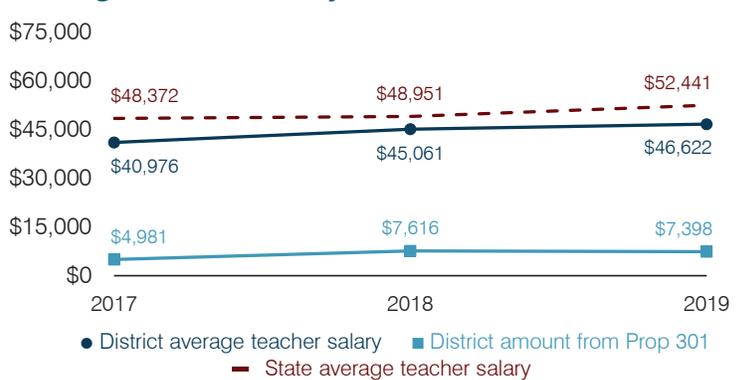
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,351	\$ 5,088	\$ 4,638	\$ 4,869
Student support	583	458	567	754
Instruction support	403	263	481	497
Administration	1,049	982	1,141	903
Plant operations	1,008	1,000	1,054	1,027
Food service	507	507	599	438
Transportation	399	462	498	417
Total operational	8,300	8,760	8,978	8,905
Land and buildings	1,300	84	265	1,086
Equipment	63	131	486	496
Interest	256	275	72	261
Other	134	151	134	180
Total nonoperational	1,753	641	957	2,023
Total per pupil spending	\$ 10,053	\$ 9,401	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

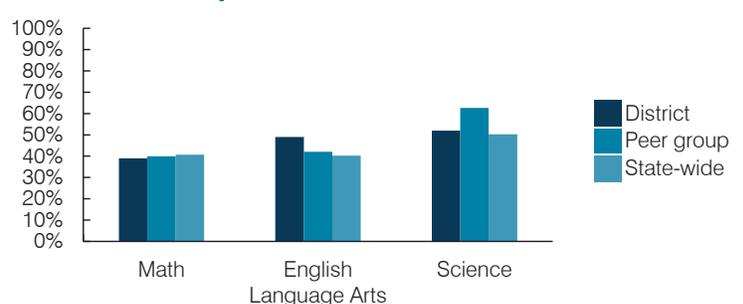


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.2	17.9	16.7
Average years of teacher experience	12.7	12.5	12.5
Percentage of teachers in first 3 years	19%	24%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Crane Elementary School District

Yuma County

Peer groups: Operational 8 and T-1, Achievement 13¹

Legislative district(s): 4 and 13

District location: City

Number of schools: 11

Graduation rate (2018): N/A

Students attending; Size: 5,902; Medium-large

5-year change in students attending: Less than 1%

Special education population: 10%

English learner population: 14%

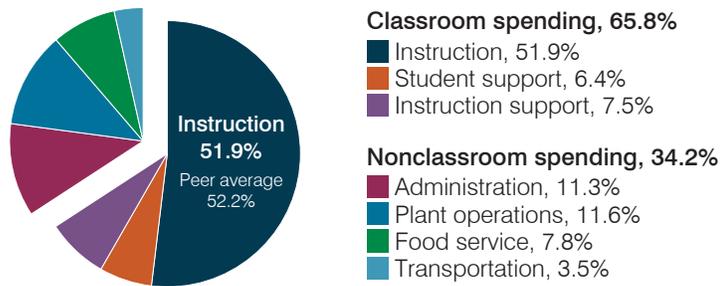
Poverty rate (2018): 23%

Free/reduced meal eligibility: 75%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.8	59.4	59.0	58.8	57.4	56.5	55.8	56.0	54.3	53.5	52.8	51.1	50.8	51.2	50.9	51.2	48.8	51.8	51.9

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$8.12	\$6.60	\$6.49
	Square footage per student	106	145	158
Food service	Cost per meal	\$2.57	\$2.91	\$3.08
Transportation	Cost per mile	\$5.38	\$7.55	\$4.29
	Cost per rider	\$890	\$1,108	\$1,424



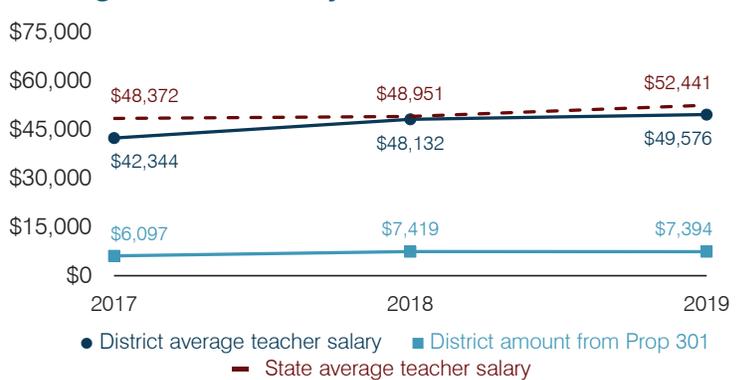
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,680	\$ 3,852	\$ 4,648	\$ 4,869
Student support	424	474	678	754
Instruction support	527	556	551	497
Administration	812	837	1,047	903
Plant operations	851	862	972	1,027
Food service	555	579	672	438
Transportation	258	261	345	417
Total operational	7,107	7,421	8,913	8,905
Land and buildings	100	145	1,393	1,086
Equipment	175	223	556	496
Interest	114	97	344	261
Other	1	1	203	180
Total nonoperational	390	466	2,496	2,023
Total per pupil spending	\$ 7,497	\$ 7,887	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

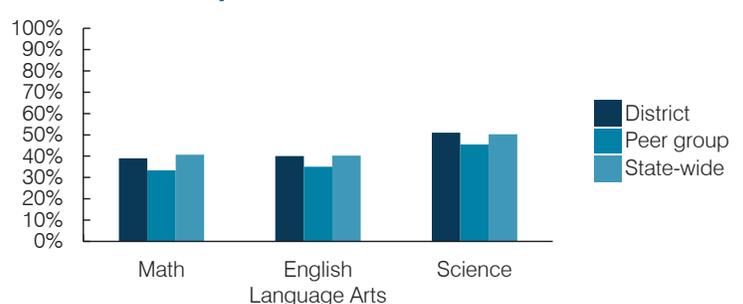


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.9	19.8	20.1
Average years of teacher experience	8.9	9.0	8.7
Percentage of teachers in first 3 years	23%	25%	27%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Creighton Elementary School District

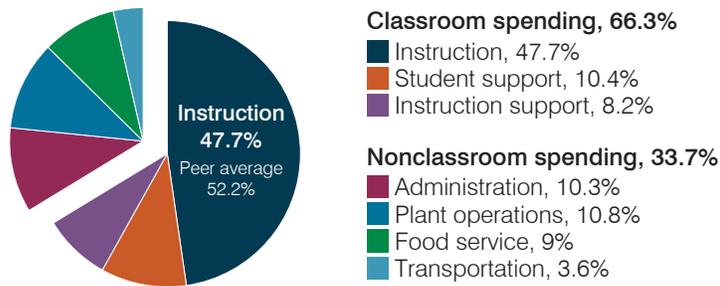
Maricopa County
 Peer groups: Operational 8 and T-1, Achievement 15¹
 Legislative district(s): 24, 27, and 28
 District location: City
 Number of schools: 9
 Graduation rate (2018): N/A

Students attending; Size: 5,588; Medium-large
 5-year change in students attending: 10% decrease
 Special education population: 11%
 English learner population: 18%
 Poverty rate (2018): 32%
 Free/reduced meal eligibility: 90%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.8	55.5	59.8	58.0	57.8	55.0	53.3	51.9	52.6	53.3	50.9	50.3	48.0	47.4	48.5	48.3	47.5	46.6	47.7

Spending by operational area



Operational measures relative to peer averages

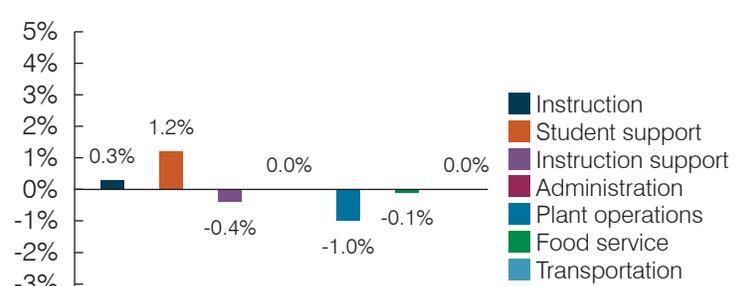
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$974	\$1,047	\$903
	Students per administrative position	51	65	66
Plant operations	Cost per square foot	\$6.07	\$6.60	\$6.49
	Square footage per student	169	145	158
Food service	Cost per meal	\$3.30	\$2.91	\$3.08
Transportation	Cost per mile	\$9.40	\$7.55	\$4.29
	Cost per rider	\$1,035	\$1,108	\$1,424



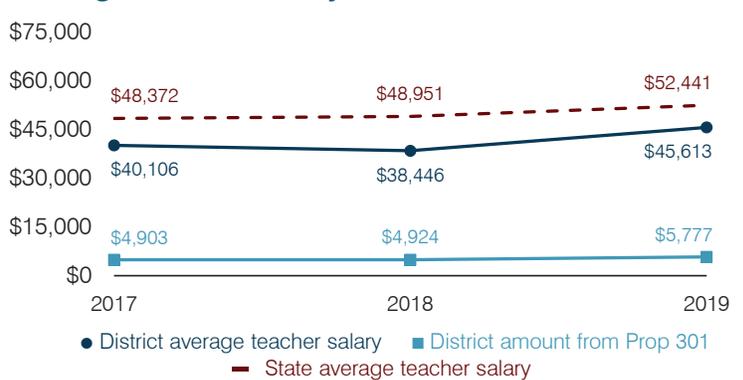
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,036	\$ 4,510	\$ 4,648	\$ 4,869
Student support	863	984	678	754
Instruction support	752	778	551	497
Administration	927	974	1,047	903
Plant operations	951	1,025	972	1,027
Food service	831	849	672	438
Transportation	308	340	345	417
Total operational	8,668	9,460	8,913	8,905
Land and buildings	508	2,884	1,393	1,086
Equipment	808	752	556	496
Interest	247	290	344	261
Other	127	151	203	180
Total nonoperational	1,690	4,077	2,496	2,023
Total per pupil spending	\$ 10,358	\$ 13,537	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

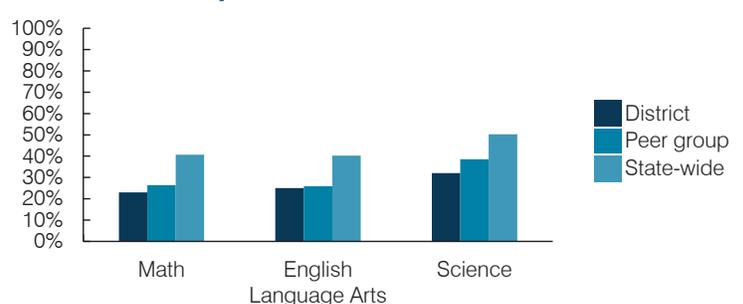


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.5	15.2	16.8
Average years of teacher experience	8.2	7.7	8.0
Percentage of teachers in first 3 years	31%	38%	37%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Crown King Elementary School District

Yavapai County

Peer groups: Operational 11 and Achievement 16¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 3; Very small

5-year change in students attending: 30% decrease

Special education population: N/A

English learner population: N/A

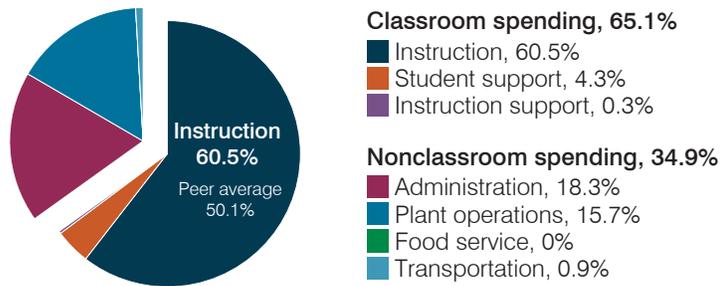
Poverty rate (2018): N/A

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
63.9	66.5	64.7	63.9	67.0	71.2	65.6	68.0	68.3	68.7	69.0	64.4	54.6	60.9	43.1	50.6	59.4	59.9	60.5

Spending by operational area



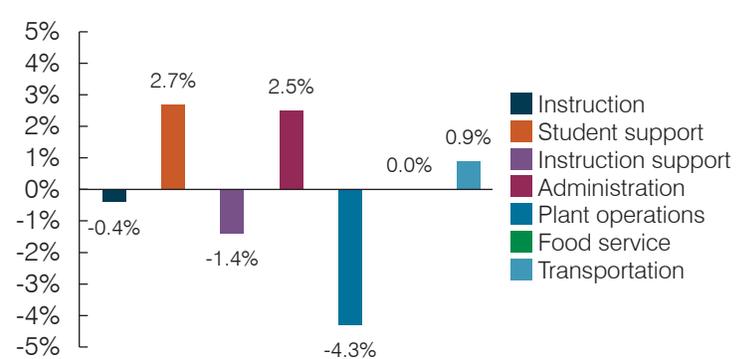
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,750	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$9.15	\$7.70	\$6.49
	Square footage per student	730	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

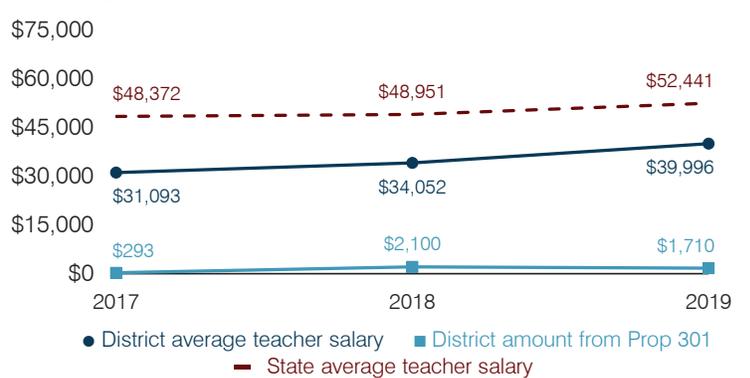
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,316	\$ 25,660	\$ 9,084	\$ 4,869
Student support	381	1,825	756	754
Instruction support	10	154	438	497
Administration	3,470	7,750	3,398	903
Plant operations	3,566	6,673	2,665	1,027
Food service	0	0	917	438
Transportation	162	376	976	417
Total operational	18,905	42,438	18,234	8,905
Land and buildings	0	1,350	1,425	1,086
Equipment	0	5,148	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	0	6,498	2,558	2,023
Total per pupil spending	\$ 18,905	\$ 48,936	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.5	5.9	2.6
Average years of teacher experience	20.0	21.0	15.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Deer Valley Unified School District

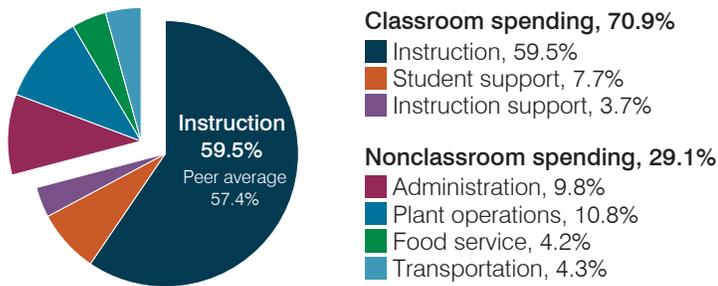
Maricopa County
 Peer groups: Operational 1 and T-3, Achievement 2¹
 Legislative district(s): 1, 15, 20, and 22
 District location: Suburb
 Number of schools: 38
 Graduation rate (2018): 95%

Students attending; Size: 32,637; Very large
 5-year change in students attending: 1% increase
 Special education population: 11%
 English learner population: 2%
 Poverty rate (2018): 9%
 Free/reduced meal eligibility: 28%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.1	62.2	61.6	62.8	61.9	61.2	60.5	61.5	60.6	60.6	59.6	58.9	58.6	58.3	60.7	58.5	60.0	59.8	59.5

Spending by operational area



Operational measures relative to peer averages

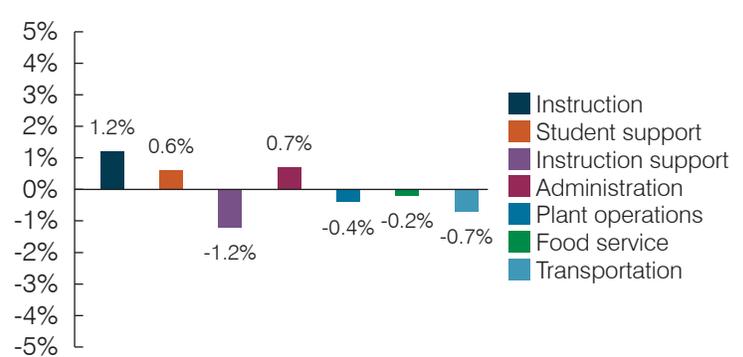
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$746	\$903
	Students per administrative position	85	78	66
Plant operations	Cost per square foot	\$6.23	\$6.37	\$6.49
	Square footage per student	138	150	158
Food service	Cost per meal	\$3.08	\$2.92	\$3.08
Transportation	Cost per mile	\$5.47	\$4.60	\$4.29
	Cost per rider	\$1,410	\$1,224	\$1,424



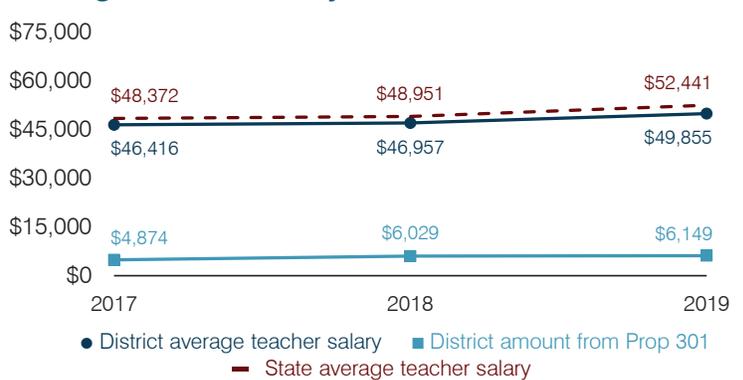
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,542	\$ 4,760	\$ 4,901	\$ 4,869
Student support	559	619	773	754
Instruction support	276	298	427	497
Administration	738	779	746	903
Plant operations	826	863	949	1,027
Food service	328	337	341	438
Transportation	323	340	381	417
Total operational	7,592	7,996	8,518	8,905
Land and buildings	577	746	658	1,086
Equipment	259	271	376	496
Interest	151	212	288	261
Other	262	266	217	180
Total nonoperational	1,249	1,495	1,539	2,023
Total per pupil spending	\$ 8,841	\$ 9,491	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

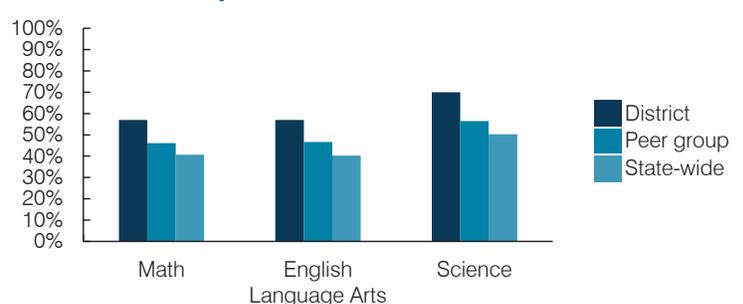


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.2	17.2	17.1
Average years of teacher experience	12.3	12.5	12.5
Percentage of teachers in first 3 years	16%	16%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Double Adobe Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 19¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 37; Very small

5-year change in students attending: 7% decrease

Special education population: 19%

English learner population: 1%

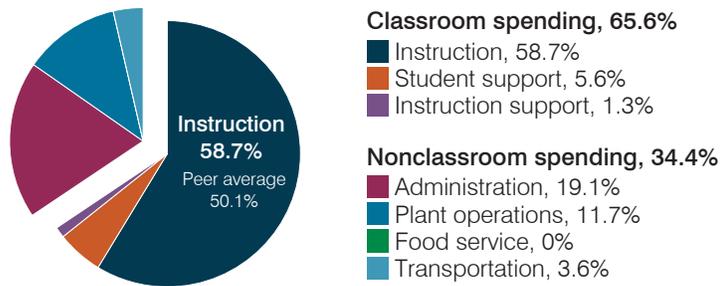
Poverty rate (2018): 30%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
66.0	65.4	64.1	63.5	62.9	63.3	62.4	61.6	61.3	64.3	65.0	61.5	69.6	63.5	60.1	61.7	64.2	62.9	58.7

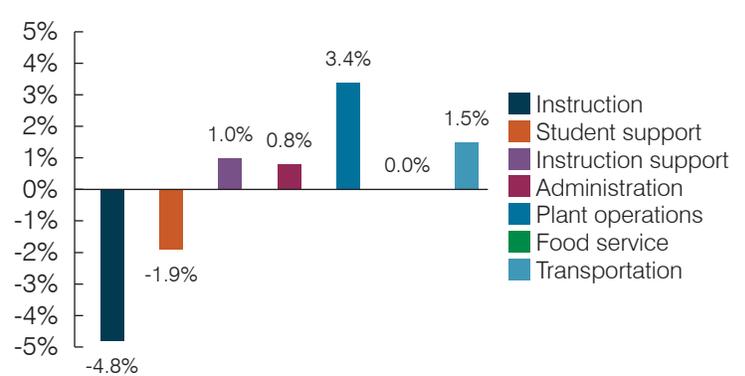
Spending by operational area



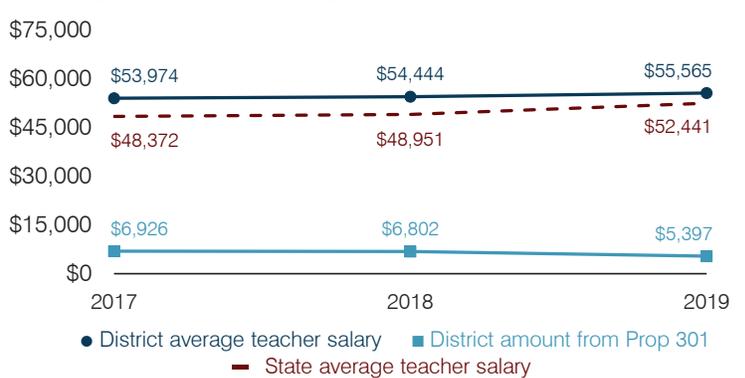
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,980	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$7.74	\$7.70	\$6.49
	Square footage per student	235	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$1.18	\$2.28	\$4.29
	Cost per rider	\$870	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,339	\$ 9,144	\$ 9,084	\$ 4,869
Student support	824	869	756	754
Instruction support	243	201	438	497
Administration	2,355	2,980	3,398	903
Plant operations	1,589	1,821	2,665	1,027
Food service	0	0	917	438
Transportation	493	560	976	417
Total operational	14,843	15,575	18,234	8,905
Land and buildings	1,100	11,636	1,425	1,086
Equipment	522	494	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	1,622	12,130	2,558	2,023
Total per pupil spending	\$ 16,465	\$ 27,705	\$20,792	\$10,928

Measure	2017	2018	2019
Students per teacher	10.1	9.8	9.3
Average years of teacher experience	14.5	15.5	15.8
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Douglas Unified School District

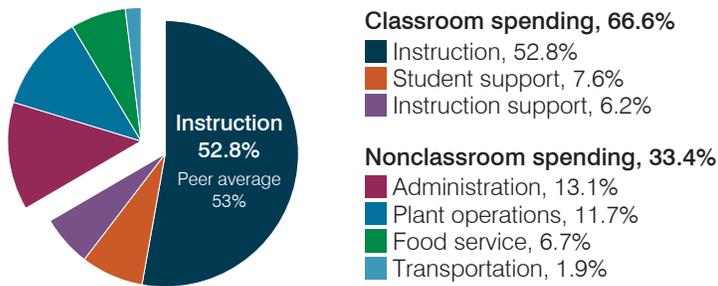
Cochise County
 Peer groups: Operational 4 and T-10, Achievement 7¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 8
 Graduation rate (2018): 91%

Students attending; Size: 4,006; Medium-large
 5-year change in students attending: 11% increase
 Special education population: 6%
 English learner population: 19%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 84%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
62.2	63.6	61.0	63.6	60.0	58.8	59.5	58.2	54.9	53.2	53.8	52.3	52.4	50.7	49.6	50.5	49.8	51.1	52.8

Spending by operational area



Operational measures relative to peer averages

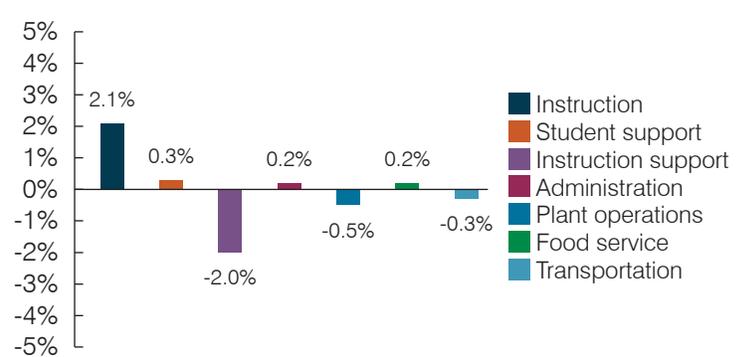
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,006	\$899	\$903
	Students per administrative position	77	68	66
Plant operations	Cost per square foot	\$6.34	\$5.82	\$6.49
	Square footage per student	141	180	158
Food service	Cost per meal	\$3.29	\$3.28	\$3.08
Transportation	Cost per mile	\$3.63	\$2.20	\$4.29
	Cost per rider	\$3,059	\$1,962	\$1,424



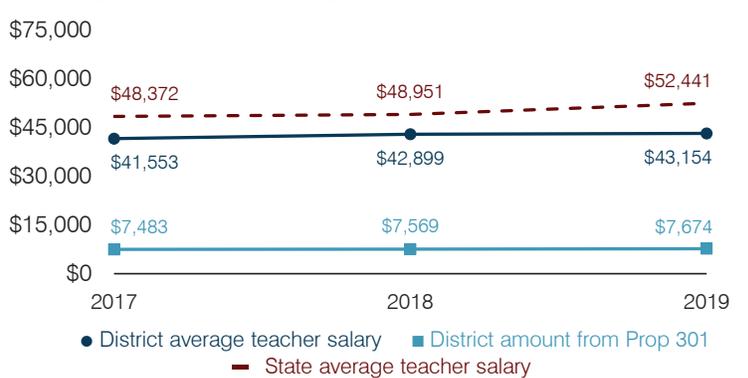
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,637	\$ 4,039	\$ 4,516	\$ 4,869
Student support	575	583	713	754
Instruction support	492	473	496	497
Administration	939	1,006	899	903
Plant operations	859	895	1,029	1,027
Food service	480	514	438	438
Transportation	135	142	444	417
Total operational	7,117	7,652	8,535	8,905
Land and buildings	173	56	565	1,086
Equipment	255	395	453	496
Interest	76	66	173	261
Other	8	10	70	180
Total nonoperational	512	527	1,261	2,023
Total per pupil spending	\$ 7,629	\$ 8,179	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

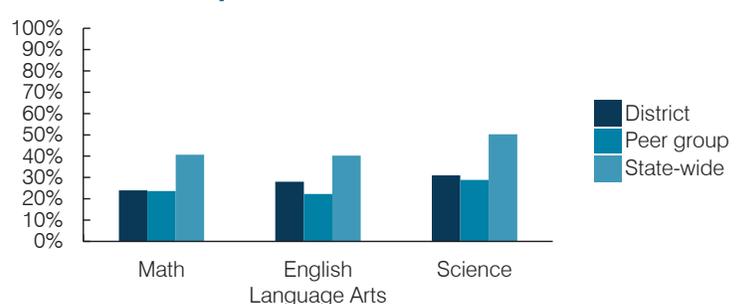


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.5	21.4	19.5
Average years of teacher experience	11.7	11.1	11.8
Percentage of teachers in first 3 years	16%	16%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Duncan Unified School District

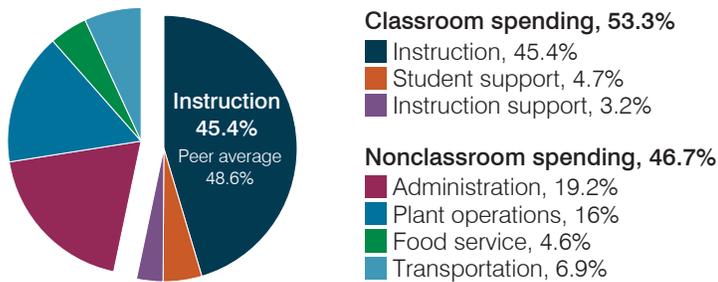
Greenlee County
 Peer groups: Operational 6 and T-10, Achievement 4¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): 90%

Students attending; Size: 354; Small
 5-year change in students attending: 3% decrease
 Special education population: 12%
 English learner population: 0%
 Poverty rate (2018): 16%
 Free/reduced meal eligibility: 59%

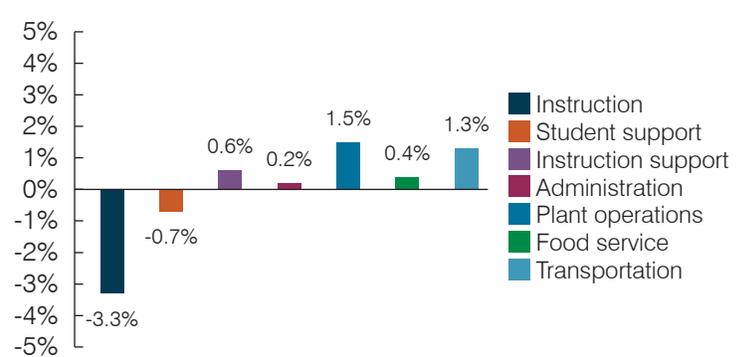
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.5	63.5	58.3	58.1	57.1	58.1	55.9	55.3	56.0	54.9	52.8	50.1	49.7	48.7	49.2	48.4	47.0	45.5	45.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

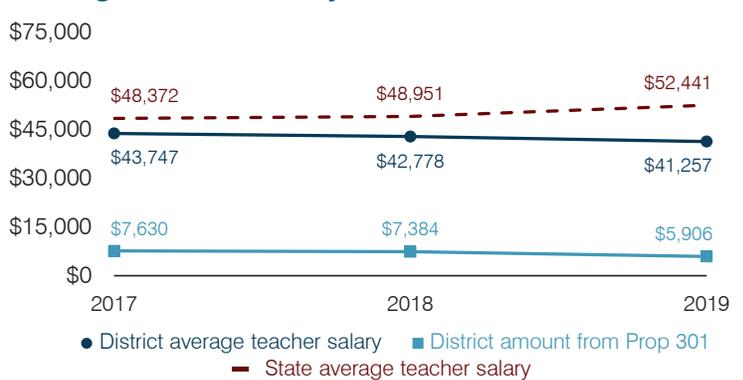
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,887	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$4.39	\$5.35	\$6.49
	Square footage per student	358	315	158
Food service	Cost per meal	\$3.50	\$3.77	\$3.08
Transportation	Cost per mile	\$1.89	\$2.20	\$4.29
	Cost per rider	\$1,210	\$1,962	\$1,424



Per pupil spending

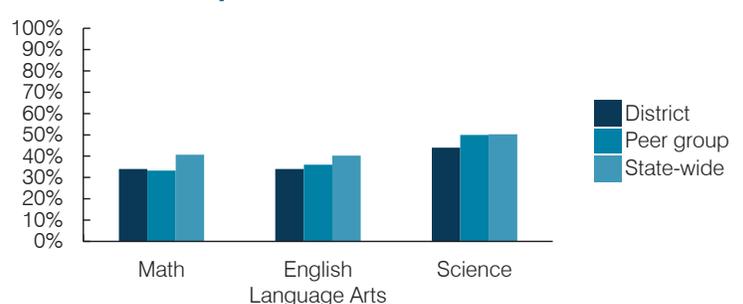
Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,609	\$ 4,457	\$ 5,732	\$ 4,869
Student support	404	458	763	754
Instruction support	295	317	364	497
Administration	2,123	1,887	1,750	903
Plant operations	1,559	1,570	1,697	1,027
Food service	540	456	545	438
Transportation	611	674	616	417
Total operational	10,141	9,819	11,467	8,905
Land and buildings	4,197	378	757	1,086
Equipment	1,177	844	692	496
Interest	14	8	152	261
Other	0	0	64	180
Total nonoperational	5,388	1,230	1,665	2,023
Total per pupil spending	\$ 15,529	\$ 11,049	\$ 13,132	\$ 10,928

Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.3	16.0	15.8
Average years of teacher experience	9.6	7.8	8.7
Percentage of teachers in first 3 years	33%	35%	28%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Dysart Unified School District

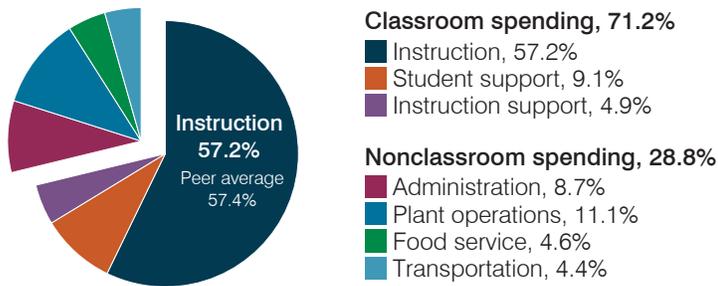
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 2¹
 Legislative district(s): 13, 21, 22, and 29
 District location: Suburb
 Number of schools: 23
 Graduation rate (2018): 94%

Students attending; Size: 23,345; Very large
 5-year change in students attending: 7% decrease
 Special education population: 14%
 English learner population: 3%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 48%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.8	55.1	55.8	55.3	57.4	59.4	58.9	57.3	57.2	55.9	55.3	54.9	55.8	55.2	57.4	55.8	56.2	56.1	57.2

Spending by operational area



Operational measures relative to peer averages

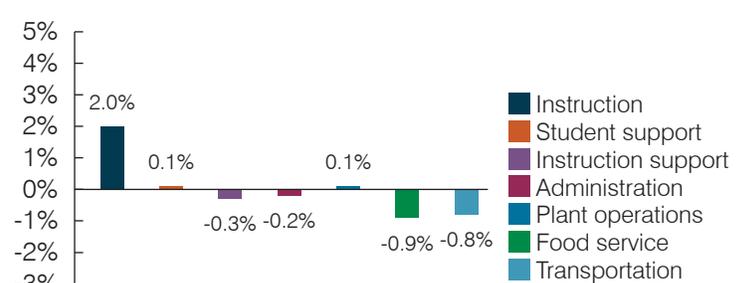
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$709	\$746	\$903
	Students per administrative position	79	78	66
Plant operations	Cost per square foot	\$6.43	\$6.37	\$6.49
	Square footage per student	141	150	158
Food service	Cost per meal	\$2.97	\$2.92	\$3.08
Transportation	Cost per mile	\$4.84	\$4.02	\$4.29
	Cost per rider	\$1,210	\$1,407	\$1,424



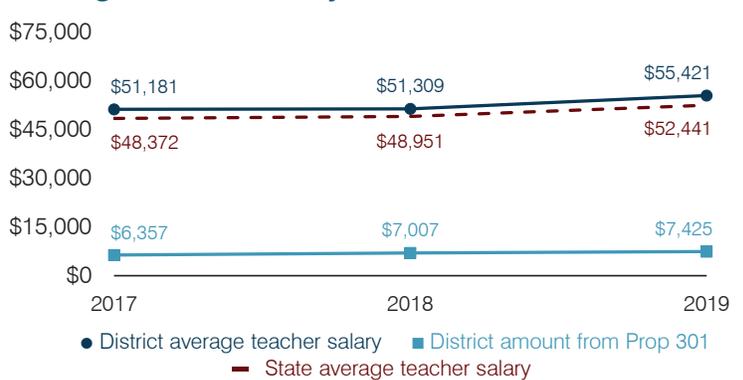
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,197	\$ 4,677	\$ 4,901	\$ 4,869
Student support	687	744	773	754
Instruction support	353	400	427	497
Administration	680	709	746	903
Plant operations	848	905	949	1,027
Food service	368	380	341	438
Transportation	351	360	381	417
Total operational	7,484	8,175	8,518	8,905
Land and buildings	61	83	658	1,086
Equipment	306	310	376	496
Interest	229	217	288	261
Other	93	99	217	180
Total nonoperational	689	709	1,539	2,023
Total per pupil spending	\$ 8,173	\$ 8,884	\$ 10,057	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

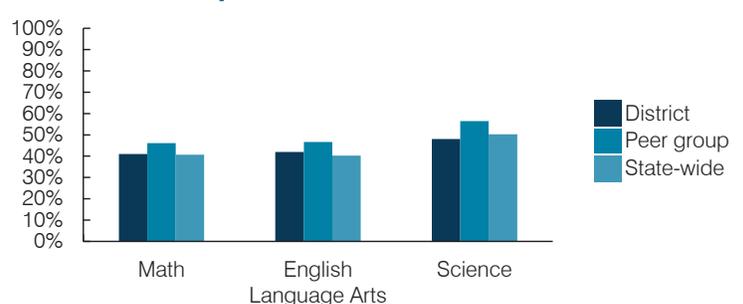


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.7	20.2	19.7
Average years of teacher experience	9.1	9.4	9.6
Percentage of teachers in first 3 years	20%	18%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Elfrida Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 105; Very small

5-year change in students attending: 12% decrease

Special education population: 15%

English learner population: 0%

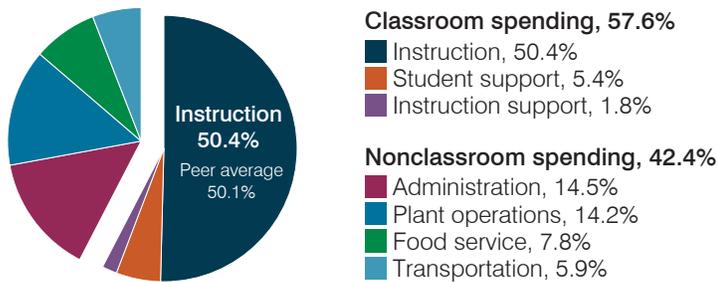
Poverty rate (2018): 12%

Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.0	51.0	60.2	61.2	55.4	50.1	53.0	57.2	51.0	58.3	51.7	56.6	55.5	55.1	54.7	53.3	52.0	48.8	50.4

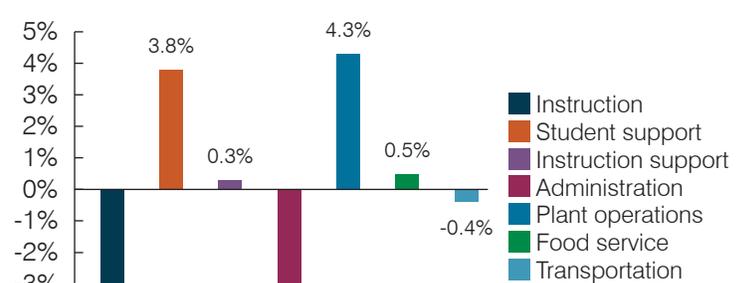
Spending by operational area



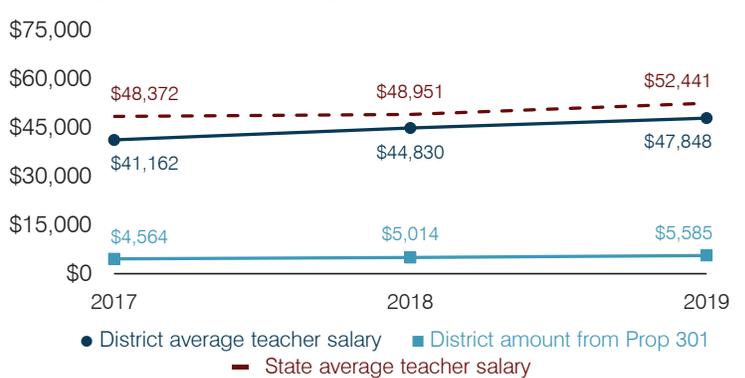
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,398	\$903
	Students per administrative position	26	32	66
Plant operations	Cost per square foot	\$6.04	\$7.70	\$6.49
	Square footage per student	283	382	158
Food service	Cost per meal	\$4.77	\$5.47	\$3.08
Transportation	Cost per mile	\$2.40	\$2.28	\$4.29
	Cost per rider	\$1,768	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

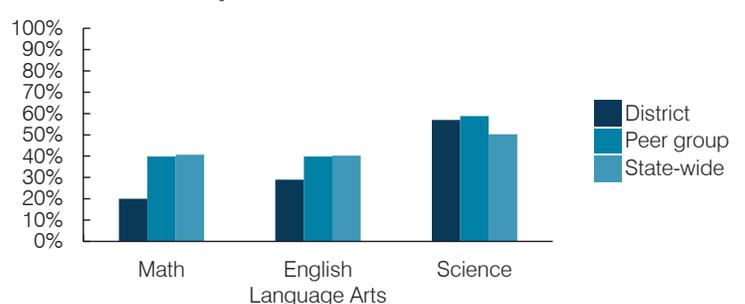


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,295	\$ 6,097	\$ 9,084	\$ 4,869
Student support	605	654	756	754
Instruction support	379	220	438	497
Administration	1,578	1,756	3,398	903
Plant operations	1,452	1,711	2,665	1,027
Food service	888	941	917	438
Transportation	657	708	976	417
Total operational	10,854	12,087	18,234	8,905
Land and buildings	55	5	1,425	1,086
Equipment	256	569	1,013	496
Interest	20	24	28	261
Other	0	0	92	180
Total nonoperational	331	598	2,558	2,023
Total per pupil spending	\$ 11,185	\$ 12,685	\$20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	14.0	16.9	15.0
Average years of teacher experience	15.3	14.4	14.5
Percentage of teachers in first 3 years	11%	0%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Eloy Elementary School District

Pinal County

Peer groups: Operational 9 and T-7, Achievement 19¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 3

Graduation rate (2018): N/A

Students attending; Size: 771; Medium

5-year change in students attending: 19% decrease

Special education population: 12%

English learner population: 7%

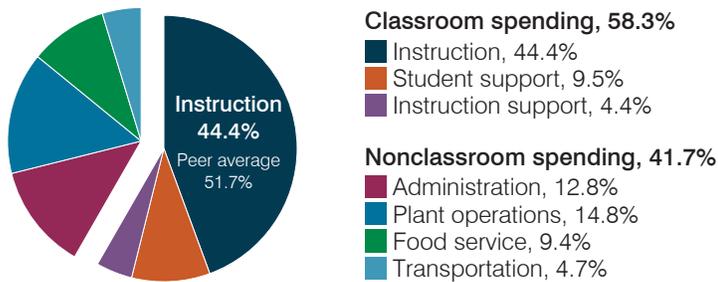
Poverty rate (2018): 30%

Free/reduced meal eligibility: 96%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.9	54.4	54.0	52.2	51.3	52.9	52.4	51.5	50.7	47.5	47.9	47.0	46.7	43.9	44.7	47.3	46.9	45.1	44.4

Spending by operational area



Operational measures relative to peer averages

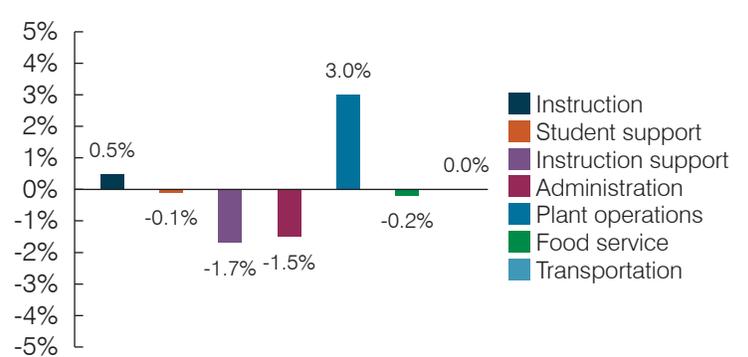
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,198	\$1,141	\$903
	Students per administrative position	42	60	66
Plant operations	Cost per square foot	\$6.80	\$6.68	\$6.49
	Square footage per student	205	161	158
Food service	Cost per meal	\$4.16	\$3.16	\$3.08
Transportation	Cost per mile	\$3.64	\$3.70	\$4.29
	Cost per rider	\$1,226	\$1,127	\$1,424



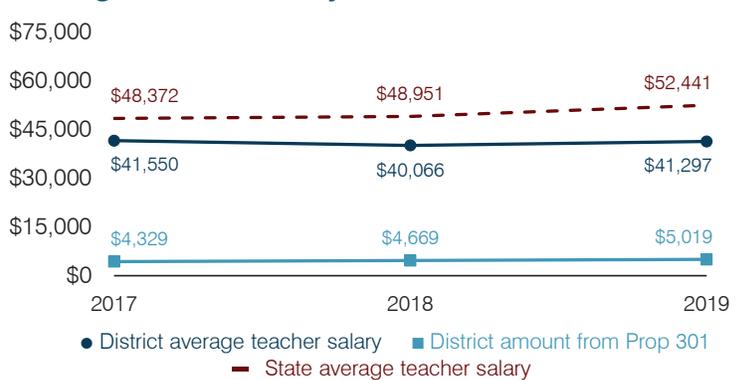
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,063	\$ 4,166	\$ 4,638	\$ 4,869
Student support	840	892	567	754
Instruction support	306	415	481	497
Administration	1,226	1,198	1,141	903
Plant operations	1,335	1,392	1,054	1,027
Food service	740	878	599	438
Transportation	506	437	498	417
Total operational	9,016	9,378	8,978	8,905
Land and buildings	630	126	265	1,086
Equipment	382	355	486	496
Interest	79	73	72	261
Other	11	20	134	180
Total nonoperational	1,102	574	957	2,023
Total per pupil spending	\$ 10,118	\$ 9,952	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

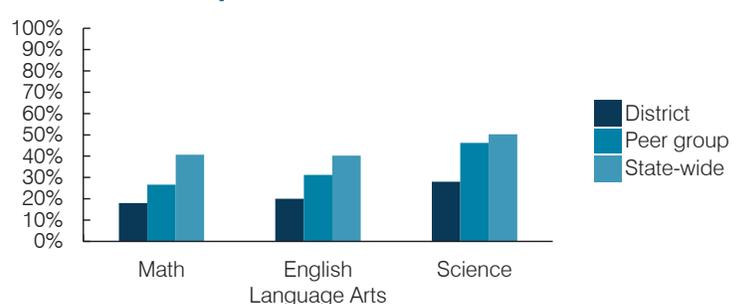


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	17.5	17.9
Average years of teacher experience	14.1	14.5	13.6
Percentage of teachers in first 3 years	16%	9%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Flagstaff Unified School District

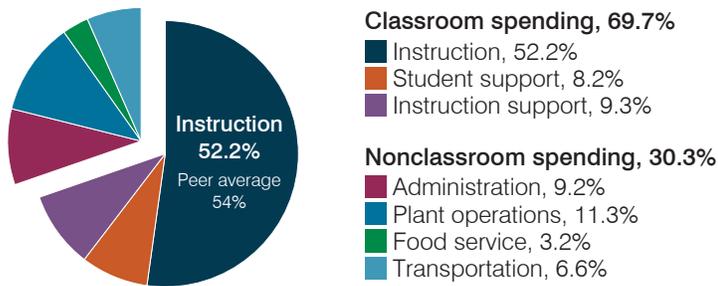
Coconino County
 Peer groups: Operational 2 and T-5, Achievement 2¹
 Legislative district(s): 6 and 7
 District location: City
 Number of schools: 15
 Graduation rate (2018): 86%

Students attending; Size: 9,178; Large
 5-year change in students attending: 1% decrease
 Special education population: 15%
 English learner population: 4%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 41%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.3	60.7	61.3	58.4	57.9	58.3	58.5	56.9	57.2	56.1	57.0	54.8	54.2	53.6	53.5	52.5	51.9	53.0	52.2

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$894	\$842	\$903
	Students per administrative position	74	66	66
Plant operations	Cost per square foot	\$6.09	\$6.59	\$6.49
	Square footage per student	179	150	158
Food service	Cost per meal	\$3.48	\$3.25	\$3.08
Transportation	Cost per mile	\$3.83	\$4.10	\$4.29
	Cost per rider	\$1,549	\$1,775	\$1,424



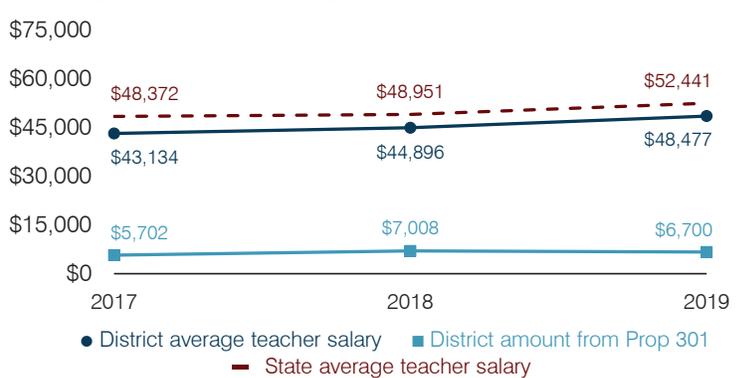
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,657	\$ 5,039	\$ 4,521	\$ 4,869
Student support	687	794	688	754
Instruction support	788	898	540	497
Administration	769	894	842	903
Plant operations	1,044	1,088	976	1,027
Food service	286	308	358	438
Transportation	550	634	457	417
Total operational	8,781	9,655	8,382	8,905
Land and buildings	442	373	1,683	1,086
Equipment	577	422	540	496
Interest	147	120	254	261
Other	218	213	172	180
Total nonoperational	1,384	1,128	2,649	2,023
Total per pupil spending	\$ 10,165	\$ 10,783	\$ 11,031	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

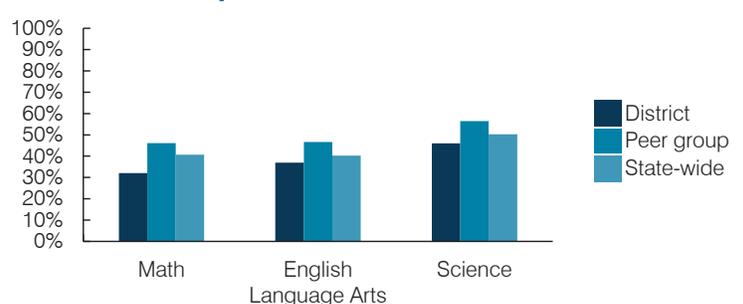


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.2	16.3	15.9
Average years of teacher experience	12.2	12.0	12.2
Percentage of teachers in first 3 years	20%	19%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Florence Unified School District

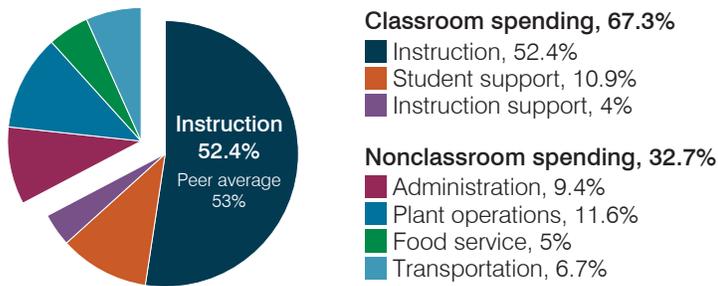
Pinal County
 Peer groups: Operational 4 and T-8, Achievement 4¹
 Legislative district(s): 8 and 12
 District location: Rural
 Number of schools: 12
 Graduation rate (2018): 84%

Students attending; Size: 8,934; Large
 5-year change in students attending: 15% increase
 Special education population: 15%
 English learner population: 2%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 57%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.6	57.6	59.8	56.4	59.9	63.2	56.1	56.2	55.4	57.3	54.0	53.4	51.7	50.6	52.3	53.4	51.9	53.4	52.4

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$899	\$903
	Students per administrative position	78	68	66
Plant operations	Cost per square foot	\$5.23	\$5.82	\$6.49
	Square footage per student	177	180	158
Food service	Cost per meal	\$3.13	\$3.28	\$3.08
Transportation	Cost per mile	\$3.32	\$3.26	\$4.29
	Cost per rider	\$1,474	\$1,447	\$1,424



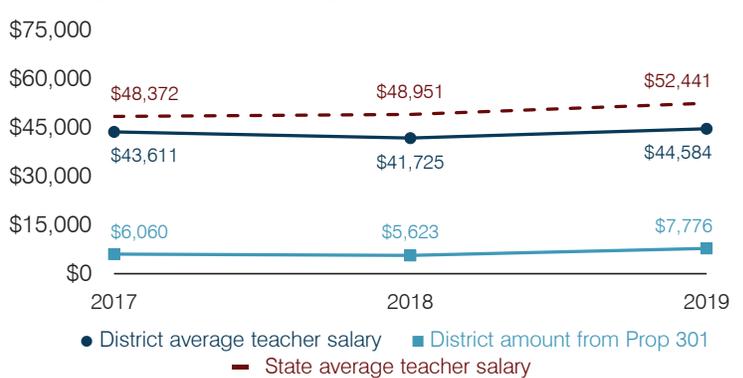
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,097	\$ 4,191	\$ 4,516	\$ 4,869
Student support	633	873	713	754
Instruction support	356	323	496	497
Administration	732	747	899	903
Plant operations	962	924	1,029	1,027
Food service	382	400	438	438
Transportation	505	537	444	417
Total operational	7,667	7,995	8,535	8,905
Land and buildings	155	955	565	1,086
Equipment	449	537	453	496
Interest	251	338	173	261
Other	189	171	70	180
Total nonoperational	1,044	2,001	1,261	2,023
Total per pupil spending	\$ 8,711	\$ 9,996	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

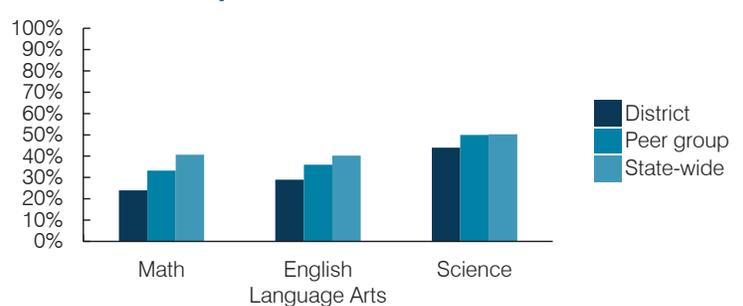


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.4	19.2	18.9
Average years of teacher experience	7.0	8.1	9.2
Percentage of teachers in first 3 years	38%	33%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Flowing Wells Unified School District

Pima County

Peer groups: Operational 3 and T-1, Achievement 6¹

Legislative district(s): 3, 9, and 11

District location: Suburb

Number of schools: 9

Graduation rate (2018): 89%

Students attending; Size: 5,330; Medium-large

5-year change in students attending: 2% decrease

Special education population: 16%

English learner population: 5%

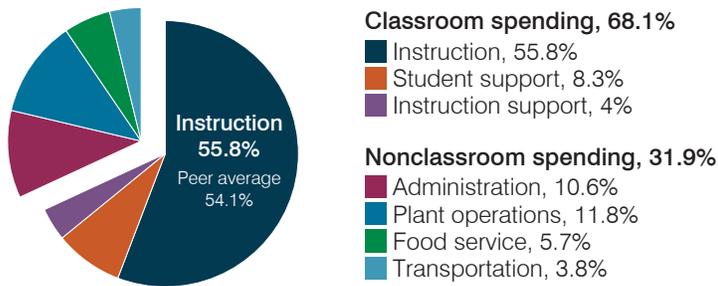
Poverty rate (2018): 30%

Free/reduced meal eligibility: 71%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.8	59.4	59.7	60.6	60.7	60.0	59.0	57.7	58.4	54.8	53.2	51.9	52.3	53.1	54.2	53.7	53.8	54.5	55.8

Spending by operational area



Operational measures relative to peer averages

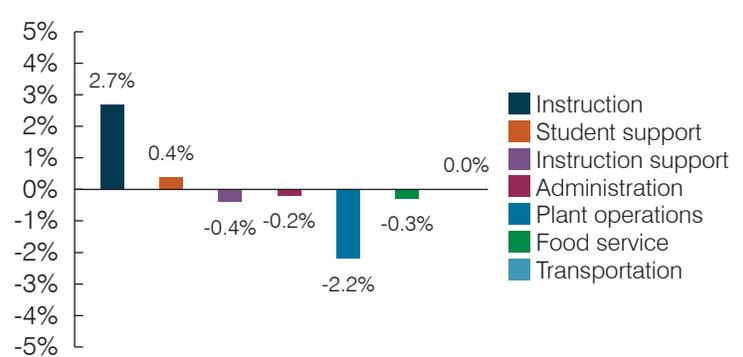
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$863	\$887	\$903
	Students per administrative position	71	68	66
Plant operations	Cost per square foot	\$6.44	\$5.90	\$6.49
	Square footage per student	148	159	158
Food service	Cost per meal	\$3.29	\$3.35	\$3.08
Transportation	Cost per mile	\$7.20	\$7.55	\$4.29
	Cost per rider	\$1,157	\$1,108	\$1,424



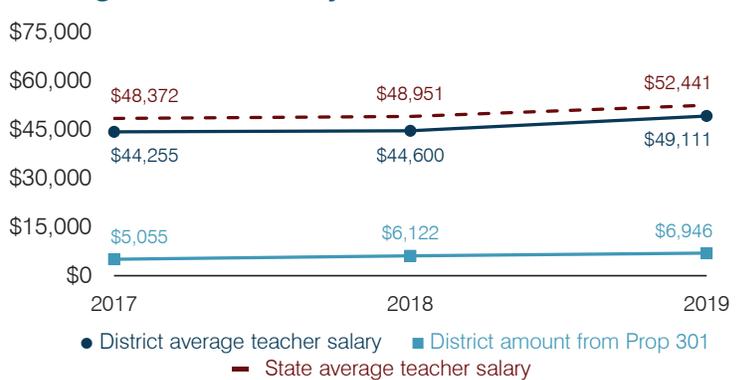
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,199	\$ 4,540	\$ 4,496	\$ 4,869
Student support	622	678	730	754
Instruction support	294	319	377	497
Administration	815	863	887	903
Plant operations	1,026	956	977	1,027
Food service	448	465	353	438
Transportation	299	311	428	417
Total operational	7,703	8,132	8,248	8,905
Land and buildings	137	364	1,367	1,086
Equipment	195	348	508	496
Interest	121	247	319	261
Other	6	23	194	180
Total nonoperational	459	982	2,388	2,023
Total per pupil spending	\$ 8,162	\$ 9,114	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

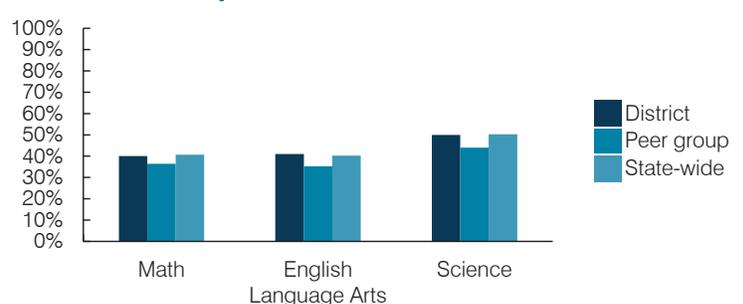


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	18.7	18.5
Average years of teacher experience	10.2	10.4	10.7
Percentage of teachers in first 3 years	31%	30%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Fountain Hills Unified School District

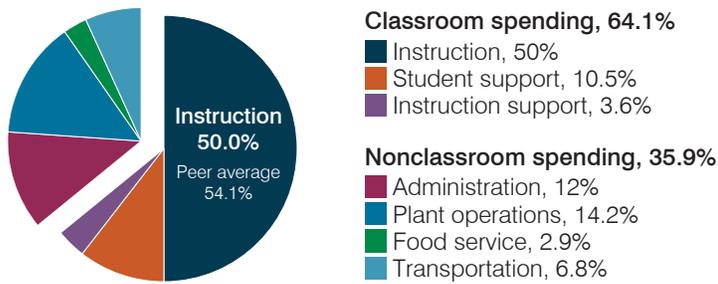
Maricopa County
 Peer groups: Operational 3 and T-4, Achievement 1¹
 Legislative district(s): 23
 District location: Suburb
 Number of schools: 3
 Graduation rate (2018): 94%

Students attending; Size: 1,338; Medium
 5-year change in students attending: 22% decrease
 Special education population: 9%
 English learner population: 1%
 Poverty rate (2018): 6%
 Free/reduced meal eligibility: 26%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.4	60.4	55.6	53.9	56.5	57.1	57.9	57.1	56.4	52.6	54.3	54.3	54.6	54.8	54.3	50.0	51.1	50.4	50.0

Spending by operational area



Operational measures relative to peer averages

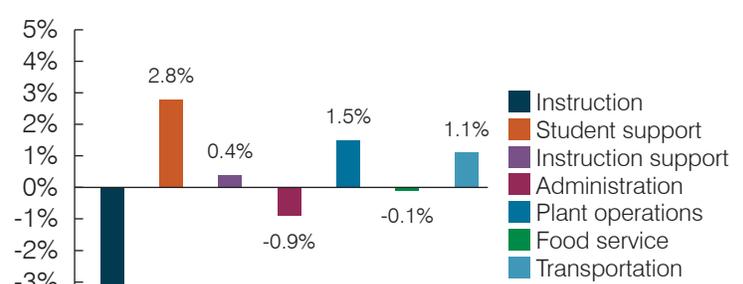
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,078	\$887	\$903
	Students per administrative position	63	68	66
Plant operations	Cost per square foot	\$4.19	\$5.90	\$6.49
	Square footage per student	305	159	158
Food service	Cost per meal	\$3.37	\$3.35	\$3.08
Transportation	Cost per mile	\$2.89	\$4.02	\$4.29
	Cost per rider	\$1,345	\$1,407	\$1,424



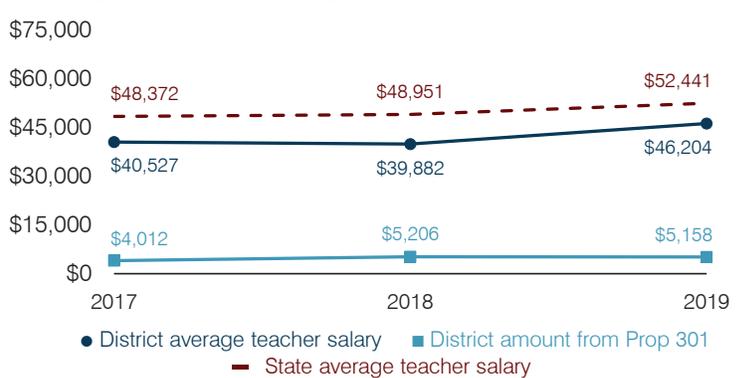
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,306	\$ 4,492	\$ 4,496	\$ 4,869
Student support	815	939	730	754
Instruction support	224	319	377	497
Administration	1,308	1,078	887	903
Plant operations	1,109	1,278	977	1,027
Food service	232	258	353	438
Transportation	549	612	428	417
Total operational	8,543	8,976	8,248	8,905
Land and buildings	425	20	1,367	1,086
Equipment	439	228	508	496
Interest	325	277	319	261
Other	111	107	194	180
Total nonoperational	1,300	632	2,388	2,023
Total per pupil spending	\$ 9,843	\$ 9,608	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

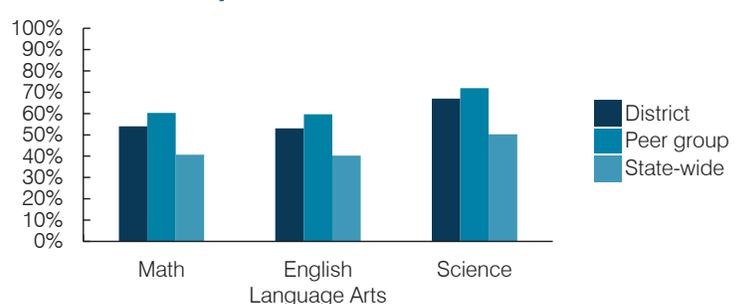


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.8	16.7	17.4
Average years of teacher experience	9.8	10.9	11.2
Percentage of teachers in first 3 years	38%	18%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Fowler Elementary School District

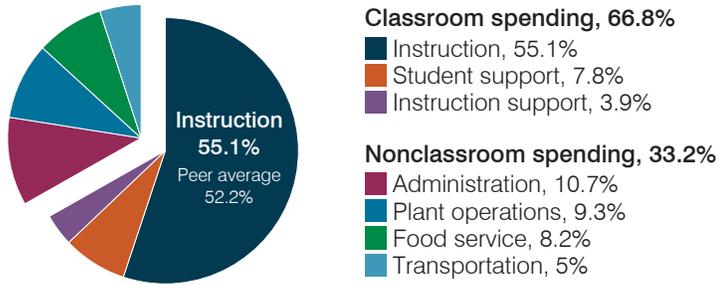
Maricopa County
 Peer groups: Operational 8 and T-1, Achievement 14¹
 Legislative district(s): 19
 District location: City
 Number of schools: 7
 Graduation rate (2018): N/A

Students attending; Size: 4,106; Medium-large
 5-year change in students attending: 6% decrease
 Special education population: 10%
 English learner population: 17%
 Poverty rate (2018): 30%
 Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.9	56.4	60.1	60.7	60.3	57.5	60.4	57.5	57.3	57.2	55.6	53.3	53.3	55.8	53.6	54.8	54.4	52.9	55.1

Spending by operational area



Operational measures relative to peer averages

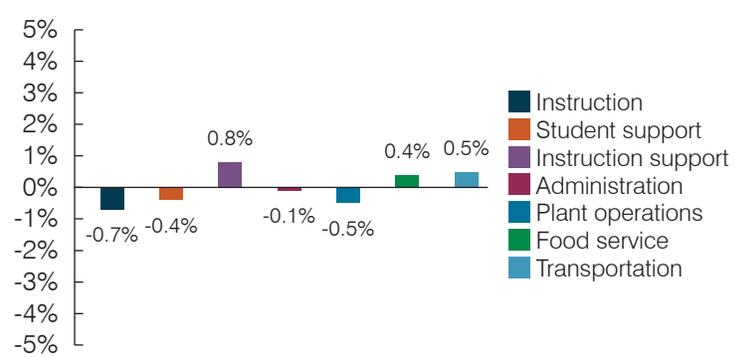
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$934	\$1,047	\$903
	Students per administrative position	68	65	66
Plant operations	Cost per square foot	\$6.01	\$6.60	\$6.49
	Square footage per student	136	145	158
Food service	Cost per meal	\$2.80	\$2.91	\$3.08
Transportation	Cost per mile	\$6.11	\$7.55	\$4.29
	Cost per rider	\$1,009	\$1,108	\$1,424



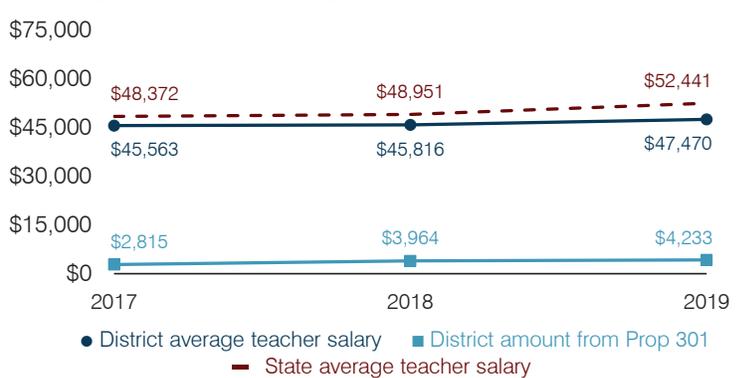
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,258	\$ 4,832	\$ 4,648	\$ 4,869
Student support	631	686	678	754
Instruction support	379	346	551	497
Administration	893	934	1,047	903
Plant operations	783	819	972	1,027
Food service	753	720	672	438
Transportation	345	436	345	417
Total operational	8,042	8,773	8,913	8,905
Land and buildings	204	230	1,393	1,086
Equipment	539	305	556	496
Interest	52	58	344	261
Other	276	324	203	180
Total nonoperational	1,071	917	2,496	2,023
Total per pupil spending	\$ 9,113	\$ 9,690	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

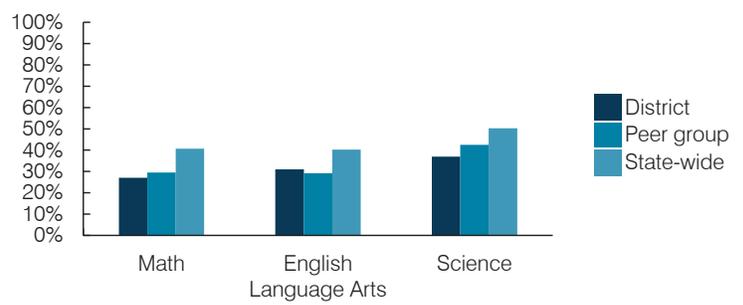


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.6	19.0	17.3
Average years of teacher experience	7.4	7.3	7.6
Percentage of teachers in first 3 years	33%	45%	44%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Fredonia-Moccasin Unified School District

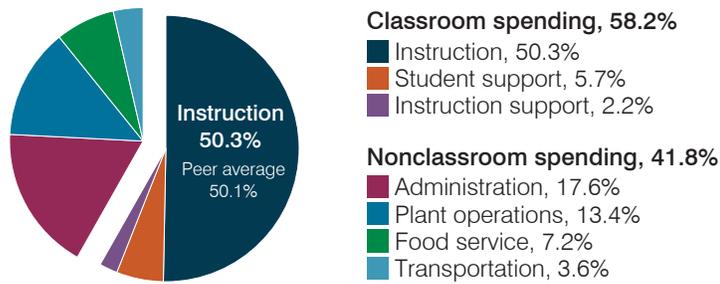
Coconino County
 Peer groups: Operational 11 and T-11, Achievement 4¹
 Legislative district(s): 5 and 7
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): 69%

Students attending; Size: 198; Very small
 5-year change in students attending: 13% decrease
 Special education population: 15%
 English learner population: 0%
 Poverty rate (2018): 15%
 Free/reduced meal eligibility: 71%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	60.7	59.3	62.8	62.4	59.8	53.6	59.9	53.4	51.1	52.6	50.4	52.9	52.9	51.8	55.9	50.1	51.7	50.3

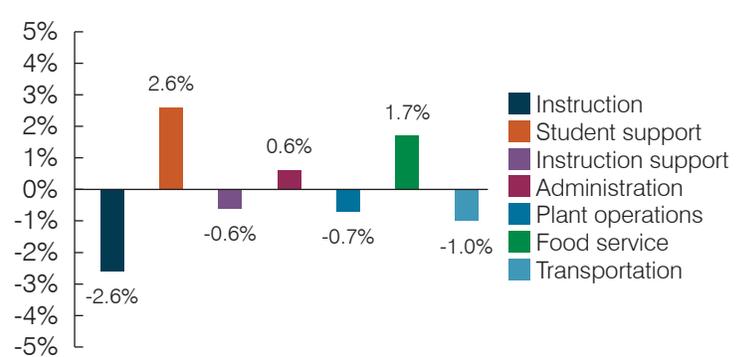
Spending by operational area



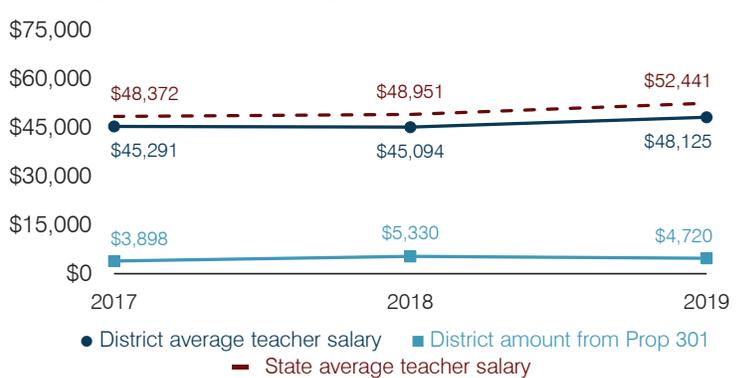
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,106	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$3.10	\$7.70	\$6.49
	Square footage per student	516	382	158
Food service	Cost per meal	\$4.00	\$5.47	\$3.08
Transportation	Cost per mile	\$2.72	\$2.28	\$4.29
	Cost per rider	\$1,145	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

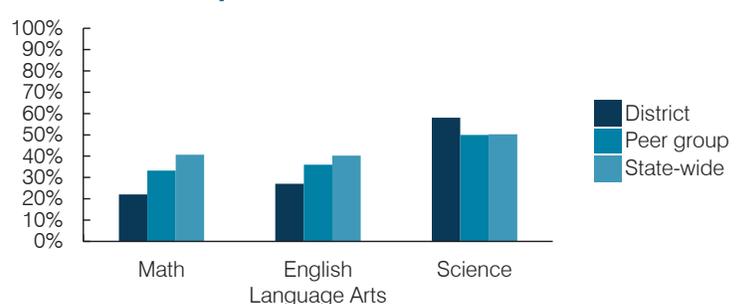


Measure	2017	2018	2019
Students per teacher	13.3	12.6	13.4
Average years of teacher experience	11.3	14.5	10.5
Percentage of teachers in first 3 years	20%	14%	42%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,989	\$ 6,009	\$ 9,084	\$ 4,869
Student support	568	684	756	754
Instruction support	235	265	438	497
Administration	1,855	2,106	3,398	903
Plant operations	1,671	1,598	2,665	1,027
Food service	858	866	917	438
Transportation	398	427	976	417
Total operational	11,574	11,955	18,234	8,905
Land and buildings	0	101	1,425	1,086
Equipment	153	318	1,013	496
Interest	0	0	28	261
Other	28	8	92	180
Total nonoperational	181	427	2,558	2,023
Total per pupil spending	\$ 11,755	\$ 12,382	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Ft. Thomas Unified School District

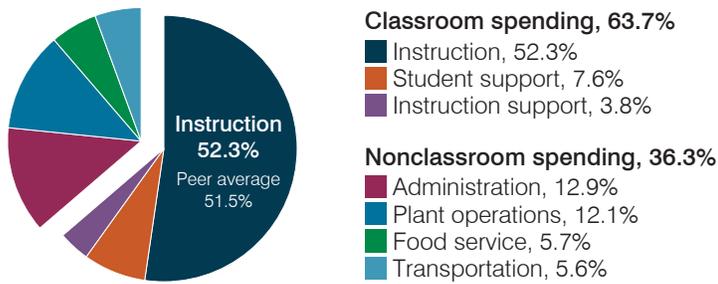
Graham County
 Peer groups: Operational 5 and T-7, Achievement 6¹
 Legislative district(s): 7 and 14
 District location: Rural
 Number of schools: 4
 Graduation rate (2018): 93%

Students attending; Size: 601; Medium
 5-year change in students attending: 11% increase
 Special education population: 18%
 English learner population: 0%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: 95%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.0	57.8	54.1	55.2	54.5	54.7	55.3	54.6	51.6	47.0	45.5	45.2	47.4	48.2	46.1	46.6	49.6	51.8	52.3

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,027	\$1,190	\$903
	Students per administrative position	43	60	66
Plant operations	Cost per square foot	\$5.57	\$5.67	\$6.49
	Square footage per student	344	257	158
Food service	Cost per meal	\$4.30	\$3.60	\$3.08
Transportation	Cost per mile	\$4.21	\$3.70	\$4.29
	Cost per rider	\$1,037	\$1,127	\$1,424



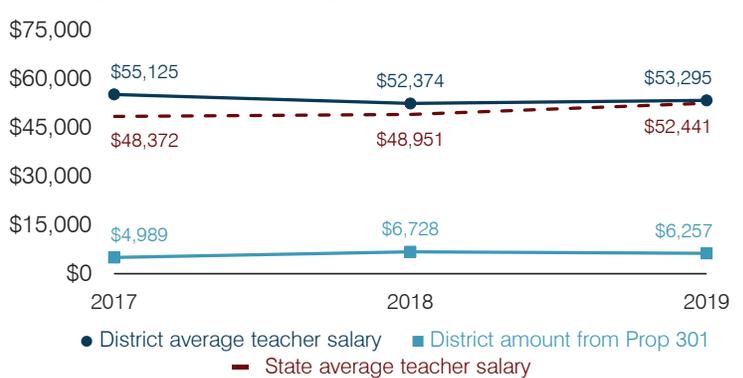
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,729	\$ 8,233	\$ 5,148	\$ 4,869
Student support	981	1,204	655	754
Instruction support	576	594	436	497
Administration	1,956	2,027	1,190	903
Plant operations	2,050	1,917	1,416	1,027
Food service	840	893	428	438
Transportation	794	888	546	417
Total operational	14,926	15,756	9,819	8,905
Land and buildings	157	1,214	1,012	1,086
Equipment	692	621	658	496
Interest	0	0	238	261
Other	0	0	84	180
Total nonoperational	849	1,835	1,992	2,023
Total per pupil spending	\$ 15,775	\$ 17,591	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

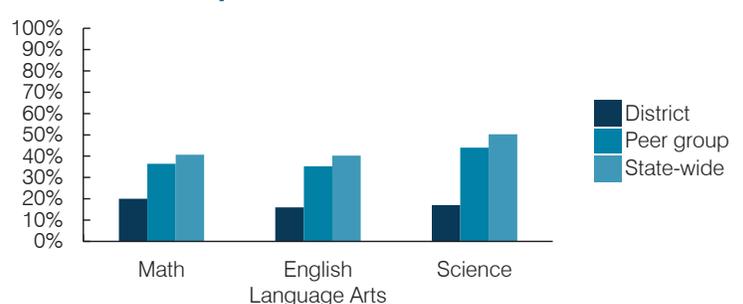


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.3	13.5	12.0
Average years of teacher experience	9.7	10.0	9.4
Percentage of teachers in first 3 years	17%	25%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Gadsden Elementary School District

Yuma County

Peer groups: Operational 9 and T-6, Achievement 19¹

Legislative district(s): 4

District location: Town

Number of schools: 8

Graduation rate (2018): N/A

Students attending; Size: 4,947; Medium-large

5-year change in students attending: 3% decrease

Special education population: 12%

English learner population: 44%

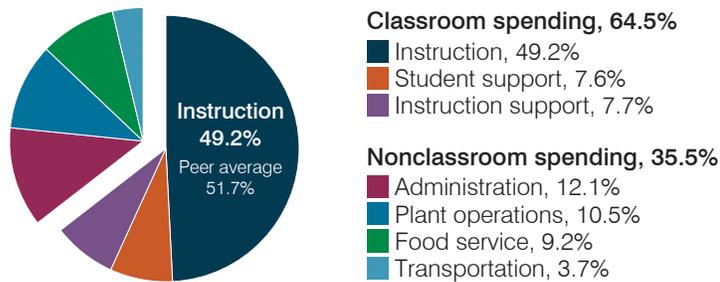
Poverty rate (2018): 31%

Free/reduced meal eligibility: 93%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.6	55.8	56.6	50.6	48.6	50.2	50.5	51.4	49.1	50.6	51.1	48.2	48.5	48.6	49.2	47.8	48.8	48.8	49.2

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

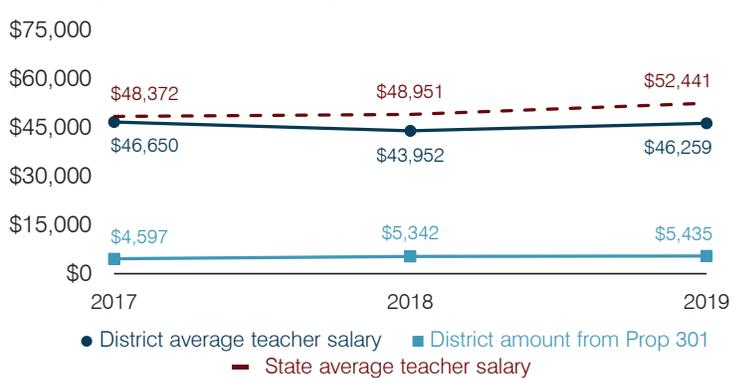


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$975	\$1,141	\$903
	Students per administrative position	61	60	66
Plant operations	Cost per square foot	\$7.77	\$6.68	\$6.49
	Square footage per student	109	161	158
Food service	Cost per meal	\$3.23	\$3.16	\$3.08
Transportation	Cost per mile	\$4.10	\$4.23	\$4.29
	Cost per rider	\$816	\$768	\$1,424



Average teacher salary and other measures

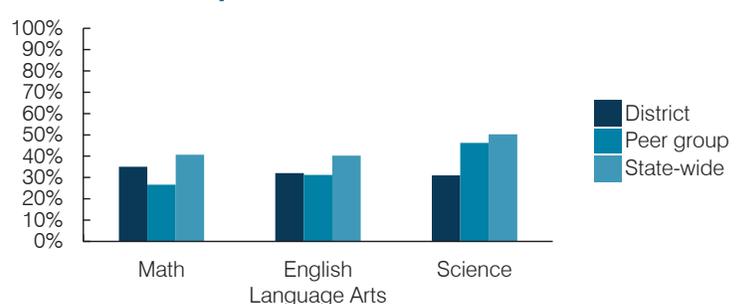


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,719	\$ 3,975	\$ 4,638	\$ 4,869
Student support	609	611	567	754
Instruction support	569	624	481	497
Administration	891	975	1,141	903
Plant operations	864	848	1,054	1,027
Food service	674	741	599	438
Transportation	297	298	498	417
Total operational	7,623	8,072	8,978	8,905
Land and buildings	78	51	265	1,086
Equipment	154	347	486	496
Interest	69	67	72	261
Other	10	16	134	180
Total nonoperational	311	481	957	2,023
Total per pupil spending	\$ 7,934	\$ 8,553	\$ 9,935	\$ 10,928

Measure	2017	2018	2019
Students per teacher	27.2	27.2	25.2
Average years of teacher experience	8.9	9.0	8.7
Percentage of teachers in first 3 years	16%	16%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Ganado Unified School District

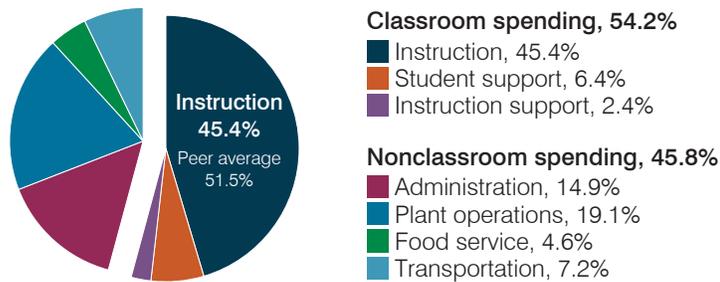
Apache County
 Peer groups: Operational 5 and T-8, Achievement 7¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 4
 Graduation rate (2018): 87%

Students attending; Size: 1,355; Medium
 5-year change in students attending: 1% decrease
 Special education population: 8%
 English learner population: 7%
 Poverty rate (2018): 51%
 Free/reduced meal eligibility: 95%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
46.7	48.0	48.0	47.0	43.5	46.3	46.0	46.7	45.4	43.3	42.4	41.3	42.3	40.7	44.4	42.6	45.3	42.3	45.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

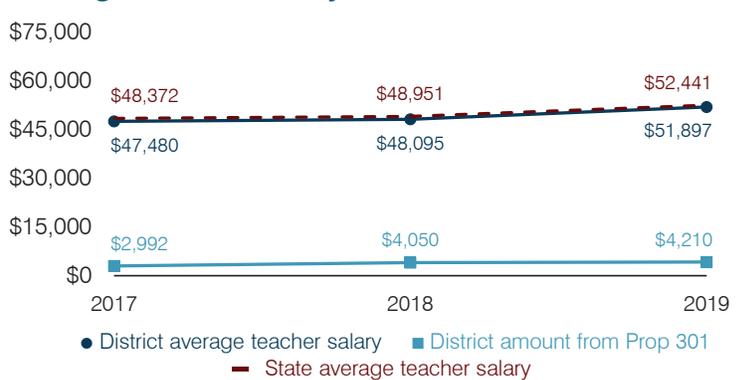


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,180	\$1,190	\$903
	Students per administrative position	44	60	66
Plant operations	Cost per square foot	\$6.42	\$5.67	\$6.49
	Square footage per student	434	257	158
Food service	Cost per meal	\$3.35	\$3.60	\$3.08
Transportation	Cost per mile	\$2.50	\$3.26	\$4.29
	Cost per rider	\$1,107	\$1,447	\$1,424



Average teacher salary and other measures

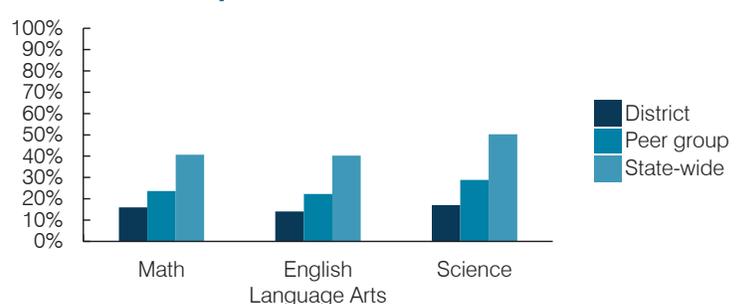


Measure	2017	2018	2019
Students per teacher	13.7	15.1	14.0
Average years of teacher experience	8.6	8.7	8.7
Percentage of teachers in first 3 years	23%	23%	19%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,582	\$ 6,644	\$ 5,148	\$ 4,869
Student support	977	939	655	754
Instruction support	232	352	436	497
Administration	2,478	2,180	1,190	903
Plant operations	2,247	2,786	1,416	1,027
Food service	667	675	428	438
Transportation	1,027	1,055	546	417
Total operational	13,210	14,631	9,819	8,905
Land and buildings	212	141	1,012	1,086
Equipment	567	863	658	496
Interest	0	0	238	261
Other	34	30	84	180
Total nonoperational	813	1,034	1,992	2,023
Total per pupil spending	\$ 14,023	\$ 15,665	\$ 11,811	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Gila Bend Unified School District

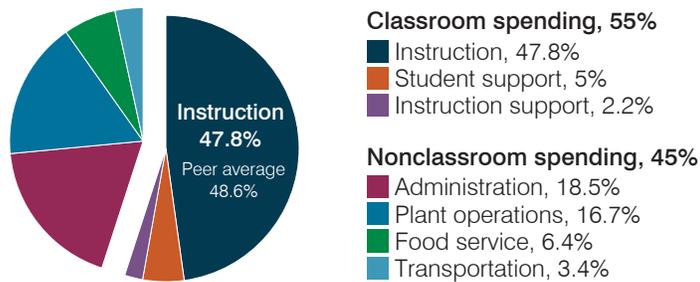
Maricopa County
 Peer groups: Operational 6 and T-7, Achievement 6¹
 Legislative district(s): 4
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): 81%

Students attending; Size: 425; Small
 5-year change in students attending: 14% increase
 Special education population: 10%
 English learner population: 20%
 Poverty rate (2018): 28%
 Free/reduced meal eligibility: 75%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.4	53.3	56.4	54.0	57.3	53.0	45.6	48.8	51.2	52.0	47.2	45.4	43.9	45.1	44.8	44.9	41.2	46.6	47.8

Spending by operational area



Operational measures relative to peer averages

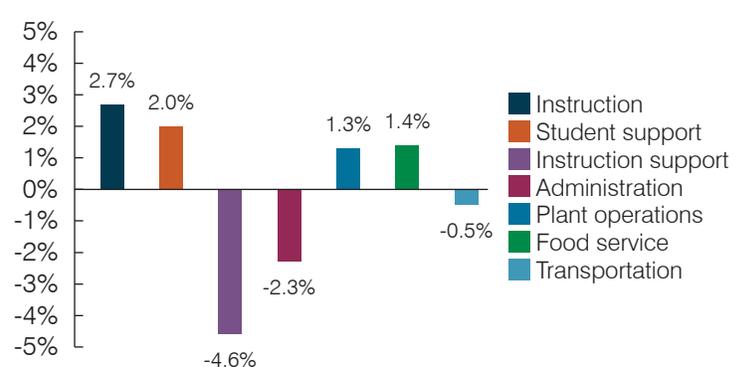
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,939	\$1,750	\$903
	Students per administrative position	55	45	66
Plant operations	Cost per square foot	\$6.72	\$5.35	\$6.49
	Square footage per student	261	315	158
Food service	Cost per meal	\$3.24	\$3.77	\$3.08
Transportation	Cost per mile	\$3.23	\$3.70	\$4.29
	Cost per rider	\$888	\$1,127	\$1,424



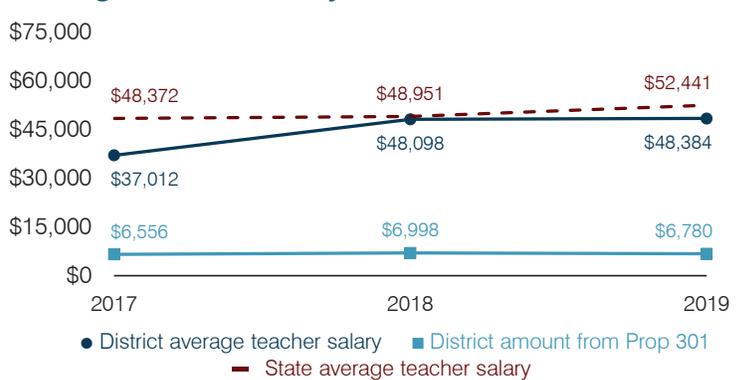
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,656	\$ 5,009	\$ 5,732	\$ 4,869
Student support	619	529	763	754
Instruction support	281	234	364	497
Administration	2,312	1,939	1,750	903
Plant operations	2,219	1,752	1,697	1,027
Food service	654	672	545	438
Transportation	390	351	616	417
Total operational	12,131	10,486	11,467	8,905
Land and buildings	144	2,576	757	1,086
Equipment	710	278	692	496
Interest	352	237	152	261
Other	2	4	64	180
Total nonoperational	1,208	3,095	1,665	2,023
Total per pupil spending	\$ 13,339	\$ 13,581	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

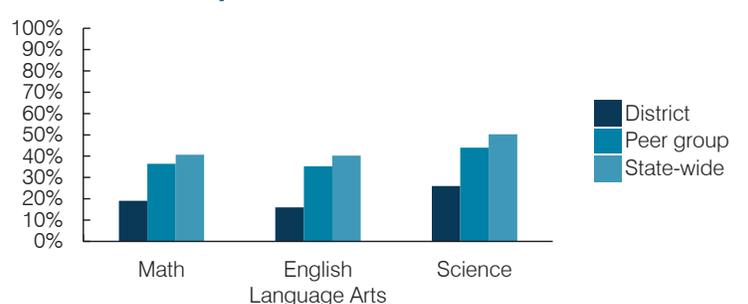


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.7	15.7	16.3
Average years of teacher experience	8.9	11.8	11.9
Percentage of teachers in first 3 years	45%	19%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Gilbert Unified School District

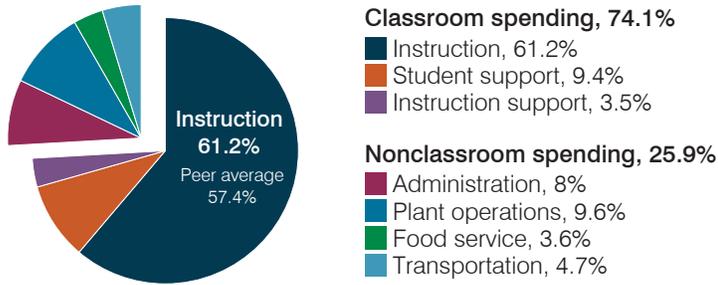
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 1¹
 Legislative district(s): 12, 16, 17, 25, and 26
 District location: Suburb
 Number of schools: 39
 Graduation rate (2018): 91%

Students attending; Size: 33,100; Very large
 5-year change in students attending: 8% decrease
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2018): 7%
 Free/reduced meal eligibility: 25%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
63.4	62.3	64.5	64.3	63.0	63.3	63.0	63.2	62.7	62.0	59.9	60.1	60.7	61.2	61.3	60.7	60.1	61.1	61.2

Spending by operational area



Operational measures relative to peer averages

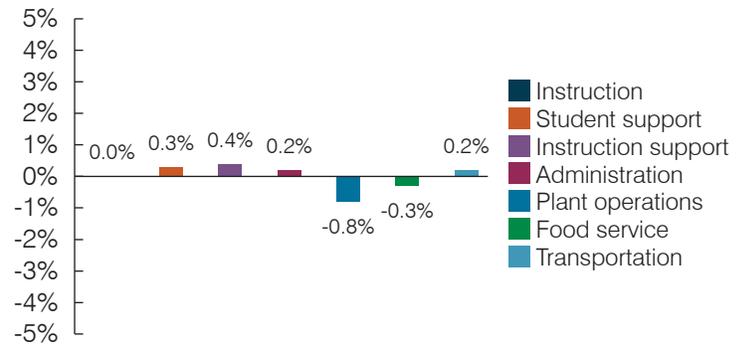
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$654	\$746	\$903
	Students per administrative position	88	78	66
Plant operations	Cost per square foot	\$5.36	\$6.37	\$6.49
	Square footage per student	146	150	158
Food service	Cost per meal	\$2.89	\$2.92	\$3.08
Transportation	Cost per mile	\$4.36	\$4.02	\$4.29
	Cost per rider	\$1,419	\$1,407	\$1,424



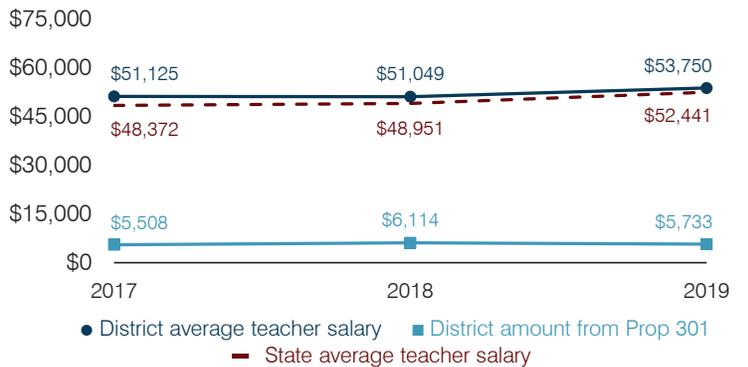
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,616	\$ 4,979	\$ 4,901	\$ 4,869
Student support	731	763	773	754
Instruction support	247	287	427	497
Administration	583	654	746	903
Plant operations	746	781	949	1,027
Food service	273	290	341	438
Transportation	354	381	381	417
Total operational	7,550	8,135	8,518	8,905
Land and buildings	301	380	658	1,086
Equipment	250	389	376	496
Interest	114	190	288	261
Other	262	308	217	180
Total nonoperational	927	1,267	1,539	2,023
Total per pupil spending	\$ 8,477	\$ 9,402	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

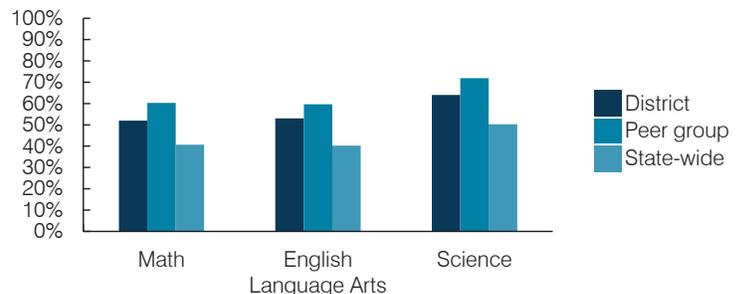


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.8	17.4	17.5
Average years of teacher experience	11.9	12.4	12.6
Percentage of teachers in first 3 years	13%	13%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Glendale Elementary School District

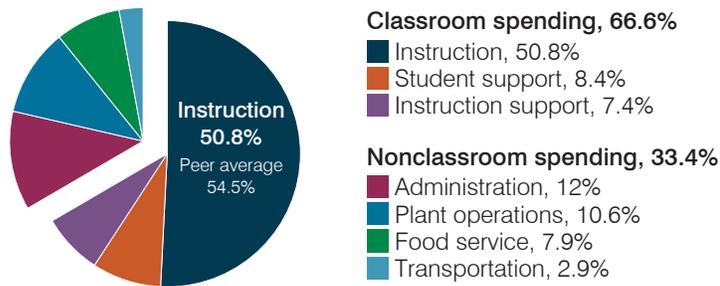
Maricopa County
 Peer groups: Operational 7 and T-1, Achievement 14¹
 Legislative district(s): 20, 29, and 30
 District location: City
 Number of schools: 17
 Graduation rate (2018): N/A

Students attending; Size: 11,437; Large
 5-year change in students attending: 12% decrease
 Special education population: 13%
 English learner population: 15%
 Poverty rate (2018): 30%
 Free/reduced meal eligibility: 92%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
62.9	59.3	59.1	58.3	55.2	56.3	56.8	56.5	57.1	55.6	54.8	55.8	54.6	52.9	53.9	52.1	52.5	49.3	50.8

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

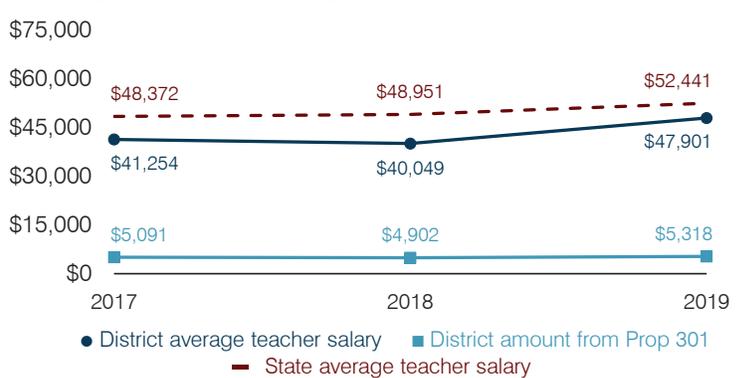


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,006	\$887	\$903
	Students per administrative position	70	73	66
Plant operations	Cost per square foot	\$7.24	\$6.31	\$6.49
	Square footage per student	123	142	158
Food service	Cost per meal	\$2.95	\$2.97	\$3.08
Transportation	Cost per mile	\$7.45	\$7.55	\$4.29
	Cost per rider	\$1,303	\$1,108	\$1,424



Average teacher salary and other measures

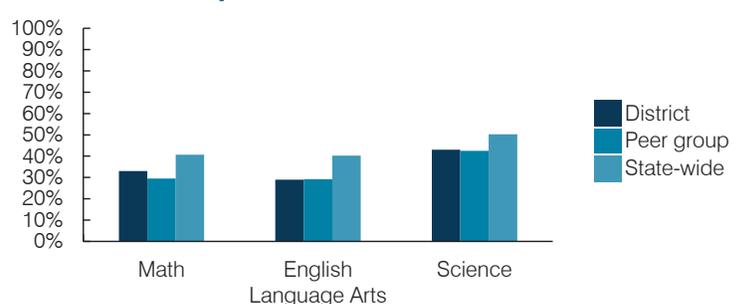


Measure	2017	2018	2019
Students per teacher	18.5	17.6	18.9
Average years of teacher experience	8.1	8.0	8.2
Percentage of teachers in first 3 years	37%	35%	35%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,686	\$ 4,278	\$ 4,824	\$ 4,869
Student support	608	708	760	754
Instruction support	546	620	554	497
Administration	912	1,006	887	903
Plant operations	809	890	892	1,027
Food service	695	667	608	438
Transportation	218	247	342	417
Total operational	7,474	8,416	8,867	8,905
Land and buildings	136	278	1,189	1,086
Equipment	349	450	508	496
Interest	96	106	230	261
Other	65	78	177	180
Total nonoperational	646	912	2,104	2,023
Total per pupil spending	\$ 8,120	\$ 9,328	\$10,971	\$10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Glendale Union High School District

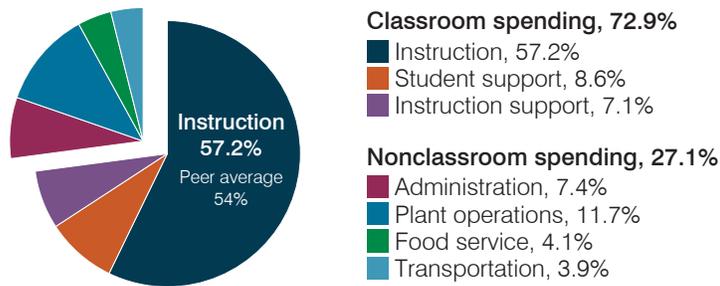
Maricopa County
 Peer groups: Operational 2 and T-5, Achievement 9¹
 Legislative district(s): 20, 24, 28, 29, and 30
 District location: City
 Number of schools: 10
 Graduation rate (2018): 90%

Students attending; Size: 15,688; Large
 5-year change in students attending: 4% increase
 Special education population: 12%
 English learner population: 4%
 Poverty rate (2018): 22%
 Free/reduced meal eligibility: 59%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.3	59.1	59.7	60.1	59.4	59.8	59.5	58.5	58.6	57.4	56.5	56.2	56.3	56.7	55.8	56.1	57.3	57.8	57.2

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$663	\$842	\$903
	Students per administrative position	71	66	66
Plant operations	Cost per square foot	\$6.84	\$6.59	\$6.49
	Square footage per student	154	150	158
Food service	Cost per meal	\$3.56	\$3.25	\$3.08
Transportation	Cost per mile	\$7.77	\$4.10	\$4.29
	Cost per rider	\$3,037	\$1,775	\$1,424



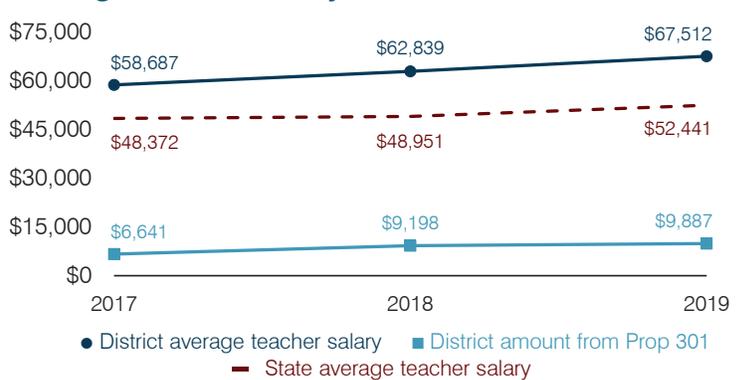
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,927	\$ 5,131	\$ 4,521	\$ 4,869
Student support	685	769	688	754
Instruction support	606	636	540	497
Administration	637	663	842	903
Plant operations	1,025	1,056	976	1,027
Food service	355	373	358	438
Transportation	289	347	457	417
Total operational	8,524	8,975	8,382	8,905
Land and buildings	843	396	1,683	1,086
Equipment	693	458	540	496
Interest	276	282	254	261
Other	49	51	172	180
Total nonoperational	1,861	1,187	2,649	2,023
Total per pupil spending	\$ 10,385	\$ 10,162	\$ 11,031	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

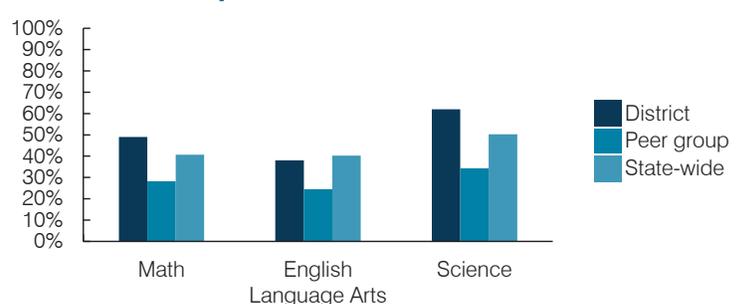


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.2	21.6	22.3
Average years of teacher experience	12.7	12.9	13.3
Percentage of teachers in first 3 years	9%	9%	7%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Globe Unified School District

Gila County

Peer groups: Operational 5 and T-8, Achievement 5¹

Legislative district(s): 8

District location: Town

Number of schools: 3

Graduation rate (2018): 86%

Students attending; Size: 1,598; Medium

5-year change in students attending: 8% decrease

Special education population: 11%

English learner population: 2%

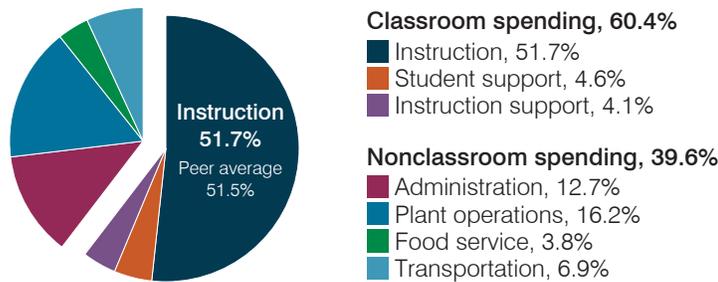
Poverty rate (2018): 26%

Free/reduced meal eligibility: 55%

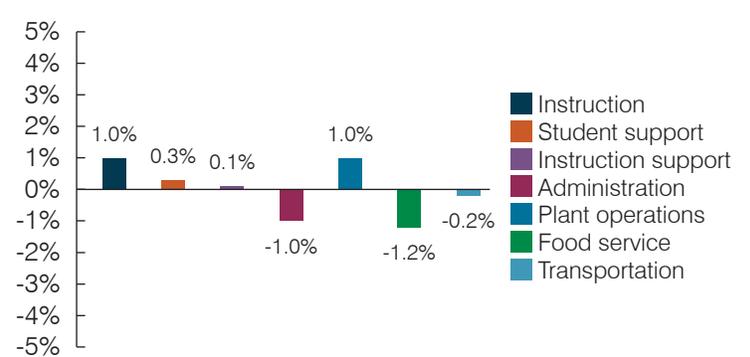
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.1	58.5	59.0	58.1	59.4	57.8	57.0	53.7	54.7	48.9	45.1	46.3	50.0	50.7	48.7	49.8	48.8	48.9	51.7

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

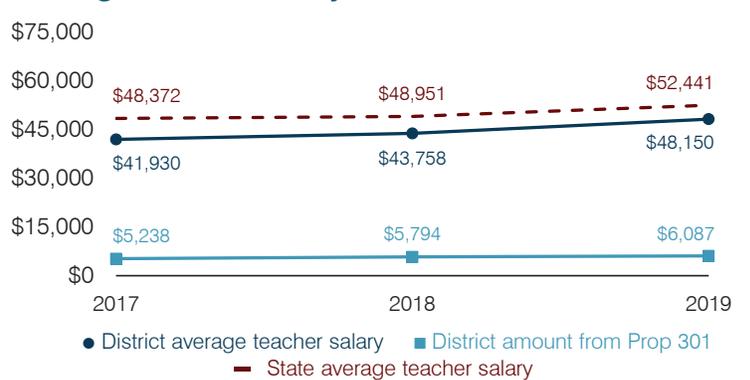


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,068	\$1,190	\$903
	Students per administrative position	57	60	66
Plant operations	Cost per square foot	\$6.45	\$5.67	\$6.49
	Square footage per student	211	257	158
Food service	Cost per meal	\$3.80	\$3.60	\$3.08
Transportation	Cost per mile	\$3.14	\$3.26	\$4.29
	Cost per rider	\$1,867	\$1,447	\$1,424



Average teacher salary and other measures

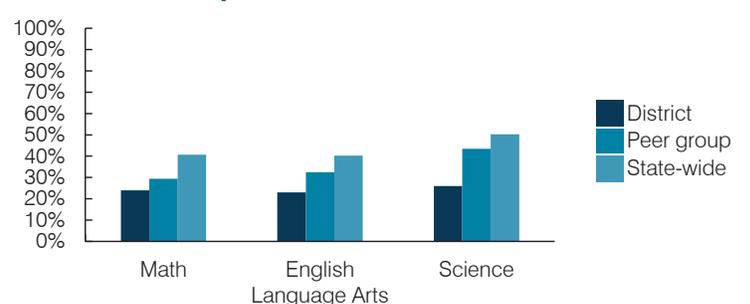


Measure	2017	2018	2019
Students per teacher	18.3	20.1	20.0
Average years of teacher experience	14.5	14.6	13.1
Percentage of teachers in first 3 years	15%	14%	25%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,967	\$ 4,330	\$ 5,148	\$ 4,869
Student support	335	383	655	754
Instruction support	363	342	436	497
Administration	1,083	1,068	1,190	903
Plant operations	1,459	1,361	1,416	1,027
Food service	323	318	428	438
Transportation	591	578	546	417
Total operational	8,121	8,380	9,819	8,905
Land and buildings	298	377	1,012	1,086
Equipment	537	296	658	496
Interest	0	0	238	261
Other	68	109	84	180
Total nonoperational	903	782	1,992	2,023
Total per pupil spending	\$ 9,024	\$ 9,162	\$11,811	\$10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Grand Canyon Unified School District

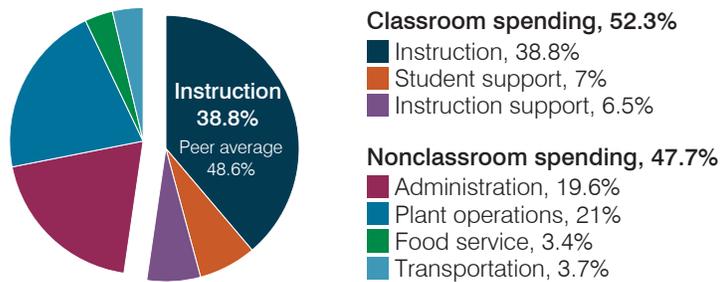
Coconino County
 Peer groups: Operational 6 and T-9, Achievement 4¹
 Legislative district(s): 6
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): 100%

Students attending; Size: 271; Small
 5-year change in students attending: 10% decrease
 Special education population: 21%
 English learner population: 7%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 54%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.1	52.5	52.7	53.5	53.7	49.2	48.1	45.9	48.5	48.8	46.7	50.0	47.7	52.4	43.9	43.6	41.2	38.4	38.8

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,920	\$1,750	\$903
	Students per administrative position	37	45	66
Plant operations	Cost per square foot	\$14.80	\$5.35	\$6.49
	Square footage per student	283	315	158
Food service	Cost per meal	\$6.45	\$3.77	\$3.08
Transportation	Cost per mile	\$3.01	\$2.74	\$4.29
	Cost per rider	\$1,971	\$1,641	\$1,424



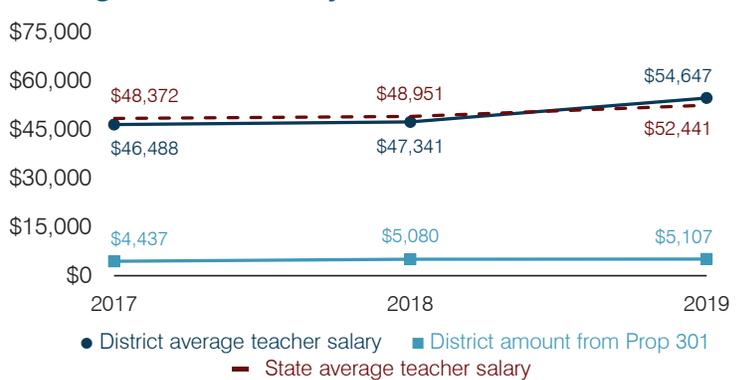
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,946	\$ 7,747	\$ 5,732	\$ 4,869
Student support	775	1,403	763	754
Instruction support	1,078	1,288	364	497
Administration	4,681	3,920	1,750	903
Plant operations	3,339	4,192	1,697	1,027
Food service	653	686	545	438
Transportation	632	734	616	417
Total operational	18,104	19,970	11,467	8,905
Land and buildings	40	0	757	1,086
Equipment	773	1,081	692	496
Interest	67	51	152	261
Other	0	0	64	180
Total nonoperational	880	1,132	1,665	2,023
Total per pupil spending	\$ 18,984	\$ 21,102	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

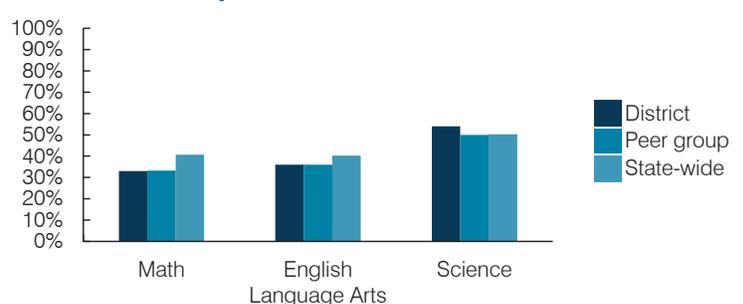


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.0	11.0	10.8
Average years of teacher experience	13.3	10.1	9.6
Percentage of teachers in first 3 years	13%	31%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Hackberry Elementary School District

Mohave County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 25; Very small

5-year change in students attending: 28% decrease

Special education population: 10%

English learner population: 0%

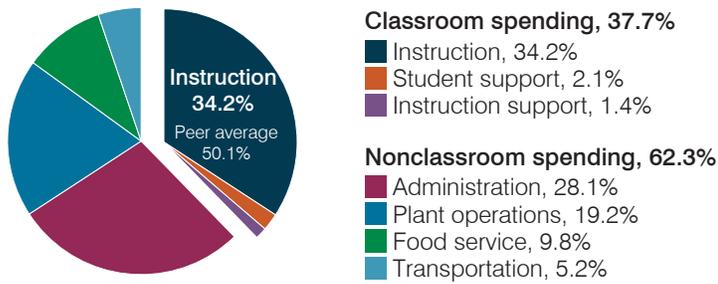
Poverty rate (2018): 18%

Free/reduced meal eligibility: 74%

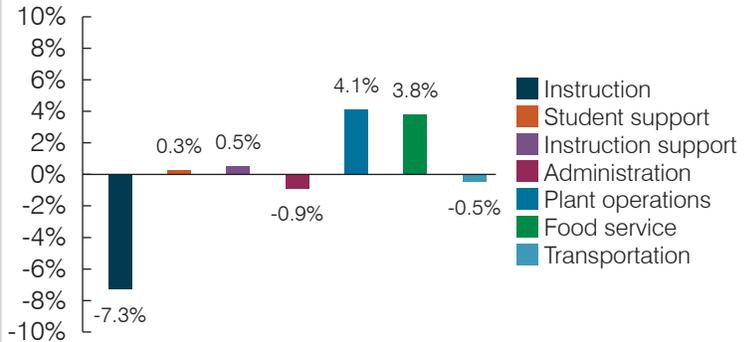
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.0	43.9	55.9	52.5	55.0	56.7	41.9	41.2	40.9	34.7	34.2	38.5	39.1	41.5	42.6	43.1	43.7	42.5	34.2

Spending by operational area



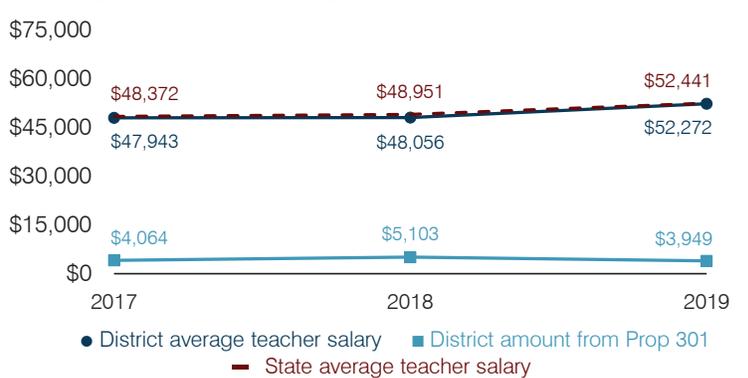
Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,134	\$3,398	\$903
	Students per administrative position	8	32	66
Plant operations	Cost per square foot	\$9.05	\$7.70	\$6.49
	Square footage per student	690	382	158
Food service	Cost per meal	\$19.03	\$5.47	\$3.08
Transportation	Cost per mile	\$5.07	\$2.28	\$4.29
	Cost per rider	\$4,641	\$1,665	\$1,424

Average teacher salary and other measures

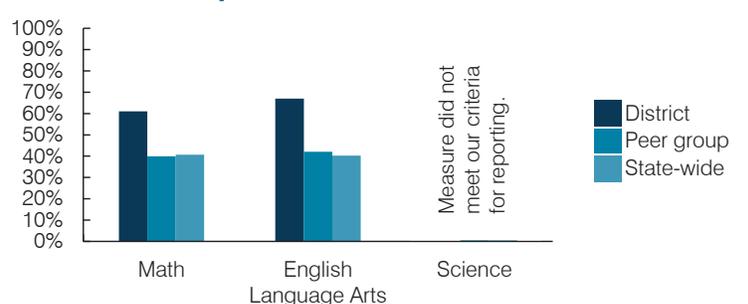


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,485	\$ 11,100	\$ 9,084	\$ 4,869
Student support	297	692	756	754
Instruction support	140	443	438	497
Administration	7,811	9,134	3,398	903
Plant operations	3,739	6,244	2,665	1,027
Food service	1,952	3,191	917	438
Transportation	1,600	1,682	976	417
Total operational	27,024	32,486	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	1,425	620	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	1,425	620	2,558	2,023
Total per pupil spending	\$ 28,449	\$ 33,106	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	10.2	7.4	8.4
Average years of teacher experience	21.3	23.3	24.3
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Hayden-Winkelman Unified School District

Gila County

Peer groups: Operational 6 and T-9, Achievement 6¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 86%

Students attending; Size: 271; Small

5-year change in students attending: Less than 1%

Special education population: 15%

English learner population: 0%

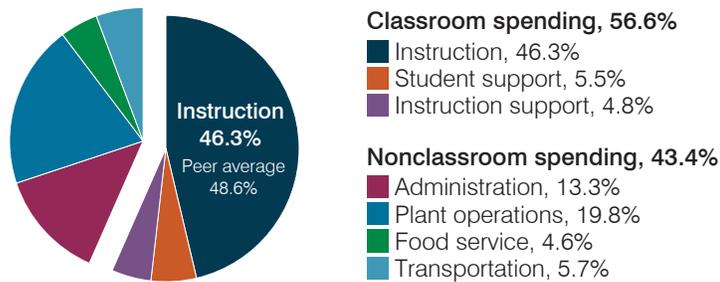
Poverty rate (2018): 31%

Free/reduced meal eligibility: 83%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.3	54.1	52.9	51.2	50.3	52.2	50.7	51.5	47.4	48.8	45.7	46.1	43.8	45.1	44.7	43.5	47.2	46.5	46.3

Spending by operational area



Operational measures relative to peer averages

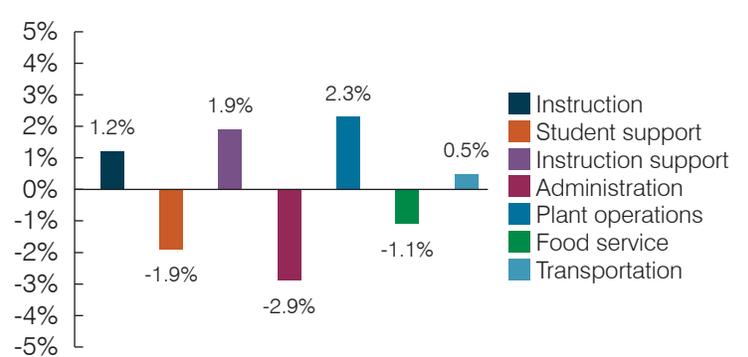
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,866	\$1,750	\$903
	Students per administrative position	39	45	66
Plant operations	Cost per square foot	\$4.48	\$5.35	\$6.49
	Square footage per student	619	315	158
Food service	Cost per meal	\$3.67	\$3.77	\$3.08
Transportation	Cost per mile	\$1.46	\$2.74	\$4.29
	Cost per rider	\$1,404	\$1,641	\$1,424



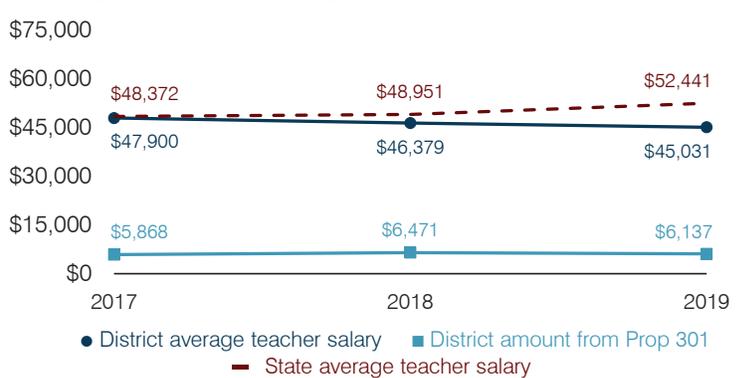
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,988	\$ 6,501	\$ 5,732	\$ 4,869
Student support	950	775	763	754
Instruction support	665	671	364	497
Administration	1,932	1,866	1,750	903
Plant operations	2,893	2,775	1,697	1,027
Food service	695	643	545	438
Transportation	910	798	616	417
Total operational	15,033	14,029	11,467	8,905
Land and buildings	121	79	757	1,086
Equipment	472	1,267	692	496
Interest	12	7	152	261
Other	36	13	64	180
Total nonoperational	641	1,366	1,665	2,023
Total per pupil spending	\$ 15,674	\$ 15,395	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

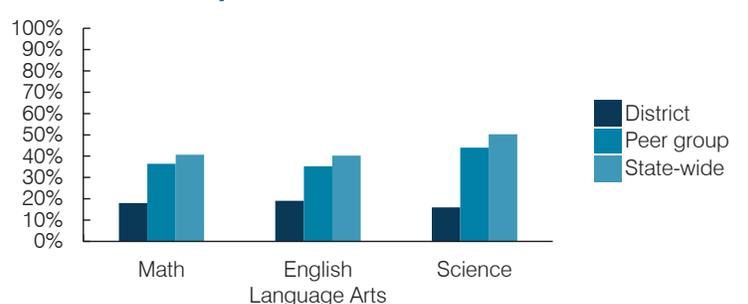


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	13.2	12.3	14.3
Average years of teacher experience	20.0	20.0	20.3
Percentage of teachers in first 3 years	11%	15%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Heber-Overgaard Unified School District

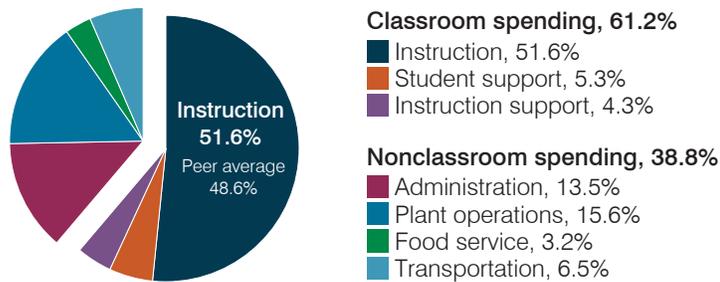
Navajo County
 Peer groups: Operational 6 and T-9, Achievement 6¹
 Legislative district(s): 6
 District location: Rural
 Number of schools: 4
 Graduation rate (2018): 88%

Students attending; Size: 474; Small
 5-year change in students attending: 4% increase
 Special education population: 13%
 English learner population: 0%
 Poverty rate (2018): 31%
 Free/reduced meal eligibility: 49%

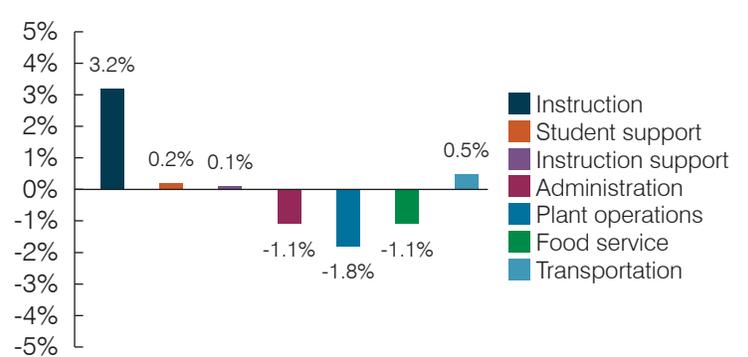
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.2	53.3	55.1	52.3	51.7	49.8	47.7	48.0	46.1	49.6	50.8	48.4	48.4	48.4	48.1	51.3	51.3	50.7	51.6

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

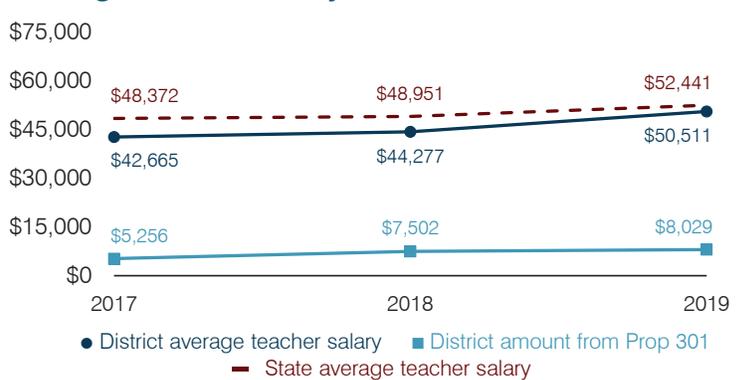


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,458	\$1,750	\$903
	Students per administrative position	48	45	66
Plant operations	Cost per square foot	\$4.99	\$5.35	\$6.49
	Square footage per student	338	315	158
Food service	Cost per meal	\$4.13	\$3.77	\$3.08
Transportation	Cost per mile	\$2.24	\$2.74	\$4.29
	Cost per rider	\$1,785	\$1,641	\$1,424



Average teacher salary and other measures

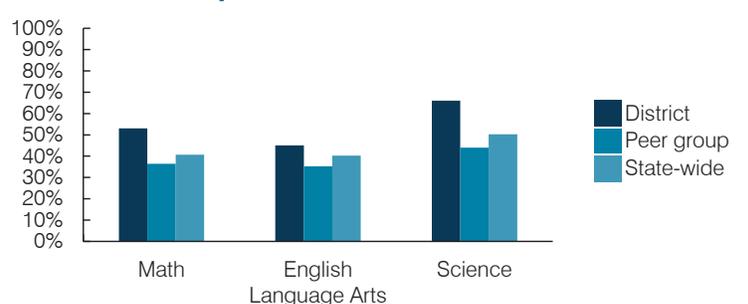


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,967	\$ 5,580	\$ 5,732	\$ 4,869
Student support	513	568	763	754
Instruction support	461	471	364	497
Administration	1,319	1,458	1,750	903
Plant operations	1,653	1,685	1,697	1,027
Food service	337	342	545	438
Transportation	550	705	616	417
Total operational	9,800	10,809	11,467	8,905
Land and buildings	56	182	757	1,086
Equipment	601	446	692	496
Interest	712	667	152	261
Other	31	34	64	180
Total nonoperational	1,400	1,329	1,665	2,023
Total per pupil spending	\$ 11,200	\$ 12,138	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	14.8	16.0	15.4
Average years of teacher experience	14.8	14.9	14.5
Percentage of teachers in first 3 years	10%	13%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Higley Unified School District

Maricopa County

Peer groups: Operational 2 and T-3, Achievement 1¹

Legislative district(s): 12

District location: Suburb

Number of schools: 13

Graduation rate (2018): 95%

Students attending; Size: 12,126; Large

5-year change in students attending: 14% increase

Special education population: 13%

English learner population: 1%

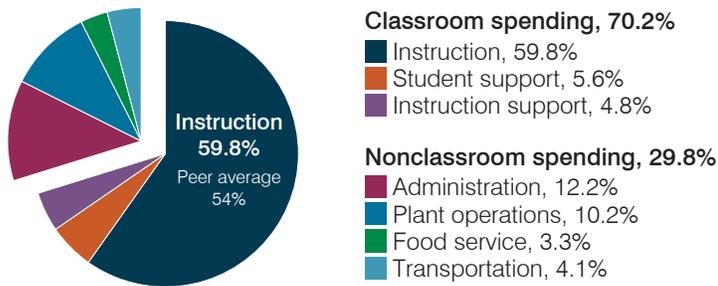
Poverty rate (2018): 6%

Free/reduced meal eligibility: 18%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	56.1	58.2	59.9	65.4	58.6	57.7	57.0	55.0	54.9	54.2	55.3	55.9	55.7	56.0	57.7	59.8	57.8	59.8

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$918	\$842	\$903
	Students per administrative position	87	66	66
Plant operations	Cost per square foot	\$5.23	\$6.59	\$6.49
	Square footage per student	147	150	158
Food service	Cost per meal	\$3.14	\$3.25	\$3.08
Transportation	Cost per mile	\$5.30	\$4.60	\$4.29
	Cost per rider	\$1,207	\$1,224	\$1,424



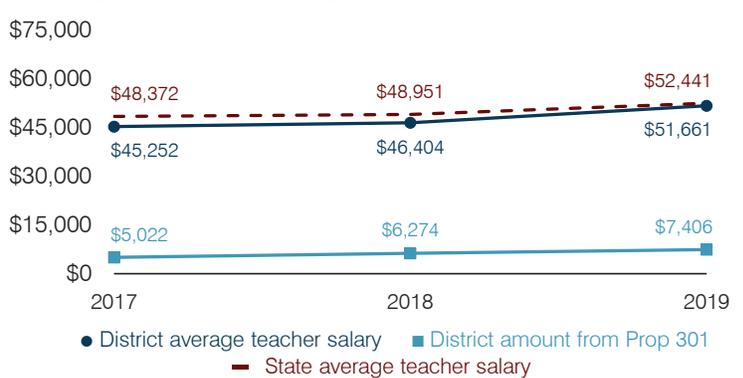
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,925	\$ 4,495	\$ 4,521	\$ 4,869
Student support	380	422	688	754
Instruction support	339	362	540	497
Administration	875	918	842	903
Plant operations	750	768	976	1,027
Food service	238	246	358	438
Transportation	283	306	457	417
Total operational	6,790	7,517	8,382	8,905
Land and buildings	817	540	1,683	1,086
Equipment	464	469	540	496
Interest	361	342	254	261
Other	392	472	172	180
Total nonoperational	2,034	1,823	2,649	2,023
Total per pupil spending	\$ 8,824	\$ 9,340	\$11,031	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

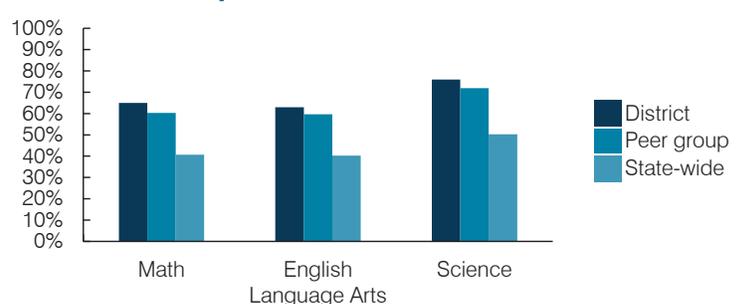


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	18.1	16.9
Average years of teacher experience	9.0	8.9	9.2
Percentage of teachers in first 3 years	26%	27%	24%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Hillside Elementary School District

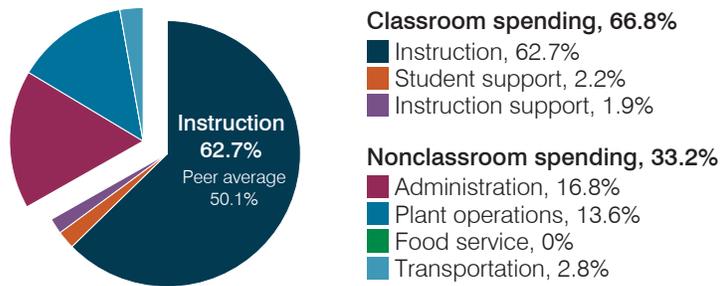
Yavapai County
 Peer groups: Operational 11 and Achievement 16¹
 Legislative district(s): 1
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 7; Very small
 5-year change in students attending: 73% decrease
 Special education population: N/A
 English learner population: N/A
 Poverty rate (2018): N/A
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.1	52.1	53.8	57.5	56.0	64.5	68.9	67.9	64.8	63.7	58.2	59.7	57.7	68.8	67.3	60.4	67.8	65.8	62.7

Spending by operational area



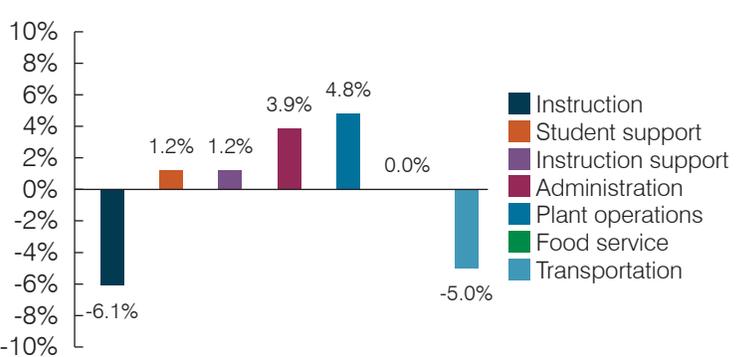
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,176	\$3,398	\$903
	Students per administrative position	24	32	66
Plant operations	Cost per square foot	\$3.42	\$7.70	\$6.49
	Square footage per student	988	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,942	\$ 15,562	\$ 9,084	\$ 4,869
Student support	436	540	756	754
Instruction support	184	463	438	497
Administration	1,856	4,176	3,398	903
Plant operations	1,118	3,376	2,665	1,027
Food service	0	0	917	438
Transportation	1,045	697	976	417
Total operational	13,581	24,814	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	9	0	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	9	0	2,558	2,023
Total per pupil spending	\$ 13,590	\$ 24,814	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.7	11.2	7.3
Average years of teacher experience	15.5	17.5	18.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Holbrook Unified School District

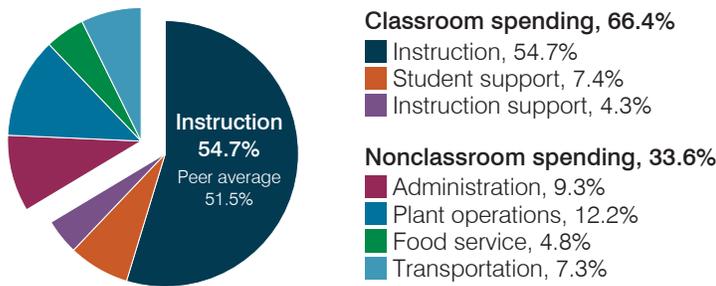
Navajo County
 Peer groups: Operational 5 and T-10, Achievement 7¹
 Legislative district(s): 6 and 7
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 91%

Students attending; Size: 1,858; Medium
 5-year change in students attending: 9% decrease
 Special education population: 11%
 English learner population: 1%
 Poverty rate (2018): 39%
 Free/reduced meal eligibility: 79%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.3	56.5	57.2	54.6	55.6	55.4	56.7	57.0	56.1	54.9	54.8	54.4	53.2	53.7	53.4	54.7	53.8	54.0	54.7

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,080	\$1,190	\$903
	Students per administrative position	59	60	66
Plant operations	Cost per square foot	\$6.50	\$5.67	\$6.49
	Square footage per student	219	257	158
Food service	Cost per meal	\$3.33	\$3.60	\$3.08
Transportation	Cost per mile	\$1.64	\$2.20	\$4.29
	Cost per rider	\$1,572	\$1,962	\$1,424



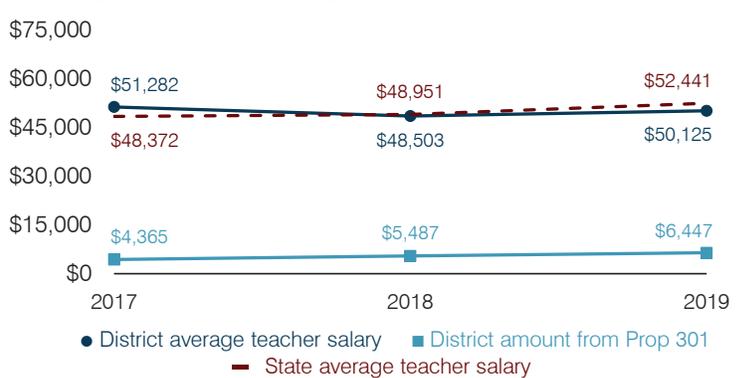
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,026	\$ 6,389	\$ 5,148	\$ 4,869
Student support	898	863	655	754
Instruction support	480	497	436	497
Administration	1,028	1,080	1,190	903
Plant operations	1,394	1,427	1,416	1,027
Food service	525	566	428	438
Transportation	802	848	546	417
Total operational	11,153	11,670	9,819	8,905
Land and buildings	249	369	1,012	1,086
Equipment	646	785	658	496
Interest	66	60	238	261
Other	32	87	84	180
Total nonoperational	993	1,301	1,992	2,023
Total per pupil spending	\$ 12,146	\$ 12,971	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

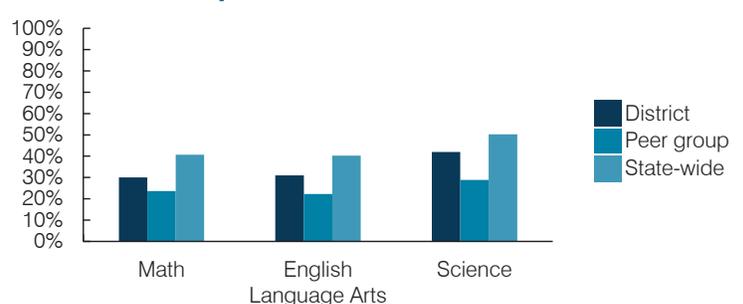


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.2	13.4	13.0
Average years of teacher experience	13.5	14.1	14.3
Percentage of teachers in first 3 years	14%	15%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Humboldt Unified School District

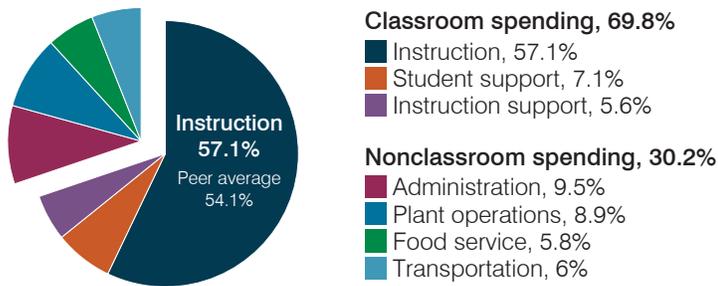
Yavapai County
 Peer groups: Operational 3 and T-4, Achievement 3¹
 Legislative district(s): 1
 District location: Suburb
 Number of schools: 9
 Graduation rate (2018): 88%

Students attending; Size: 5,313; Medium-large
 5-year change in students attending: 4% decrease
 Special education population: 12%
 English learner population: 3%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 53%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.5	59.5	58.5	57.6	60.5	59.3	61.8	60.1	61.4	59.1	56.3	56.0	56.0	55.7	55.4	55.7	54.7	56.1	57.1

Spending by operational area



Operational measures relative to peer averages

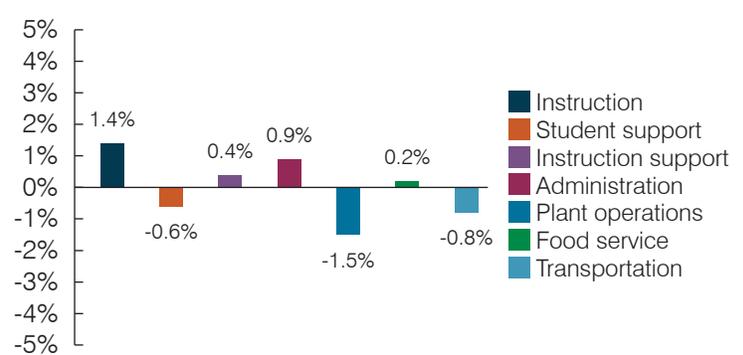
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$778	\$887	\$903
	Students per administrative position	78	68	66
Plant operations	Cost per square foot	\$4.70	\$5.90	\$6.49
	Square footage per student	155	159	158
Food service	Cost per meal	\$3.55	\$3.35	\$3.08
Transportation	Cost per mile	\$3.26	\$4.02	\$4.29
	Cost per rider	\$1,236	\$1,407	\$1,424



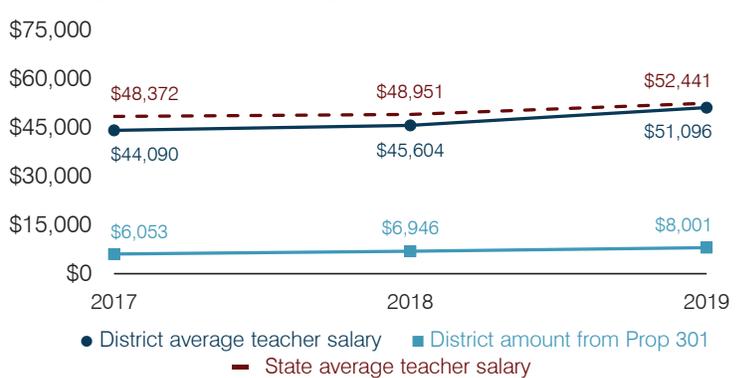
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,244	\$ 4,660	\$ 4,496	\$ 4,869
Student support	518	580	730	754
Instruction support	441	459	377	497
Administration	666	778	887	903
Plant operations	800	726	977	1,027
Food service	425	469	353	438
Transportation	476	491	428	417
Total operational	7,570	8,163	8,248	8,905
Land and buildings	475	99	1,367	1,086
Equipment	302	241	508	496
Interest	216	268	319	261
Other	91	55	194	180
Total nonoperational	1,084	663	2,388	2,023
Total per pupil spending	\$ 8,654	\$ 8,826	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

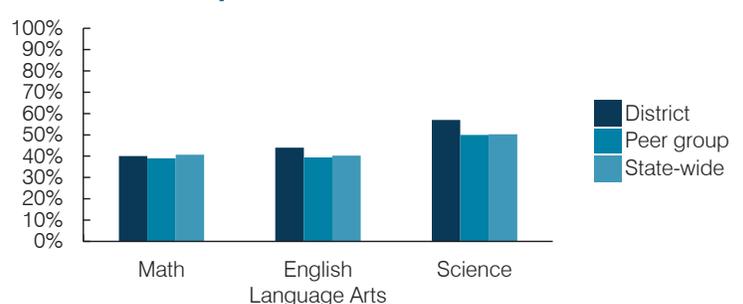


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.0	19.4	18.3
Average years of teacher experience	10.0	10.0	9.6
Percentage of teachers in first 3 years	18%	14%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Hyder Elementary School District

Yuma County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 97; Very small

5-year change in students attending: 2% increase

Special education population: 11%

English learner population: 12%

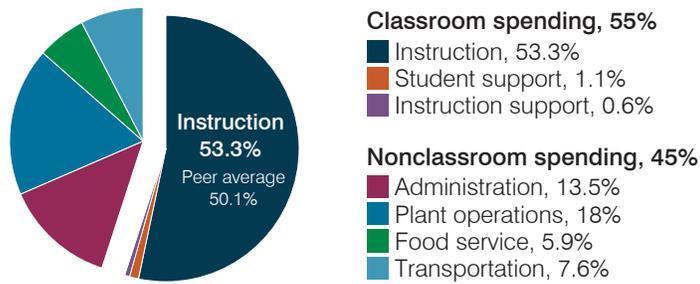
Poverty rate (2018): 22%

Free/reduced meal eligibility: 71%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.8	50.5	53.1	55.1	55.1	55.8	44.9	52.2	53.6	55.2	54.1	54.1	51.9	52.6	47.7	47.6	45.4	52.1	53.3

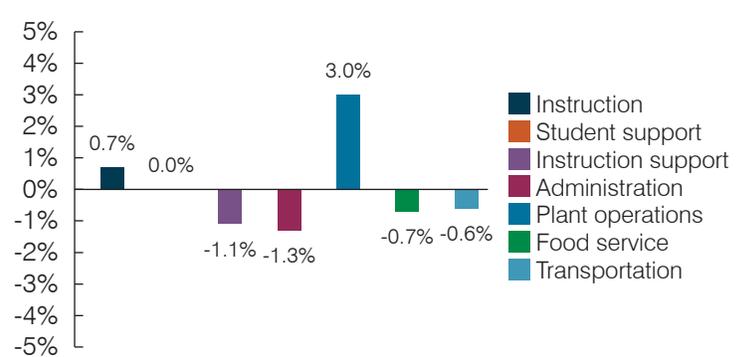
Spending by operational area



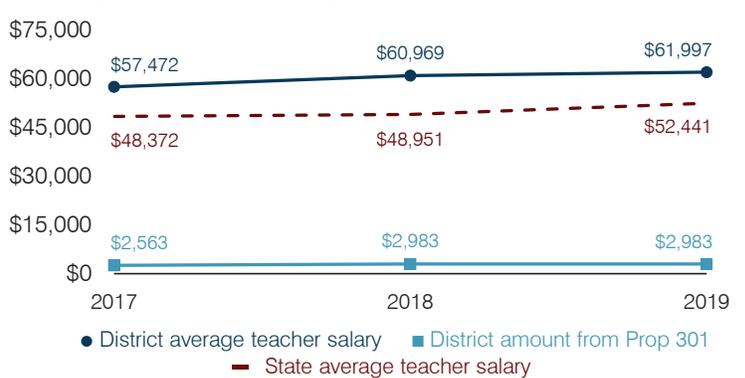
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,856	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$7.85	\$7.70	\$6.49
	Square footage per student	486	382	158
Food service	Cost per meal	\$5.93	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$1,515	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

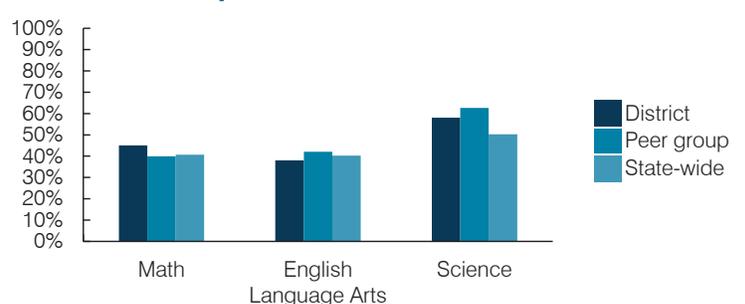


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,749	\$ 11,294	\$ 9,084	\$ 4,869
Student support	327	232	756	754
Instruction support	213	123	438	497
Administration	2,900	2,856	3,398	903
Plant operations	4,050	3,817	2,665	1,027
Food service	1,359	1,249	917	438
Transportation	1,949	1,603	976	417
Total operational	22,547	21,174	18,234	8,905
Land and buildings	276	78	1,425	1,086
Equipment	1,830	1,072	1,013	496
Interest	14	66	28	261
Other	105	92	92	180
Total nonoperational	2,225	1,308	2,558	2,023
Total per pupil spending	\$ 24,772	\$ 22,482	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	10.3	10.7	11.5
Average years of teacher experience	27.8	29.1	29.8
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Isaac Elementary School District

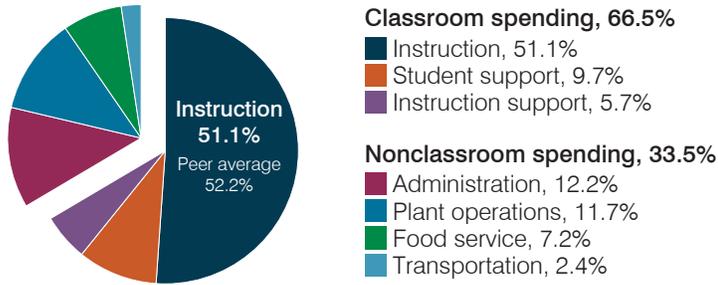
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 15¹
 Legislative district(s): 19, 29, and 30
 District location: City
 Number of schools: 10
 Graduation rate (2018): N/A

Students attending; Size: 6,002; Medium-large
 5-year change in students attending: 11% decrease
 Special education population: 12%
 English learner population: 33%
 Poverty rate (2018): 38%
 Free/reduced meal eligibility: 94%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.3	56.9	58.0	58.3	55.5	56.9	56.3	56.8	55.8	49.7	49.5	51.9	51.8	52.1	52.0	51.5	51.8	51.7	51.1

Spending by operational area



Operational measures relative to peer averages

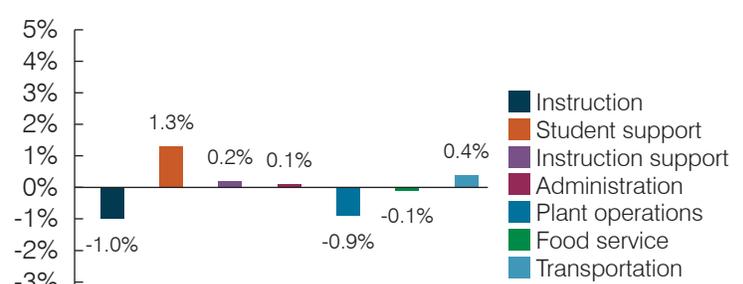
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,201	\$1,047	\$903
	Students per administrative position	69	65	66
Plant operations	Cost per square foot	\$8.76	\$6.60	\$6.49
	Square footage per student	131	145	158
Food service	Cost per meal	\$2.91	\$2.91	\$3.08
Transportation	Cost per mile	\$8.93	\$6.82	\$4.29
	Cost per rider	\$1,798	\$1,386	\$1,424



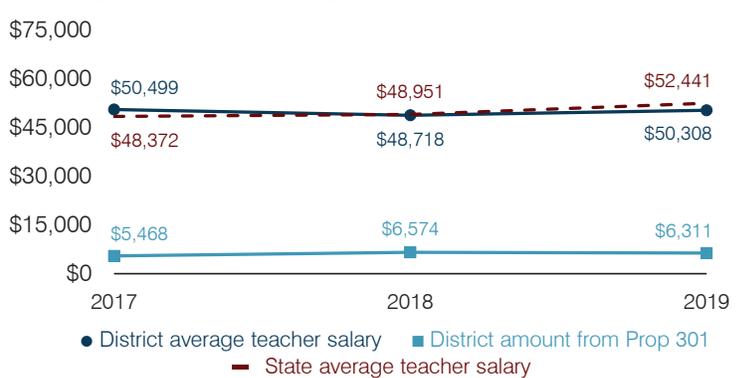
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,992	\$ 5,031	\$ 4,648	\$ 4,869
Student support	886	953	678	754
Instruction support	581	555	551	497
Administration	1,129	1,201	1,047	903
Plant operations	1,094	1,148	972	1,027
Food service	763	713	672	438
Transportation	218	239	345	417
Total operational	9,663	9,840	8,913	8,905
Land and buildings	48	82	1,393	1,086
Equipment	251	408	556	496
Interest	54	69	344	261
Other	180	150	203	180
Total nonoperational	533	709	2,496	2,023
Total per pupil spending	\$ 10,196	\$ 10,549	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

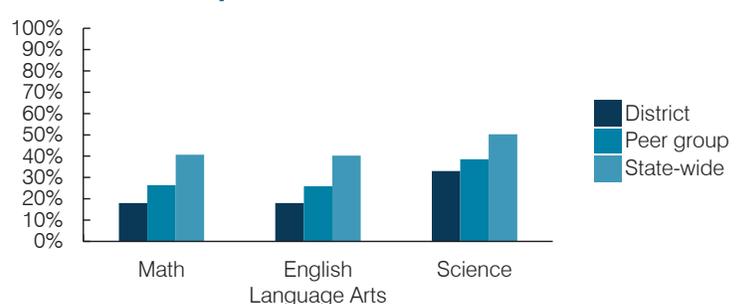


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	16.1	16.9
Average years of teacher experience	9.5	9.7	10.0
Percentage of teachers in first 3 years	21%	26%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

J.O. Combs Unified School District

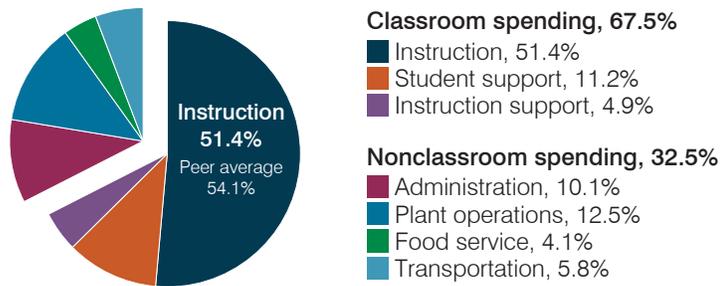
Pinal County
 Peer groups: Operational 3 and T-4, Achievement 2¹
 Legislative district(s): 8 and 16
 District location: Suburb
 Number of schools: 7
 Graduation rate (2018): 91%

Students attending; Size: 4,301; Medium-large
 5-year change in students attending: Less than 1%
 Special education population: 15%
 English learner population: 2%
 Poverty rate (2018): 9%
 Free/reduced meal eligibility: 40%

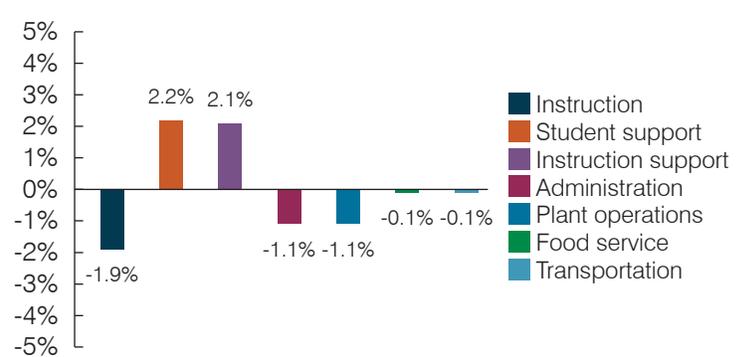
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.5	50.4	51.6	52.3	56.2	59.8	59.1	53.1	55.3	50.7	51.2	50.9	53.2	53.3	50.5	50.8	49.2	50.4	51.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

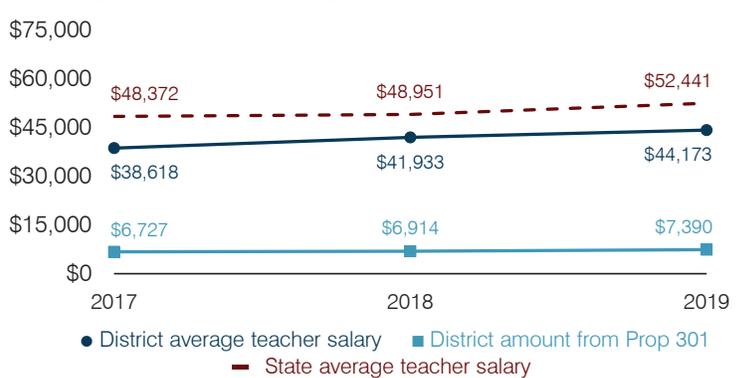


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$772	\$887	\$903
	Students per administrative position	74	68	66
Plant operations	Cost per square foot	\$6.27	\$5.90	\$6.49
	Square footage per student	152	159	158
Food service	Cost per meal	\$3.00	\$3.35	\$3.08
Transportation	Cost per mile	\$4.23	\$4.02	\$4.29
	Cost per rider	\$1,087	\$1,407	\$1,424



Average teacher salary and other measures

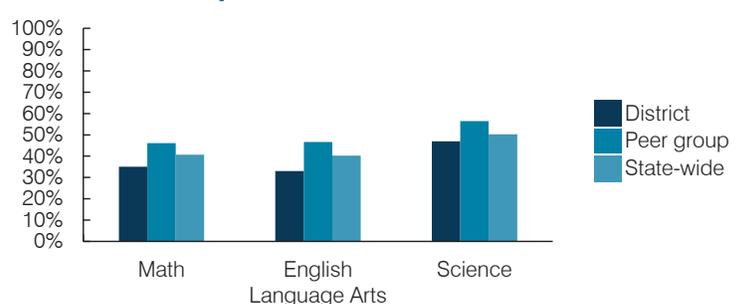


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,584	\$ 3,903	\$ 4,496	\$ 4,869
Student support	809	853	730	754
Instruction support	319	369	377	497
Administration	730	772	887	903
Plant operations	945	952	977	1,027
Food service	307	310	353	438
Transportation	419	439	428	417
Total operational	7,113	7,598	8,248	8,905
Land and buildings	1,409	3,057	1,367	1,086
Equipment	567	661	508	496
Interest	125	273	319	261
Other	151	170	194	180
Total nonoperational	2,252	4,161	2,388	2,023
Total per pupil spending	\$ 9,365	\$ 11,759	\$10,636	\$10,928

Measure	2017	2018	2019
Students per teacher	20.9	20.7	19.1
Average years of teacher experience	7.6	8.5	10.5
Percentage of teachers in first 3 years	38%	35%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Joseph City Unified School District

Navajo County

Peer groups: Operational 6 and T-10, Achievement 6¹

Legislative district(s): 6 and 7

District location: Rural

Number of schools: 2

Graduation rate (2018): 97%

Students attending; Size: 427; Small

5-year change in students attending: 11% increase

Special education population: 15%

English learner population: 0%

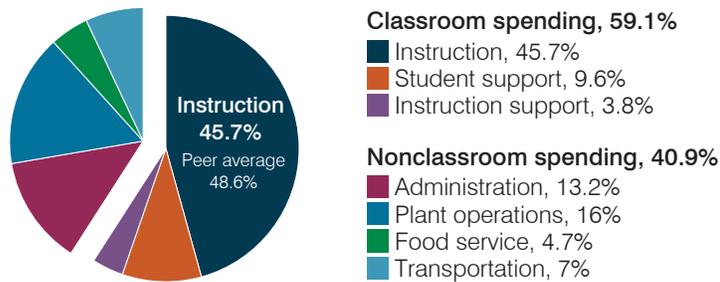
Poverty rate (2018): 31%

Free/reduced meal eligibility: 42%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.8	54.6	60.2	55.5	55.0	54.0	50.9	49.4	48.3	49.6	48.1	47.8	46.9	45.9	44.2	44.3	45.8	44.6	45.7

Spending by operational area



Operational measures relative to peer averages

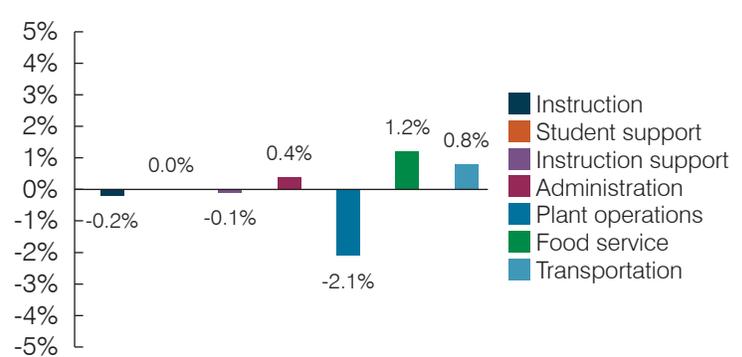
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,651	\$1,750	\$903
	Students per administrative position	34	45	66
Plant operations	Cost per square foot	\$4.05	\$5.35	\$6.49
	Square footage per student	494	315	158
Food service	Cost per meal	\$4.35	\$3.77	\$3.08
Transportation	Cost per mile	\$1.98	\$2.20	\$4.29
	Cost per rider	\$2,450	\$1,962	\$1,424



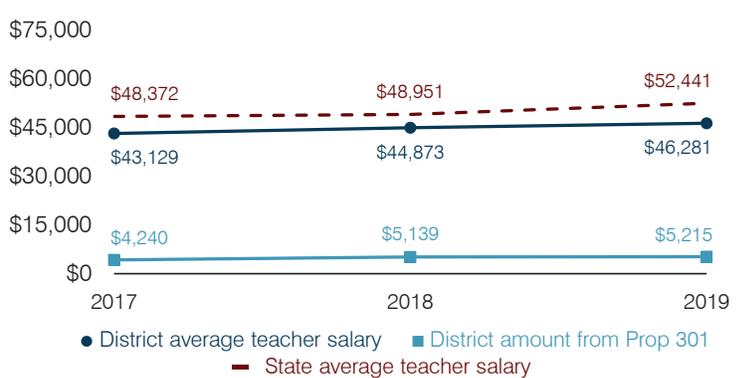
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,633	\$ 5,704	\$ 5,732	\$ 4,869
Student support	1,278	1,202	763	754
Instruction support	424	464	364	497
Administration	1,542	1,651	1,750	903
Plant operations	2,217	2,000	1,697	1,027
Food service	658	586	545	438
Transportation	874	877	616	417
Total operational	12,626	12,484	11,467	8,905
Land and buildings	580	476	757	1,086
Equipment	322	493	692	496
Interest	256	166	152	261
Other	229	72	64	180
Total nonoperational	1,387	1,207	1,665	2,023
Total per pupil spending	\$ 14,013	\$ 13,691	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

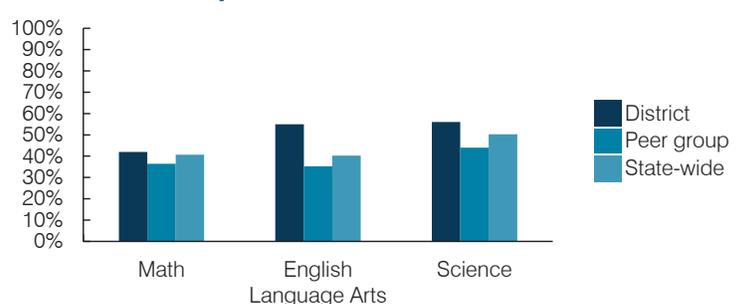


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.4	15.3	15.5
Average years of teacher experience	13.1	13.6	13.2
Percentage of teachers in first 3 years	19%	15%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Kayenta Unified School District

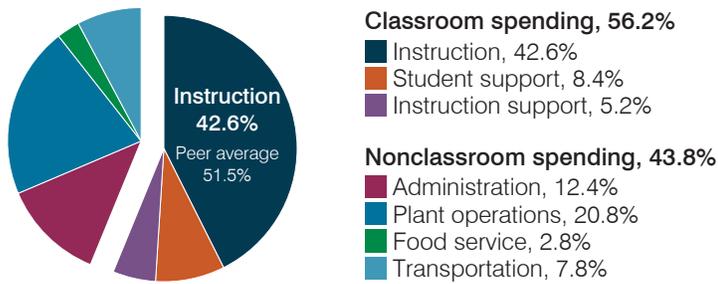
Navajo County
 Peer groups: Operational 5 and T-9, Achievement 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 3
 Graduation rate (2018): 80%

Students attending; Size: 1,658; Medium
 5-year change in students attending: 7% decrease
 Special education population: 12%
 English learner population: 8%
 Poverty rate (2018): 54%
 Free/reduced meal eligibility: 90%

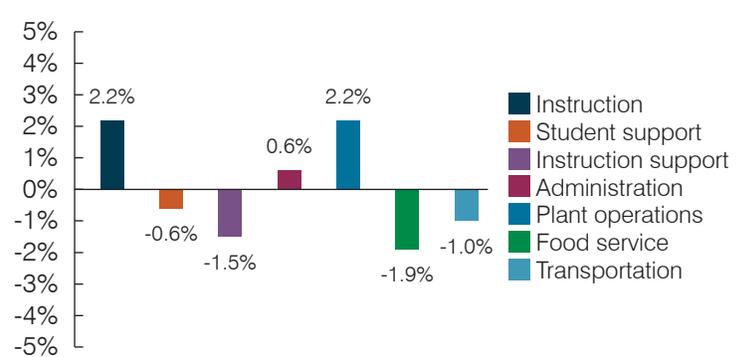
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.1	49.9	46.7	47.9	46.9	44.5	45.3	43.1	42.1	41.3	41.6	41.3	40.3	40.4	40.3	41.1	37.3	40.6	42.6

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

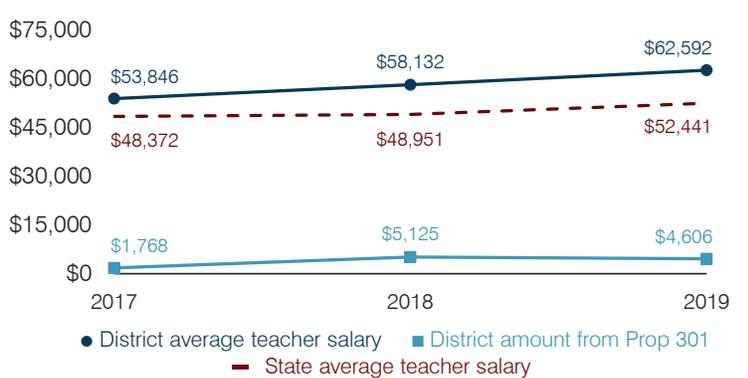


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,222	\$1,190	\$903
	Students per administrative position	32	60	66
Plant operations	Cost per square foot	\$11.09	\$5.67	\$6.49
	Square footage per student	337	257	158
Food service	Cost per meal	\$2.94	\$3.60	\$3.08
Transportation	Cost per mile	\$3.42	\$2.74	\$4.29
	Cost per rider	\$2,539	\$1,641	\$1,424



Average teacher salary and other measures

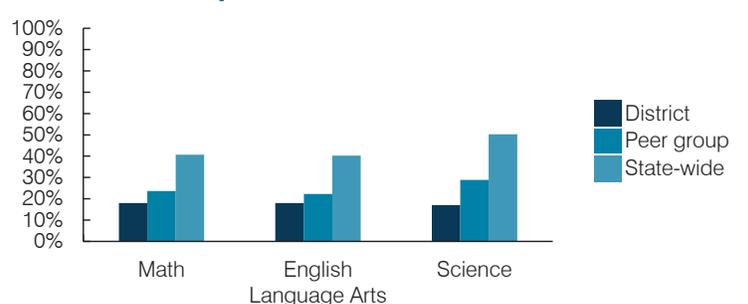


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,882	\$ 7,652	\$ 5,148	\$ 4,869
Student support	1,441	1,506	655	754
Instruction support	779	925	436	497
Administration	1,846	2,222	1,190	903
Plant operations	4,221	3,736	1,416	1,027
Food service	507	503	428	438
Transportation	1,287	1,402	546	417
Total operational	16,963	17,946	9,819	8,905
Land and buildings	2,769	2,142	1,012	1,086
Equipment	1,745	1,634	658	496
Interest	0	0	238	261
Other	305	317	84	180
Total nonoperational	4,819	4,093	1,992	2,023
Total per pupil spending	\$ 21,782	\$ 22,039	\$ 11,811	\$ 10,928

Measure	2017	2018	2019
Students per teacher	15.1	14.0	13.8
Average years of teacher experience	16.1	15.6	16.7
Percentage of teachers in first 3 years	5%	8%	7%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Kingman Unified School District

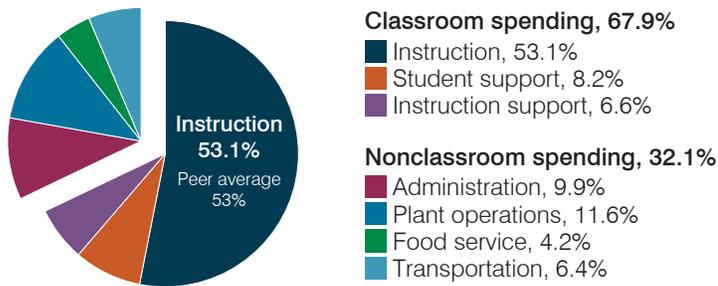
Mohave County
 Peer groups: Operational 4 and T-8, Achievement 5¹
 Legislative district(s): 5
 District location: Town
 Number of schools: 11
 Graduation rate (2018): 80%

Students attending; Size: 6,649; Medium-large
 5-year change in students attending: 2% increase
 Special education population: 16%
 English learner population: 2%
 Poverty rate (2018): 25%
 Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
N/A	55.8	57.0	56.4	56.7	55.8	54.9	55.2	53.6	53.2	53.1	52.6	50.5	50.7	48.9	49.5	50.6	52.1	53.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$765	\$899	\$903
	Students per administrative position	66	68	66
Plant operations	Cost per square foot	\$4.24	\$5.82	\$6.49
	Square footage per student	211	180	158
Food service	Cost per meal	\$3.36	\$3.28	\$3.08
Transportation	Cost per mile	\$2.31	\$3.26	\$4.29
	Cost per rider	\$1,378	\$1,447	\$1,424



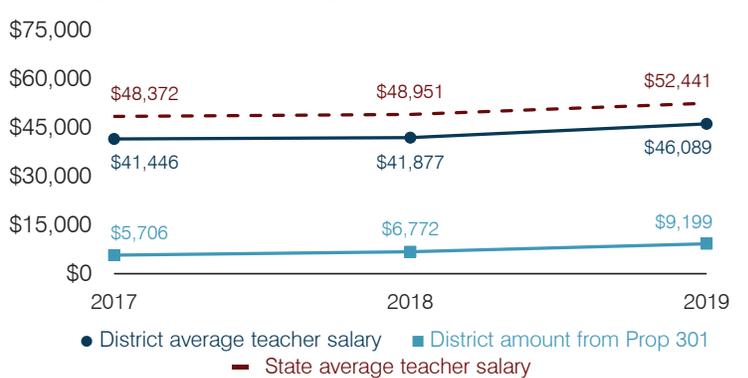
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,776	\$ 4,095	\$ 4,516	\$ 4,869
Student support	589	636	713	754
Instruction support	484	509	496	497
Administration	694	765	899	903
Plant operations	859	891	1,029	1,027
Food service	333	322	438	438
Transportation	508	496	444	417
Total operational	7,243	7,714	8,535	8,905
Land and buildings	48	53	565	1,086
Equipment	328	463	453	496
Interest	315	291	173	261
Other	60	59	70	180
Total nonoperational	751	866	1,261	2,023
Total per pupil spending	\$ 7,994	\$ 8,580	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

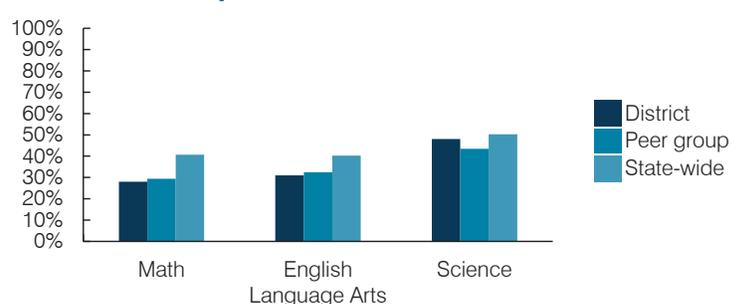


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.6	20.6	19.7
Average years of teacher experience	11.5	11.4	11.5
Percentage of teachers in first 3 years	27%	28%	27%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Kirkland Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 71; Very small

5-year change in students attending: 10% increase

Special education population: 26%

English learner population: 4%

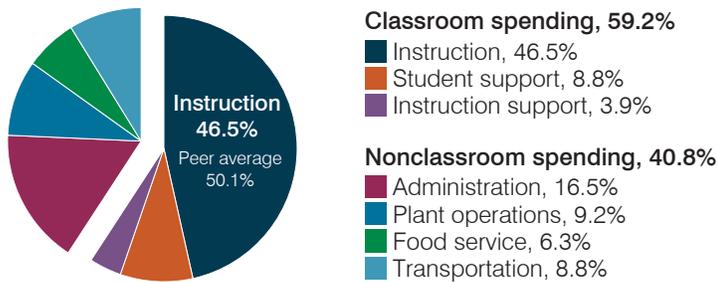
Poverty rate (2018): 35%

Free/reduced meal eligibility: 77%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
65.9	53.9	55.0	56.7	55.6	53.0	52.9	51.8	52.7	52.5	52.9	57.8	53.0	52.5	55.8	51.2	53.1	54.0	46.5

Spending by operational area



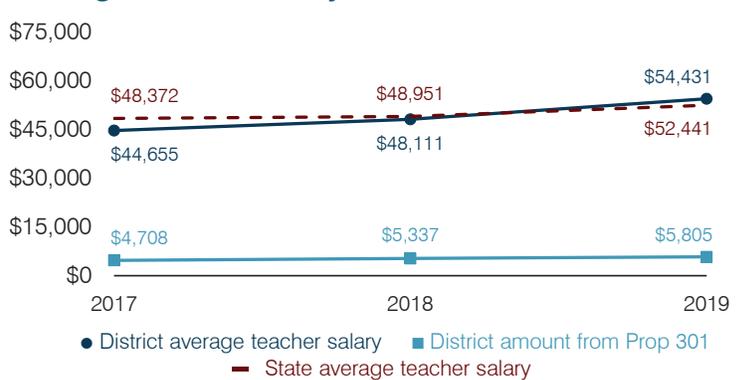
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,565	\$3,398	\$903
	Students per administrative position	41	32	66
Plant operations	Cost per square foot	\$9.71	\$7.70	\$6.49
	Square footage per student	147	382	158
Food service	Cost per meal	\$4.88	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$2,645	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

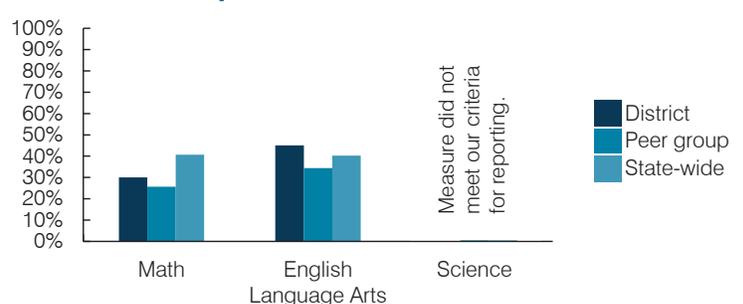


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,782	\$ 7,239	\$ 9,084	\$ 4,869
Student support	1,166	1,370	756	754
Instruction support	369	607	438	497
Administration	2,449	2,565	3,398	903
Plant operations	1,186	1,424	2,665	1,027
Food service	954	975	917	438
Transportation	1,350	1,373	976	417
Total operational	16,256	15,553	18,234	8,905
Land and buildings	335	1,715	1,425	1,086
Equipment	413	2,235	1,013	496
Interest	16	80	28	261
Other	0	24	92	180
Total nonoperational	764	4,054	2,558	2,023
Total per pupil spending	\$ 17,020	\$ 19,607	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	13.1	11.3	14.3
Average years of teacher experience	10.2	11.2	11.3
Percentage of teachers in first 3 years	17%	0%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Kyrene Elementary School District

Maricopa County

Peer groups: Operational 7 and T-3, Achievement 12¹

Legislative district(s): 18 and 27

District location: City

Number of schools: 25

Graduation rate (2018): N/A

Students attending; Size: 16,094; Large

5-year change in students attending: 2% decrease

Special education population: 9%

English learner population: 2%

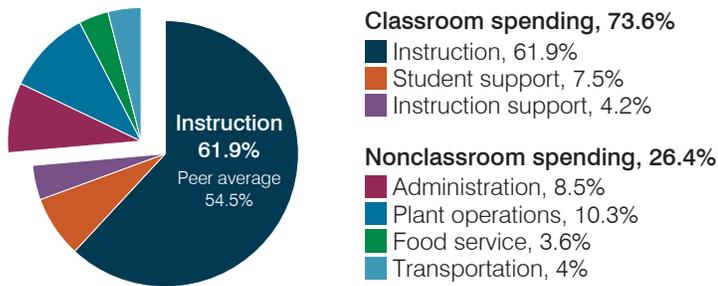
Poverty rate (2018): 8%

Free/reduced meal eligibility: 29%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	61.2	61.9	64.4	64.3	64.0	63.5	63.3	62.9	61.0	61.8	60.2	60.1	59.4	57.5	59.2	60.4	62.3	61.9

Spending by operational area



Operational measures relative to peer averages

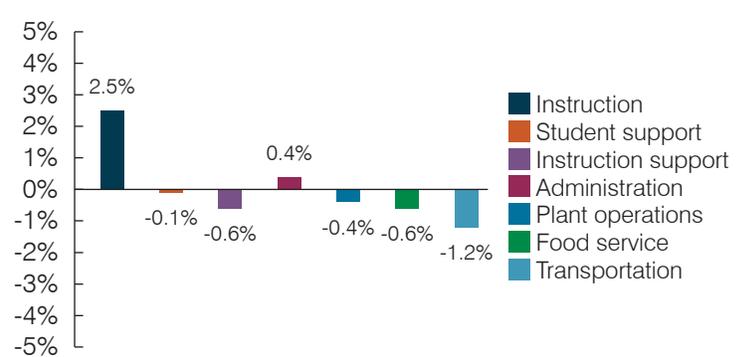
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$705	\$887	\$903
	Students per administrative position	70	73	66
Plant operations	Cost per square foot	\$5.38	\$6.31	\$6.49
	Square footage per student	159	142	158
Food service	Cost per meal	\$3.02	\$2.97	\$3.08
Transportation	Cost per mile	\$4.02	\$4.60	\$4.29
	Cost per rider	\$1,181	\$1,224	\$1,424



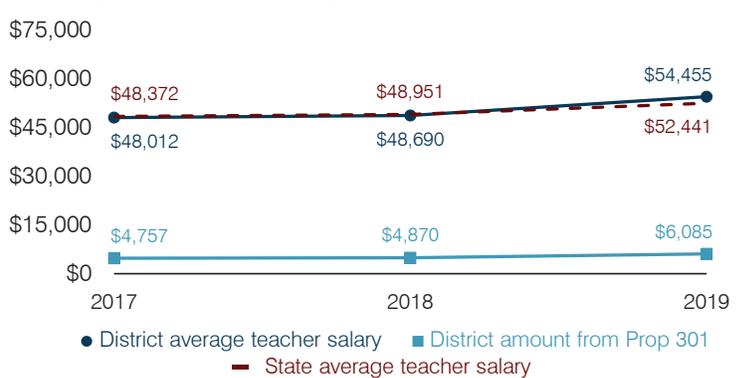
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,685	\$ 5,144	\$ 4,824	\$ 4,869
Student support	458	625	760	754
Instruction support	281	348	554	497
Administration	674	705	887	903
Plant operations	817	855	892	1,027
Food service	266	299	608	438
Transportation	344	338	342	417
Total operational	7,525	8,314	8,867	8,905
Land and buildings	997	1,033	1,189	1,086
Equipment	310	757	508	496
Interest	514	503	230	261
Other	750	770	177	180
Total nonoperational	2,571	3,063	2,104	2,023
Total per pupil spending	\$ 10,096	\$ 11,377	\$10,971	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

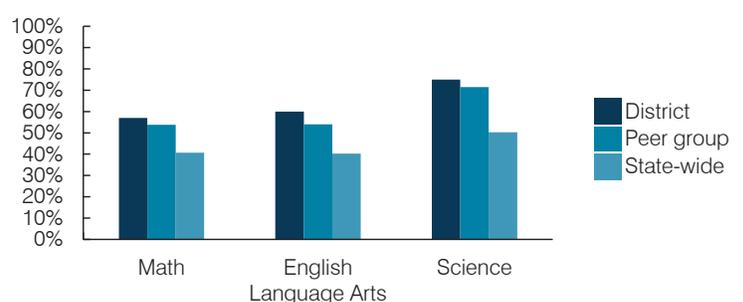


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.5	16.4	17.0
Average years of teacher experience	12.0	12.3	12.2
Percentage of teachers in first 3 years	15%	14%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Lake Havasu Unified School District

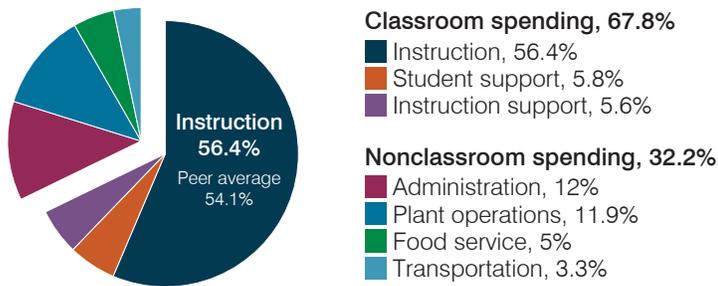
Mohave County
 Peer groups: Operational 3 and T-5, Achievement 3¹
 Legislative district(s): 5
 District location: City
 Number of schools: 8
 Graduation rate (2018): 91%

Students attending; Size: 5,171; Medium-large
 5-year change in students attending: 4% decrease
 Special education population: 12%
 English learner population: 1%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 46%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.3	61.1	61.7	60.1	61.1	61.8	61.2	59.8	59.5	59.1	56.5	53.9	55.6	53.6	54.0	53.8	56.1	56.5	56.4

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$932	\$887	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$6.12	\$5.90	\$6.49
	Square footage per student	151	159	158
Food service	Cost per meal	\$3.40	\$3.35	\$3.08
Transportation	Cost per mile	\$4.70	\$4.10	\$4.29
	Cost per rider	\$1,912	\$1,775	\$1,424



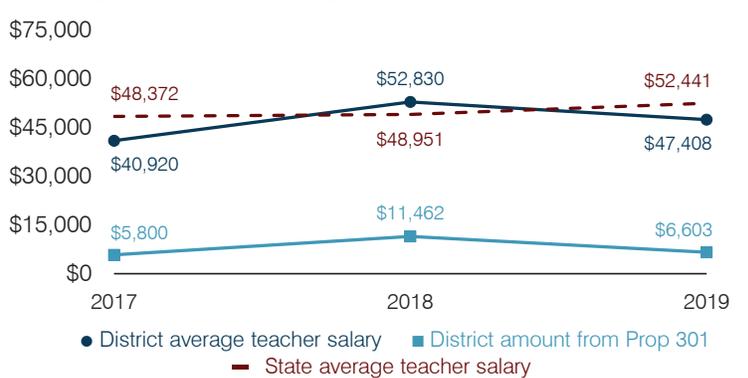
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,217	\$ 4,379	\$ 4,496	\$ 4,869
Student support	456	452	730	754
Instruction support	410	432	377	497
Administration	889	932	887	903
Plant operations	888	925	977	1,027
Food service	362	387	353	438
Transportation	239	258	428	417
Total operational	7,461	7,765	8,248	8,905
Land and buildings	1,505	712	1,367	1,086
Equipment	615	338	508	496
Interest	151	126	319	261
Other	9	14	194	180
Total nonoperational	2,280	1,190	2,388	2,023
Total per pupil spending	\$ 9,741	\$ 8,955	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

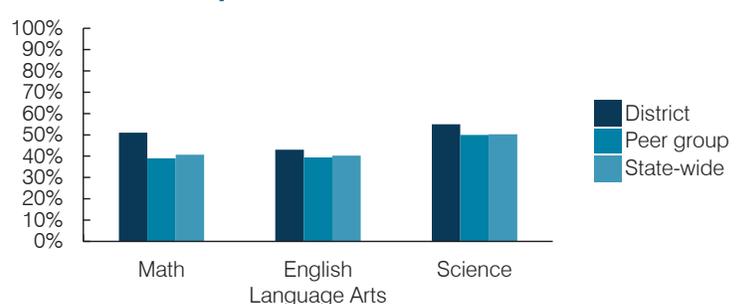


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.9	21.0	19.8
Average years of teacher experience	9.5	11.9	12.4
Percentage of teachers in first 3 years	20%	22%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Laveen Elementary School District

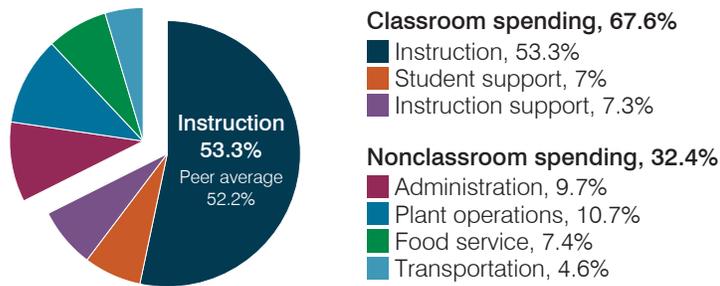
Maricopa County
 Peer groups: Operational 8 and T-1, Achievement 13¹
 Legislative district(s): 19 and 27
 District location: City
 Number of schools: 8
 Graduation rate (2018): N/A

Students attending; Size: 6,838; Medium-large
 5-year change in students attending: 18% increase
 Special education population: 13%
 English learner population: 7%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 69%

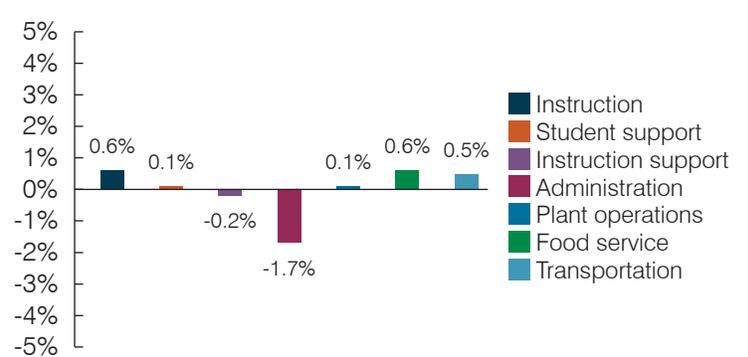
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.8	52.1	52.9	52.3	50.7	51.0	53.6	57.0	55.2	53.3	51.7	51.4	52.2	52.7	51.6	51.8	54.0	51.7	53.3

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

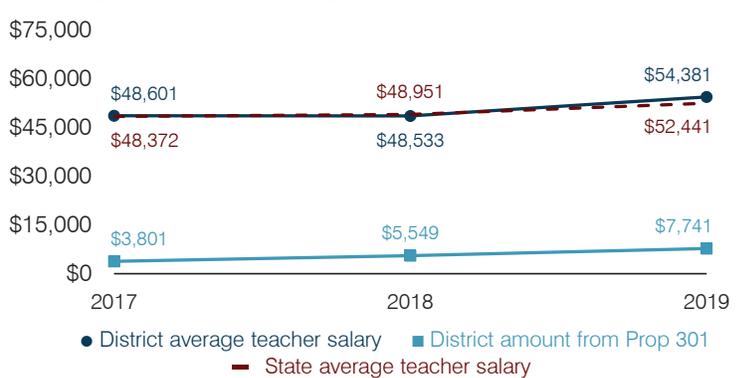


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$769	\$1,047	\$903
	Students per administrative position	64	65	66
Plant operations	Cost per square foot	\$7.69	\$6.60	\$6.49
	Square footage per student	111	145	158
Food service	Cost per meal	\$3.17	\$2.91	\$3.08
Transportation	Cost per mile	\$8.65	\$7.55	\$4.29
	Cost per rider	\$1,703	\$1,108	\$1,424



Average teacher salary and other measures

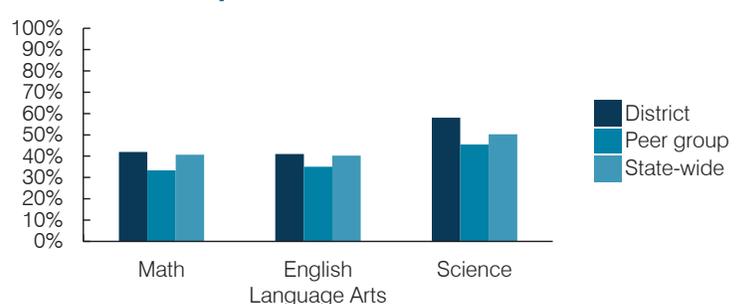


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,789	\$ 4,244	\$ 4,648	\$ 4,869
Student support	527	555	678	754
Instruction support	536	582	551	497
Administration	747	769	1,047	903
Plant operations	826	852	972	1,027
Food service	549	592	672	438
Transportation	355	365	345	417
Total operational	7,329	7,959	8,913	8,905
Land and buildings	270	331	1,393	1,086
Equipment	471	419	556	496
Interest	101	87	344	261
Other	203	258	203	180
Total nonoperational	1,045	1,095	2,496	2,023
Total per pupil spending	\$ 8,374	\$ 9,054	\$11,409	\$10,928

Measure	2017	2018	2019
Students per teacher	19.2	19.8	20.4
Average years of teacher experience	7.3	6.2	5.7
Percentage of teachers in first 3 years	21%	35%	40%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Liberty Elementary School District

Maricopa County

Peer groups: Operational 8 and T-4, Achievement 12¹

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 6

Graduation rate (2018): N/A

Students attending; Size: 3,434; Medium-large

5-year change in students attending: 10% increase

Special education population: 14%

English learner population: 6%

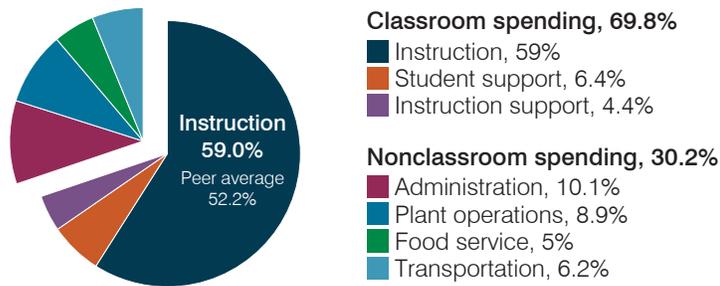
Poverty rate (2018): 11%

Free/reduced meal eligibility: 44%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.0	62.5	64.4	64.3	62.4	62.1	62.9	61.0	60.3	59.7	57.7	59.3	58.9	59.0	58.8	56.7	57.1	56.8	59.0

Spending by operational area



Operational measures relative to peer averages

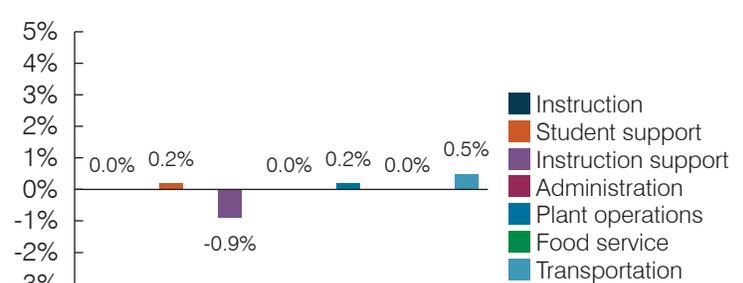
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$809	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$5.38	\$6.60	\$6.49
	Square footage per student	133	145	158
Food service	Cost per meal	\$3.25	\$2.91	\$3.08
Transportation	Cost per mile	\$4.01	\$4.02	\$4.29
	Cost per rider	\$1,380	\$1,407	\$1,424



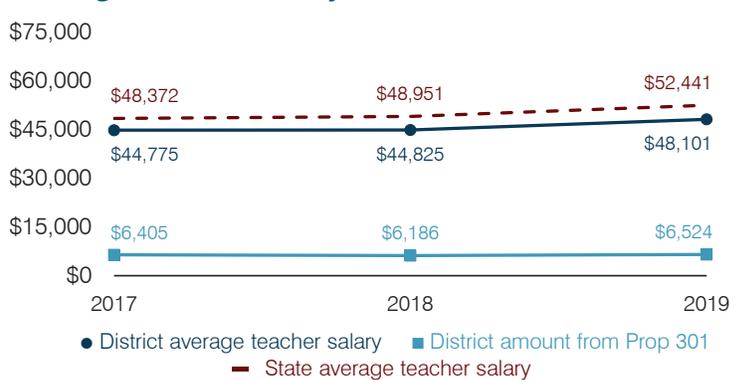
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,210	\$ 4,700	\$ 4,648	\$ 4,869
Student support	479	507	678	754
Instruction support	291	353	551	497
Administration	824	809	1,047	903
Plant operations	717	713	972	1,027
Food service	407	395	672	438
Transportation	481	491	345	417
Total operational	7,409	7,968	8,913	8,905
Land and buildings	753	642	1,393	1,086
Equipment	472	200	556	496
Interest	191	171	344	261
Other	94	95	203	180
Total nonoperational	1,510	1,108	2,496	2,023
Total per pupil spending	\$ 8,919	\$ 9,076	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

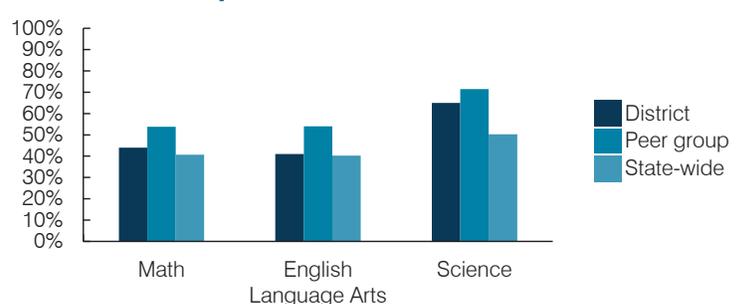


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.6	17.4	16.7
Average years of teacher experience	11.1	11.2	11.4
Percentage of teachers in first 3 years	15%	16%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Litchfield Elementary School District

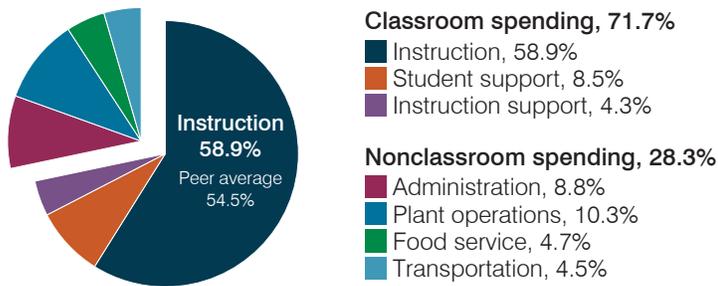
Maricopa County
 Peer groups: Operational 7 and T-2, Achievement 12¹
 Legislative district(s): 13, 19, and 29
 District location: Suburb
 Number of schools: 14
 Graduation rate (2018): N/A

Students attending; Size: 10,689; Large
 5-year change in students attending: 5% increase
 Special education population: 10%
 English learner population: 3%
 Poverty rate (2018): 9%
 Free/reduced meal eligibility: 31%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.9	59.7	59.3	60.7	59.6	58.4	58.0	57.9	58.3	58.3	58.4	58.2	58.1	57.7	57.9	58.6	58.5	57.2	58.9

Spending by operational area



Operational measures relative to peer averages

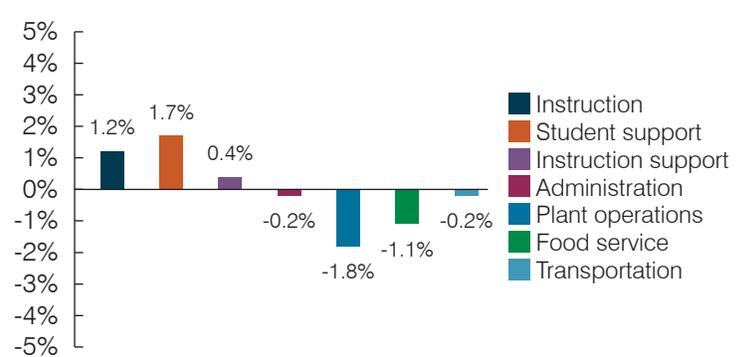
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$662	\$887	\$903
	Students per administrative position	95	73	66
Plant operations	Cost per square foot	\$6.69	\$6.31	\$6.49
	Square footage per student	117	142	158
Food service	Cost per meal	\$2.95	\$2.97	\$3.08
Transportation	Cost per mile	\$3.89	\$6.82	\$4.29
	Cost per rider	\$989	\$1,386	\$1,424



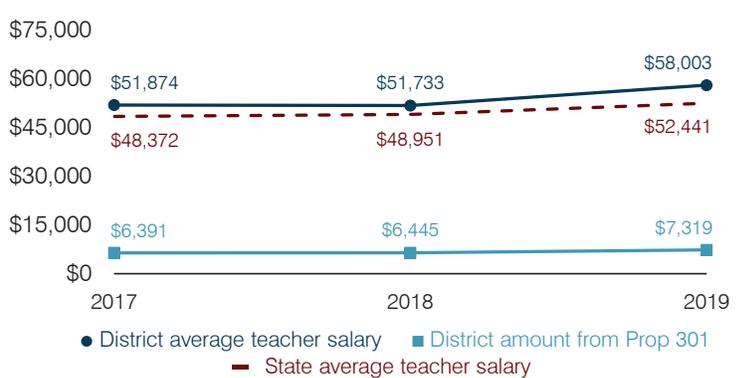
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,911	\$ 4,458	\$ 4,824	\$ 4,869
Student support	562	646	760	754
Instruction support	293	328	554	497
Administration	653	662	887	903
Plant operations	761	780	892	1,027
Food service	351	353	608	438
Transportation	303	342	342	417
Total operational	6,834	7,569	8,867	8,905
Land and buildings	233	1,670	1,189	1,086
Equipment	191	421	508	496
Interest	136	188	230	261
Other	315	363	177	180
Total nonoperational	875	2,642	2,104	2,023
Total per pupil spending	\$ 7,709	\$ 10,211	\$ 10,971	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

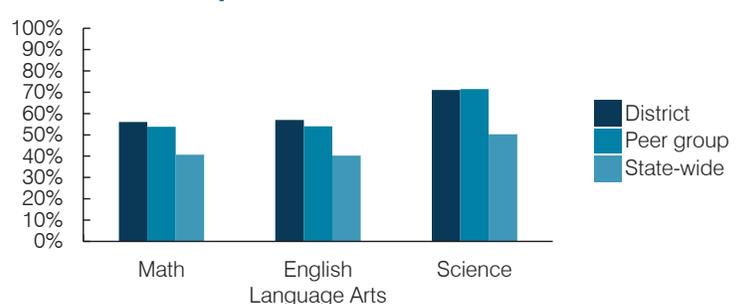


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.5	21.4	21.0
Average years of teacher experience	9.7	9.8	9.9
Percentage of teachers in first 3 years	13%	16%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Littlefield Unified School District

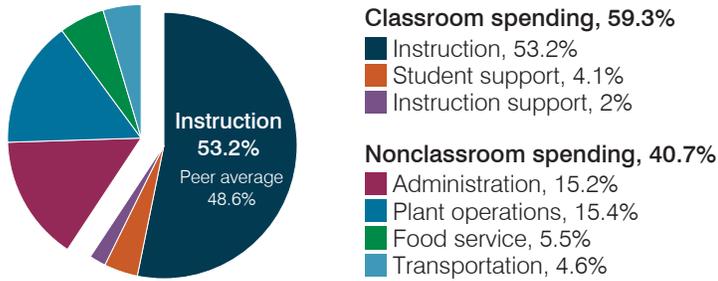
Mohave County
 Peer groups: Operational 6 and T-7, Achievement 5¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): NR

Students attending; Size: 358; Small
 5-year change in students attending: 9% decrease
 Special education population: 12%
 English learner population: 14%
 Poverty rate (2018): 23%
 Free/reduced meal eligibility: 66%

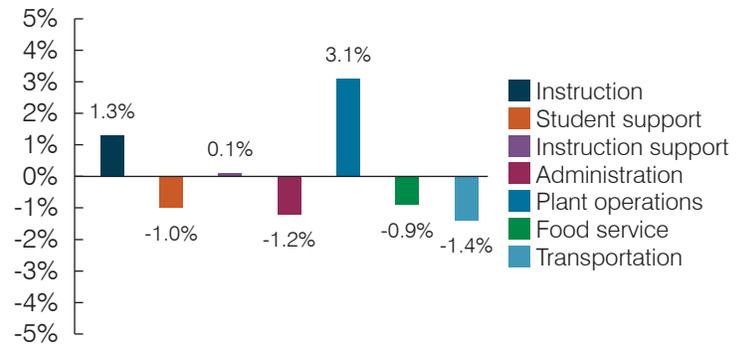
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.5	63.4	62.9	63.7	55.6	54.4	55.4	54.6	50.6	52.6	53.8	54.3	50.2	51.9	51.3	52.8	49.6	53.3	53.2

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

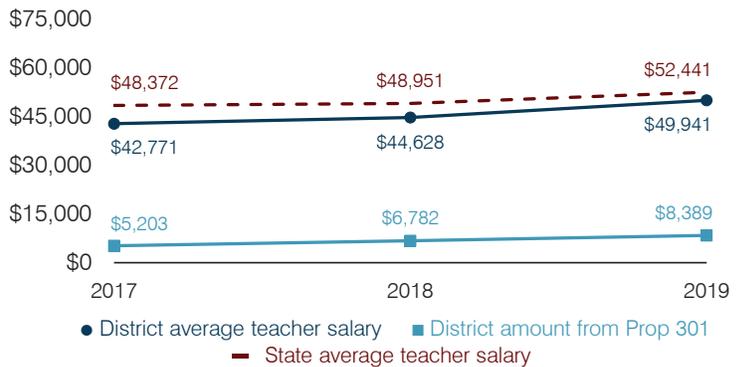


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,490	\$1,750	\$903
	Students per administrative position	53	45	66
Plant operations	Cost per square foot	\$6.70	\$5.35	\$6.49
	Square footage per student	226	315	158
Food service	Cost per meal	\$3.38	\$3.77	\$3.08
Transportation	Cost per mile	\$2.48	\$3.70	\$4.29
	Cost per rider	\$695	\$1,127	\$1,424



Average teacher salary and other measures

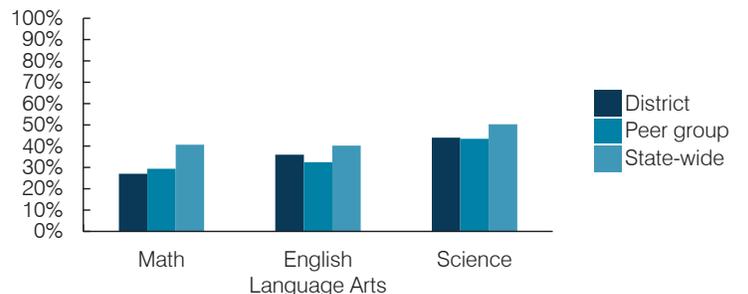


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,053	\$ 5,222	\$ 5,732	\$ 4,869
Student support	265	408	763	754
Instruction support	212	193	364	497
Administration	1,573	1,490	1,750	903
Plant operations	1,412	1,511	1,697	1,027
Food service	535	538	545	438
Transportation	429	449	616	417
Total operational	9,479	9,811	11,467	8,905
Land and buildings	108	51	757	1,086
Equipment	590	361	692	496
Interest	151	129	152	261
Other	336	259	64	180
Total nonoperational	1,185	800	1,665	2,023
Total per pupil spending	\$ 10,664	\$ 10,611	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	13.2	14.8	14.9
Average years of teacher experience	15.6	18.6	9.3
Percentage of teachers in first 3 years	21%	14%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Littleton Elementary School District

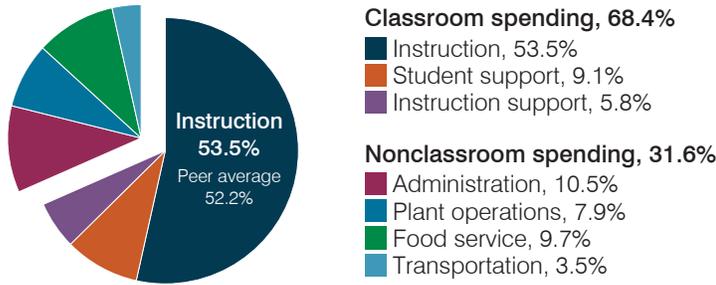
Maricopa County
 Peer groups: Operational 8 and T-1, Achievement 13¹
 Legislative district(s): 19
 District location: Suburb
 Number of schools: 7
 Graduation rate (2018): N/A

Students attending; Size: 5,685; Medium-large
 5-year change in students attending: 9% increase
 Special education population: 12%
 English learner population: 12%
 Poverty rate (2018): 17%
 Free/reduced meal eligibility: 78%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.8	56.4	53.5	56.4	58.2	57.0	56.8	57.7	59.0	58.1	57.2	53.9	53.0	53.9	51.8	52.5	52.0	52.5	53.5

Spending by operational area



Operational measures relative to peer averages

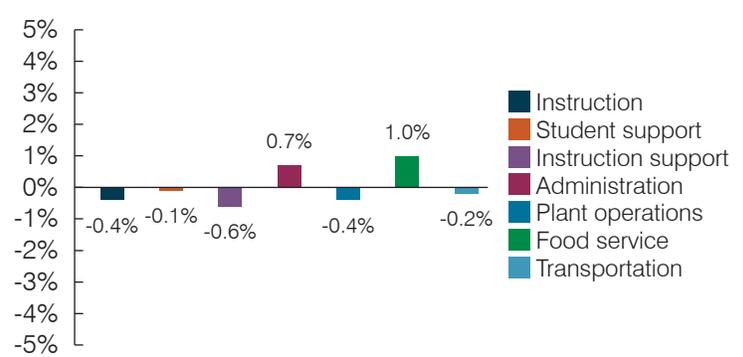
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$864	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$5.14	\$6.60	\$6.49
	Square footage per student	126	145	158
Food service	Cost per meal	\$3.24	\$2.91	\$3.08
Transportation	Cost per mile	\$6.12	\$7.55	\$4.29
	Cost per rider	\$836	\$1,108	\$1,424



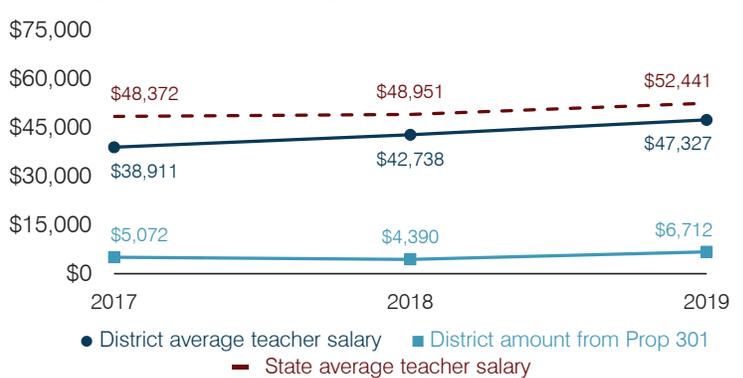
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,958	\$ 4,398	\$ 4,648	\$ 4,869
Student support	690	746	678	754
Instruction support	479	478	551	497
Administration	799	864	1,047	903
Plant operations	618	649	972	1,027
Food service	745	803	672	438
Transportation	253	289	345	417
Total operational	7,542	8,227	8,913	8,905
Land and buildings	571	417	1,393	1,086
Equipment	256	266	556	496
Interest	166	178	344	261
Other	23	28	203	180
Total nonoperational	1,016	889	2,496	2,023
Total per pupil spending	\$ 8,558	\$ 9,116	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

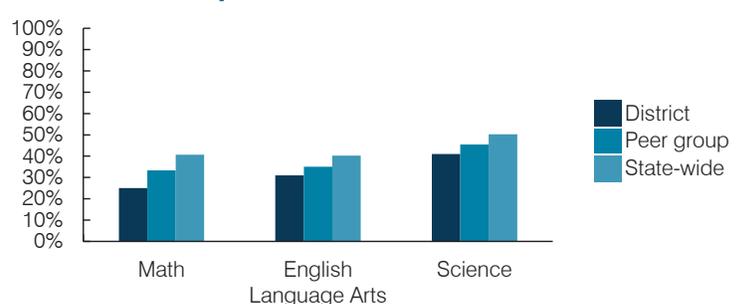


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	17.7	17.0
Average years of teacher experience	5.3	6.0	5.3
Percentage of teachers in first 3 years	51%	44%	51%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Madison Elementary School District

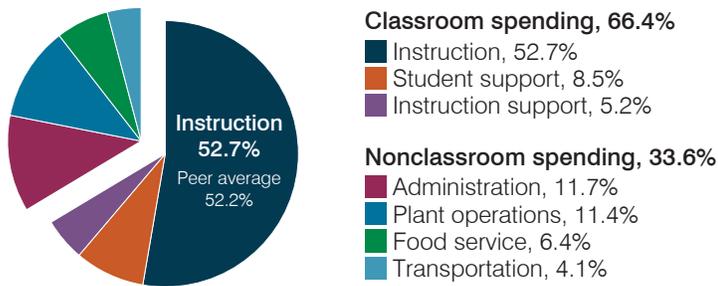
Maricopa County
 Peer groups: Operational 8 and T-1, Achievement 12¹
 Legislative district(s): 24 and 28
 District location: City
 Number of schools: 8
 Graduation rate (2018): N/A

Students attending; Size: 5,690; Medium-large
 5-year change in students attending: 1% increase
 Special education population: 8%
 English learner population: 4%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 34%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.3	56.1	58.1	59.5	59.3	59.2	58.4	55.0	54.6	53.2	51.1	53.1	52.7	51.7	53.1	51.9	51.3	53.2	52.7

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$962	\$1,047	\$903
	Students per administrative position	67	65	66
Plant operations	Cost per square foot	\$5.76	\$6.60	\$6.49
	Square footage per student	162	145	158
Food service	Cost per meal	\$3.02	\$2.91	\$3.08
Transportation	Cost per mile	\$11.95	\$7.55	\$4.29
	Cost per rider	\$1,394	\$1,108	\$1,424



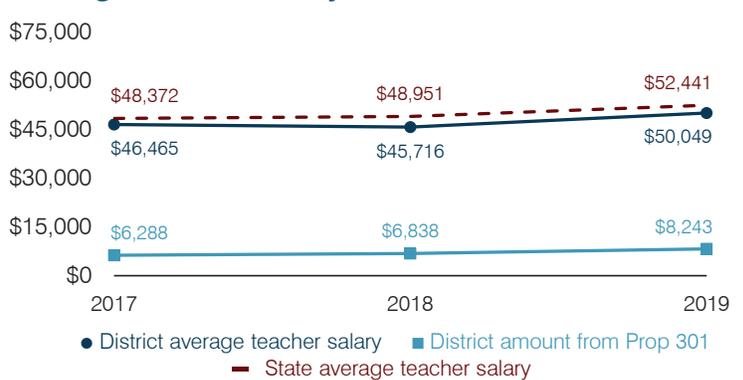
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,962	\$ 4,341	\$ 4,648	\$ 4,869
Student support	592	699	678	754
Instruction support	387	430	551	497
Administration	917	962	1,047	903
Plant operations	810	933	972	1,027
Food service	468	527	672	438
Transportation	311	338	345	417
Total operational	7,447	8,230	8,913	8,905
Land and buildings	5,592	2,042	1,393	1,086
Equipment	381	558	556	496
Interest	720	651	344	261
Other	990	1,123	203	180
Total nonoperational	7,683	4,374	2,496	2,023
Total per pupil spending	\$ 15,130	\$ 12,604	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

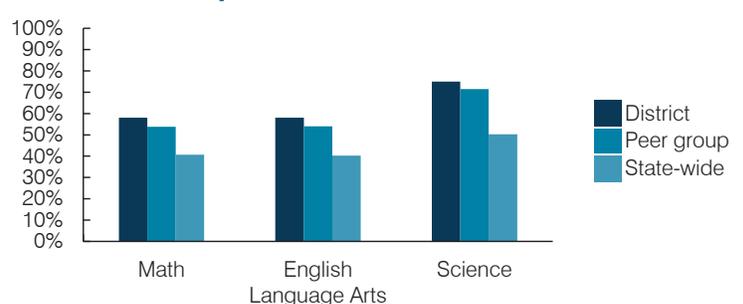


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.4	19.7	20.1
Average years of teacher experience	8.4	7.8	8.5
Percentage of teachers in first 3 years	18%	21%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Maine Consolidated School District

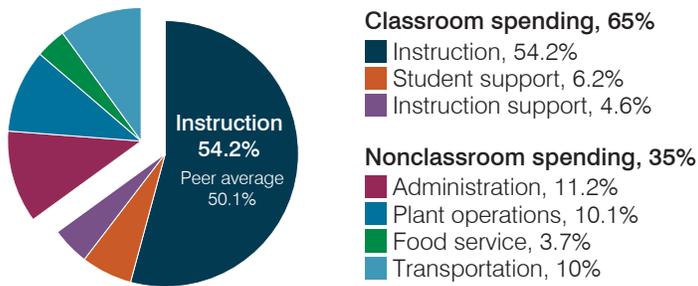
Coconino County
 Peer groups: Operational 11 and T-11, Achievement 16¹
 Legislative district(s): 6
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 107; Very small
 5-year change in students attending: 13% increase
 Special education population: 14%
 English learner population: 0%
 Poverty rate (2018): 8%
 Free/reduced meal eligibility: 55%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
46.2	46.7	47.7	50.6	50.7	43.8	46.8	45.8	53.5	50.5	52.3	50.2	50.8	51.1	51.8	53.0	53.7	53.3	54.2

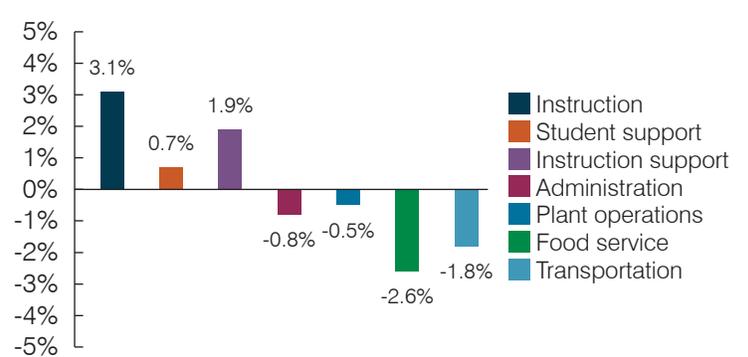
Spending by operational area



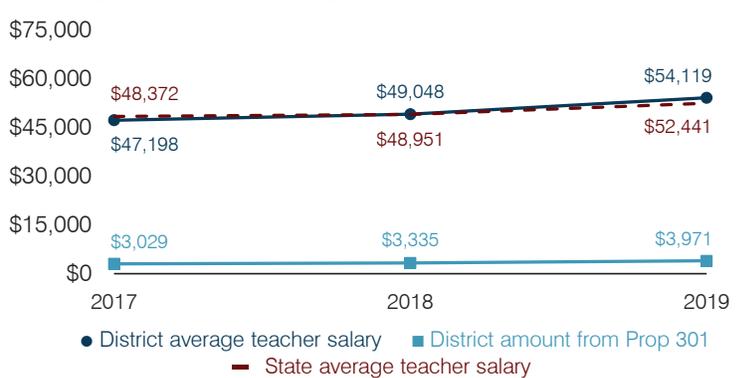
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,219	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$7.28	\$7.70	\$6.49
	Square footage per student	276	382	158
Food service	Cost per meal	\$6.98	\$5.47	\$3.08
Transportation	Cost per mile	\$4.19	\$2.28	\$4.29
	Cost per rider	\$1,978	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

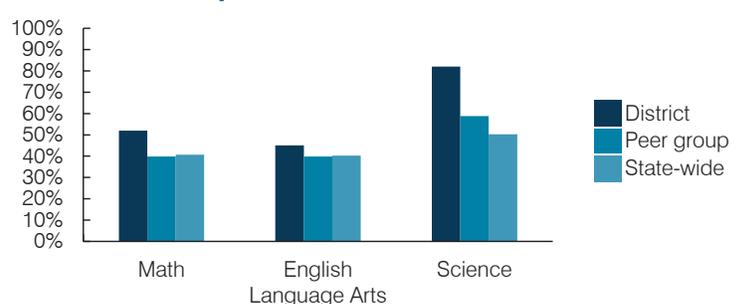


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,532	\$ 10,763	\$ 9,084	\$ 4,869
Student support	1,075	1,230	756	754
Instruction support	649	925	438	497
Administration	2,030	2,219	3,398	903
Plant operations	1,842	2,009	2,665	1,027
Food service	775	731	917	438
Transportation	1,993	1,992	976	417
Total operational	17,896	19,869	18,234	8,905
Land and buildings	23	20	1,425	1,086
Equipment	455	1,525	1,013	496
Interest	23	25	28	261
Other	351	338	92	180
Total nonoperational	852	1,908	2,558	2,023
Total per pupil spending	\$ 18,748	\$ 21,777	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	7.7	8.0	7.7
Average years of teacher experience	12.3	14.2	16.1
Percentage of teachers in first 3 years	14%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Mammoth-San Manuel Unified School District

Pinal County

Peer groups: Operational 6 and T-7, Achievement 5¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 91%

Students attending; Size: 596; Small

5-year change in students attending: 32% decrease

Special education population: 21%

English learner population: 1%

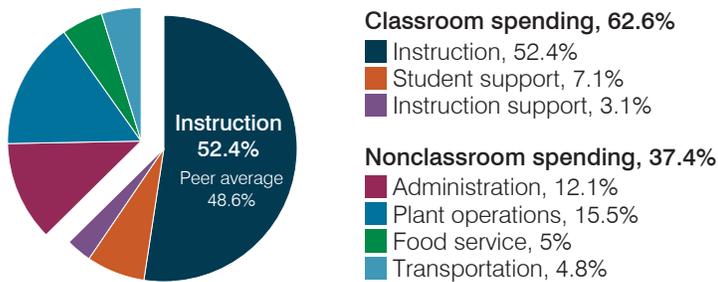
Poverty rate (2018): 25%

Free/reduced meal eligibility: 73%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.9	55.6	56.1	55.9	56.2	57.1	54.9	55.5	56.3	57.2	53.4	56.0	52.7	52.6	53.1	50.7	50.8	52.1	52.4

Spending by operational area



Operational measures relative to peer averages

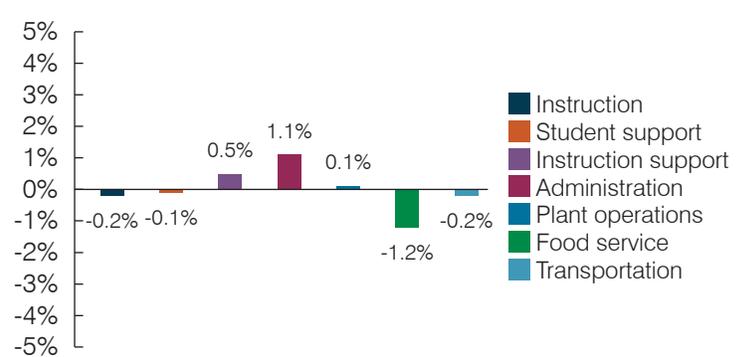
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,382	\$1,750	\$903
	Students per administrative position	40	45	66
Plant operations	Cost per square foot	\$5.64	\$5.35	\$6.49
	Square footage per student	312	315	158
Food service	Cost per meal	\$3.69	\$3.77	\$3.08
Transportation	Cost per mile	\$2.77	\$3.70	\$4.29
	Cost per rider	\$900	\$1,127	\$1,424



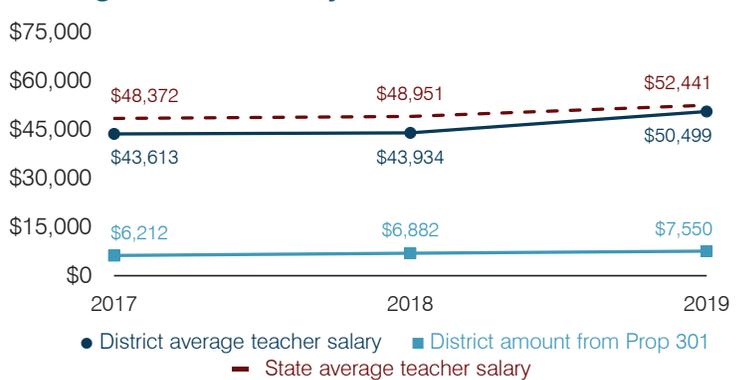
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,812	\$ 5,954	\$ 5,732	\$ 4,869
Student support	631	803	763	754
Instruction support	189	357	364	497
Administration	1,122	1,382	1,750	903
Plant operations	1,511	1,759	1,697	1,027
Food service	480	564	545	438
Transportation	493	545	616	417
Total operational	9,238	11,364	11,467	8,905
Land and buildings	1,025	124	757	1,086
Equipment	328	302	692	496
Interest	5	5	152	261
Other	43	87	64	180
Total nonoperational	1,401	518	1,665	2,023
Total per pupil spending	\$ 10,639	\$ 11,882	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

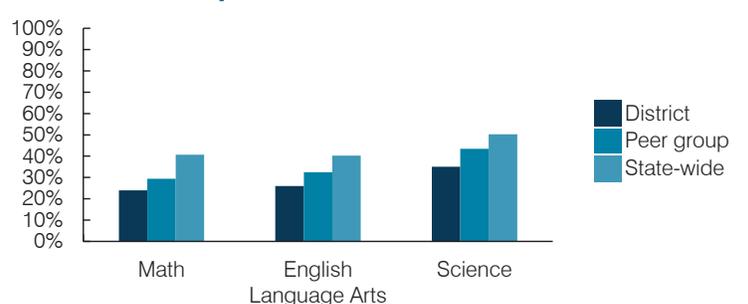


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.4	15.7	15.9
Average years of teacher experience	14.0	13.5	15.0
Percentage of teachers in first 3 years	7%	17%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Marana Unified School District

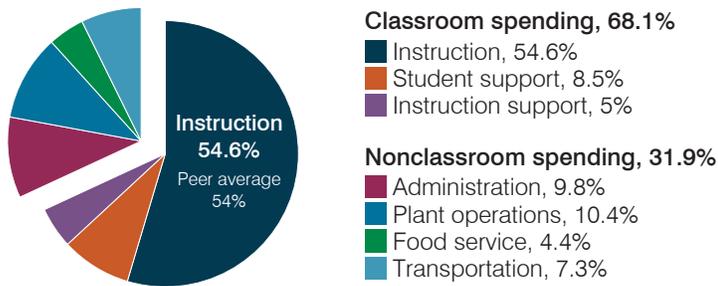
Pima County
 Peer groups: Operational 2 and T-5, Achievement 2¹
 Legislative district(s): 9 and 11
 District location: Suburb
 Number of schools: 17
 Graduation rate (2018): 84%

Students attending; Size: 11,766; Large
 5-year change in students attending: Less than 1%
 Special education population: 15%
 English learner population: 2%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 39%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.9	55.4	56.5	59.2	58.8	58.7	59.1	57.3	57.9	56.7	56.1	54.2	54.5	53.9	53.3	53.9	54.1	53.3	54.6

Spending by operational area



Operational measures relative to peer averages

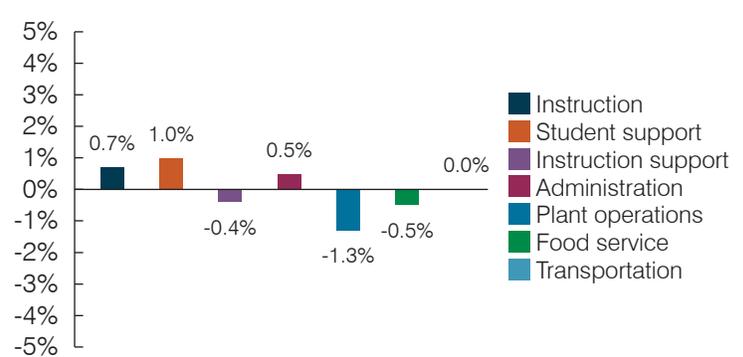
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$842	\$903
	Students per administrative position	60	66	66
Plant operations	Cost per square foot	\$5.74	\$6.59	\$6.49
	Square footage per student	158	150	158
Food service	Cost per meal	\$3.46	\$3.25	\$3.08
Transportation	Cost per mile	\$3.71	\$4.10	\$4.29
	Cost per rider	\$1,558	\$1,775	\$1,424



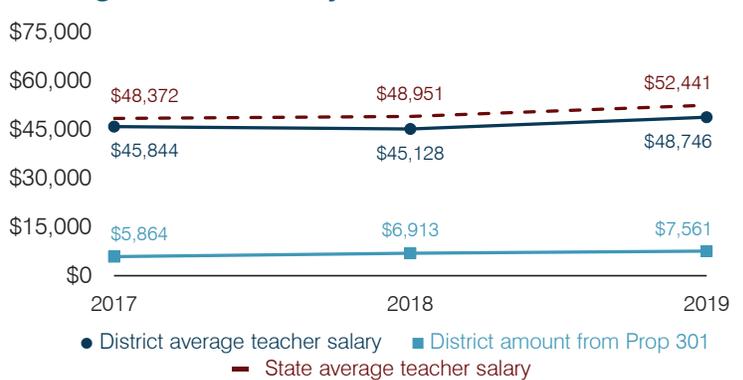
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,263	\$ 4,747	\$ 4,521	\$ 4,869
Student support	679	738	688	754
Instruction support	420	430	540	497
Administration	877	850	842	903
Plant operations	869	904	976	1,027
Food service	351	380	358	438
Transportation	533	637	457	417
Total operational	7,992	8,686	8,382	8,905
Land and buildings	1,018	2,846	1,683	1,086
Equipment	605	515	540	496
Interest	473	547	254	261
Other	182	204	172	180
Total nonoperational	2,278	4,112	2,649	2,023
Total per pupil spending	\$ 10,270	\$ 12,798	\$ 11,031	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

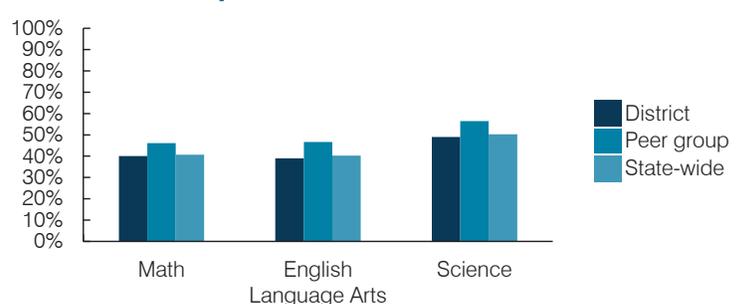


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	17.4	17.3
Average years of teacher experience	12.4	12.7	12.4
Percentage of teachers in first 3 years	15%	13%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Maricopa Unified School District

Pinal County

Peer groups: Operational 4 and T-6, Achievement 4¹

Legislative district(s): 11

District location: Town

Number of schools: 9

Graduation rate (2018): 75%

Students attending; Size: 6,851; Medium-large

5-year change in students attending: 23% increase

Special education population: 16%

English learner population: 3%

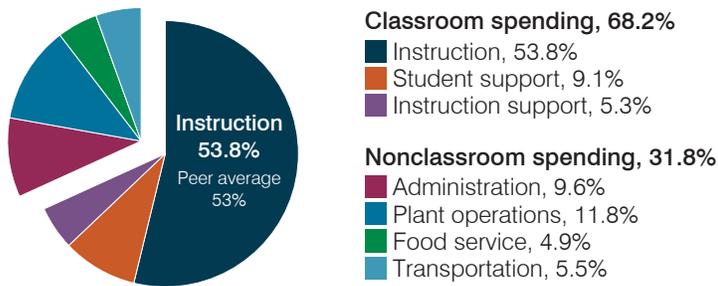
Poverty rate (2018): 13%

Free/reduced meal eligibility: 53%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.1	56.8	58.8	51.1	55.8	55.5	55.2	59.7	52.3	50.7	49.6	47.0	47.4	47.0	48.7	49.1	51.5	53.5	53.8

Spending by operational area



Operational measures relative to peer averages

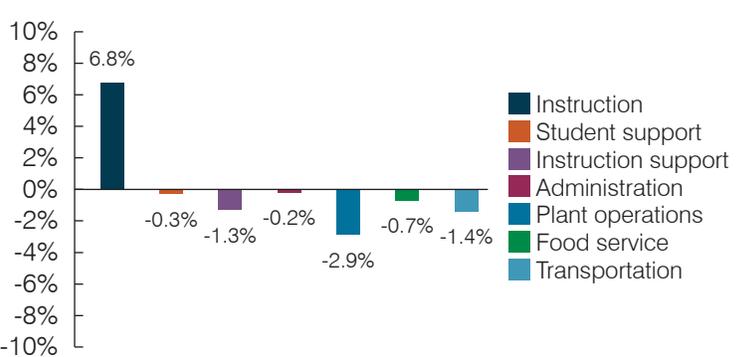
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$776	\$899	\$903
	Students per administrative position	88	68	66
Plant operations	Cost per square foot	\$6.97	\$5.82	\$6.49
	Square footage per student	138	180	158
Food service	Cost per meal	\$2.79	\$3.28	\$3.08
Transportation	Cost per mile	\$3.98	\$4.23	\$4.29
	Cost per rider	\$1,042	\$768	\$1,424



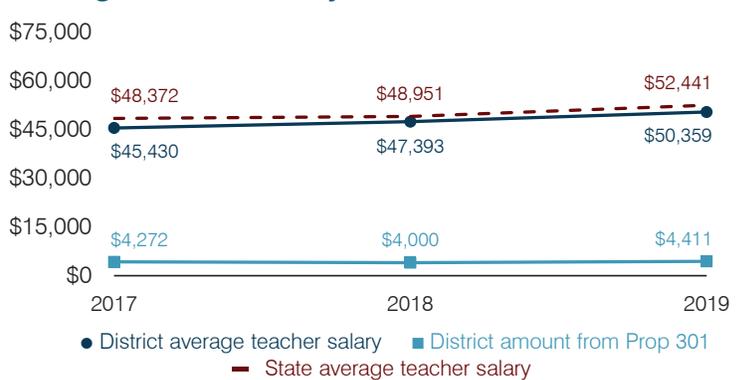
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,165	\$ 4,369	\$ 4,516	\$ 4,869
Student support	694	738	713	754
Instruction support	426	436	496	497
Administration	699	776	899	903
Plant operations	984	960	1,029	1,027
Food service	385	398	438	438
Transportation	430	448	444	417
Total operational	7,783	8,125	8,535	8,905
Land and buildings	112	236	565	1,086
Equipment	438	373	453	496
Interest	188	167	173	261
Other	50	45	70	180
Total nonoperational	788	821	1,261	2,023
Total per pupil spending	\$ 8,571	\$ 8,946	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

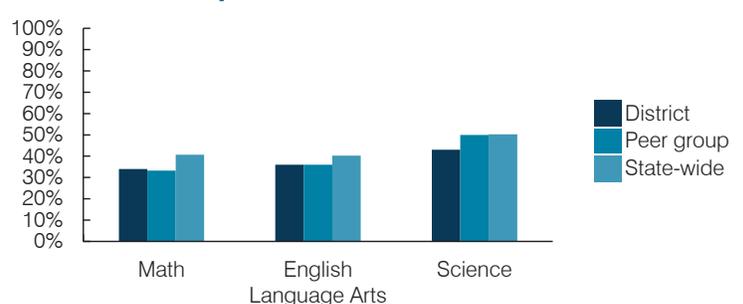


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.9	19.5	19.0
Average years of teacher experience	8.8	8.8	9.7
Percentage of teachers in first 3 years	18%	18%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Mayer Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 7¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 73%

Students attending; Size: 487; Small

5-year change in students attending: 10% decrease

Special education population: 21%

English learner population: 1%

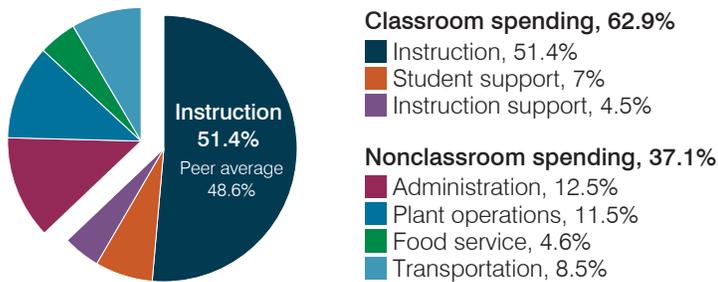
Poverty rate (2018): 35%

Free/reduced meal eligibility: 87%

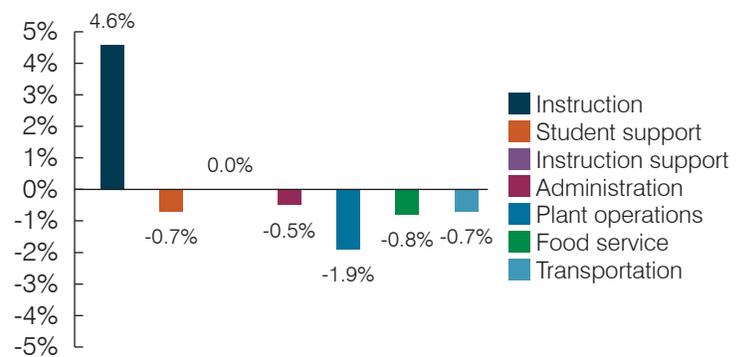
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.1	57.4	55.7	54.4	53.7	53.9	49.8	50.2	47.7	44.4	47.7	44.5	44.8	46.8	49.3	48.4	49.8	50.1	51.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

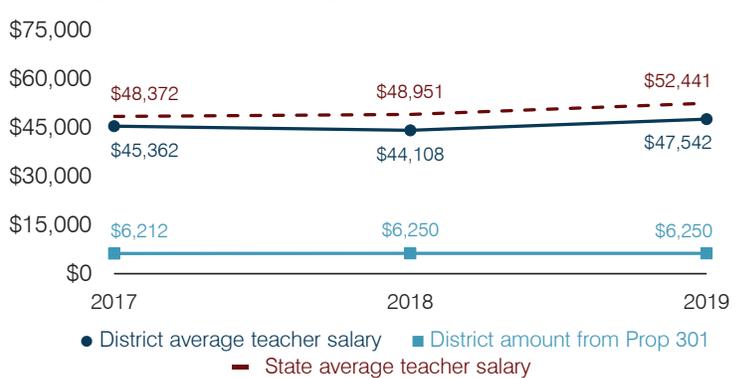


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,493	\$1,750	\$903
	Students per administrative position	71	45	66
Plant operations	Cost per square foot	\$5.68	\$5.35	\$6.49
	Square footage per student	243	315	158
Food service	Cost per meal	\$3.49	\$3.77	\$3.08
Transportation	Cost per mile	\$2.51	\$2.20	\$4.29
	Cost per rider	\$1,551	\$1,962	\$1,424



Average teacher salary and other measures

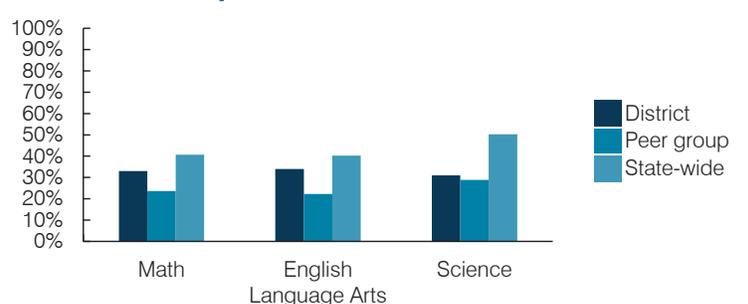


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,982	\$ 6,152	\$ 5,732	\$ 4,869
Student support	875	836	763	754
Instruction support	364	540	364	497
Administration	1,672	1,493	1,750	903
Plant operations	1,443	1,378	1,697	1,027
Food service	558	553	545	438
Transportation	1,045	1,010	616	417
Total operational	11,939	11,962	11,467	8,905
Land and buildings	135	187	757	1,086
Equipment	299	613	692	496
Interest	182	159	152	261
Other	17	14	64	180
Total nonoperational	633	973	1,665	2,023
Total per pupil spending	\$ 12,572	\$ 12,935	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	14.5	13.1	13.5
Average years of teacher experience	16.2	13.6	13.7
Percentage of teachers in first 3 years	9%	16%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

McNary Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 20¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 116; Very small

5-year change in students attending: 2% decrease

Special education population: 14%

English learner population: 0%

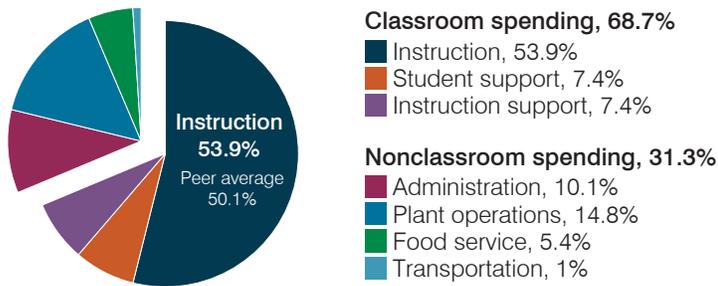
Poverty rate (2018): 42%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.9	63.8	62.3	61.8	58.8	64.0	64.9	61.5	63.2	56.3	53.2	58.5	53.1	58.0	54.3	55.7	55.8	55.5	53.9

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,918	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$8.21	\$7.70	\$6.49
	Square footage per student	341	382	158
Food service	Cost per meal	\$4.44	\$5.47	\$3.08
Transportation	Cost per mile	\$1.69	\$2.28	\$4.29
	Cost per rider	\$765	\$1,665	\$1,424

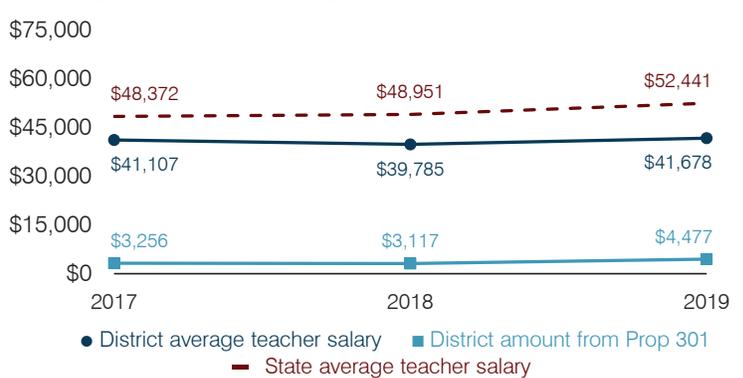
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,639	\$ 10,235	\$ 9,084	\$ 4,869
Student support	1,267	1,416	756	754
Instruction support	360	1,402	438	497
Administration	2,304	1,918	3,398	903
Plant operations	2,023	2,803	2,665	1,027
Food service	903	1,022	917	438
Transportation	62	197	976	417
Total operational	15,558	18,993	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	595	1,792	1,013	496
Interest	0	2	28	261
Other	0	0	92	180
Total nonoperational	595	1,794	2,558	2,023
Total per pupil spending	\$ 16,153	\$ 20,787	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

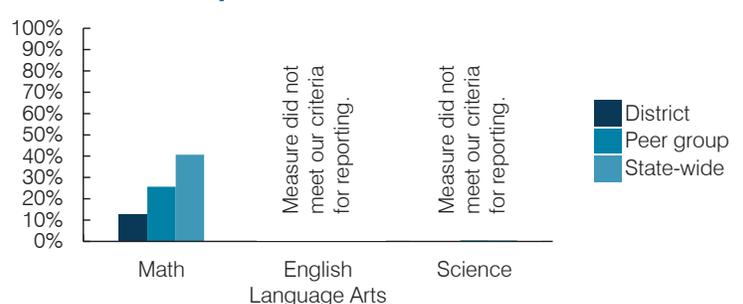


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.3	11.2	9.7
Average years of teacher experience	9.3	10.0	9.3
Percentage of teachers in first 3 years	17%	17%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

McNeal Elementary School District

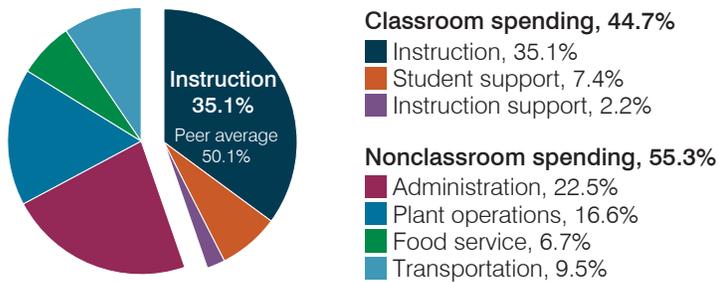
Cochise County
 Peer groups: Operational 11 and T-11, Achievement 17¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 44; Very small
 5-year change in students attending: Less than 1%
 Special education population: 23%
 English learner population: 0%
 Poverty rate (2018): 18%
 Free/reduced meal eligibility: 63%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
76.6	68.7	60.1	49.9	49.2	47.7	54.0	51.8	48.3	44.3	46.9	45.6	45.7	45.1	43.4	44.2	45.4	44.4	35.1

Spending by operational area



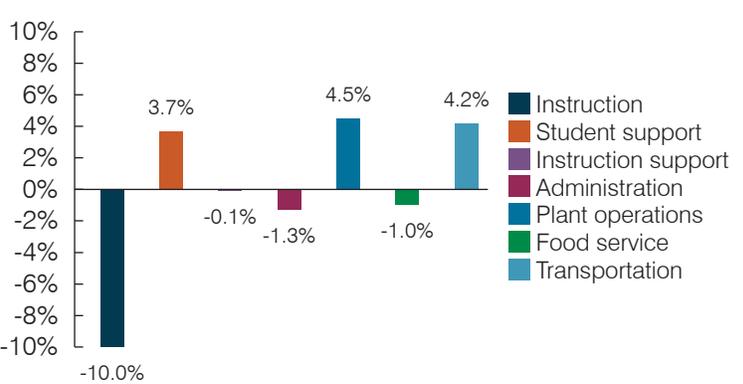
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,569	\$3,398	\$903
	Students per administrative position	21	32	66
Plant operations	Cost per square foot	\$12.13	\$7.70	\$6.49
	Square footage per student	218	382	158
Food service	Cost per meal	\$4.57	\$5.47	\$3.08
Transportation	Cost per mile	\$1.55	\$2.28	\$4.29
	Cost per rider	\$2,988	\$1,665	\$1,424

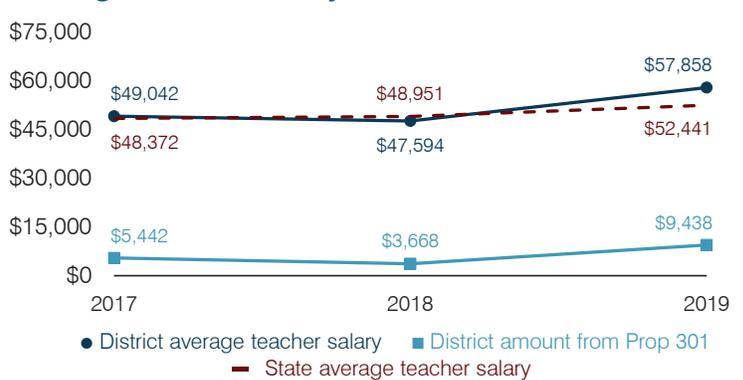
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,724	\$ 5,571	\$ 9,084	\$ 4,869
Student support	832	1,176	756	754
Instruction support	142	349	438	497
Administration	2,480	3,569	3,398	903
Plant operations	1,730	2,642	2,665	1,027
Food service	832	1,074	917	438
Transportation	1,137	1,506	976	417
Total operational	12,877	15,887	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	198	1,448	1,013	496
Interest	16	0	28	261
Other	292	0	92	180
Total nonoperational	506	1,448	2,558	2,023
Total per pupil spending	\$ 13,383	\$ 17,335	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

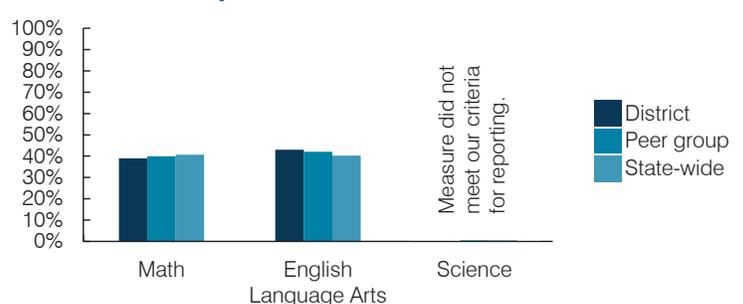


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.5	13.3	21.8
Average years of teacher experience	23.5	18.0	18.9
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Mesa Unified School District

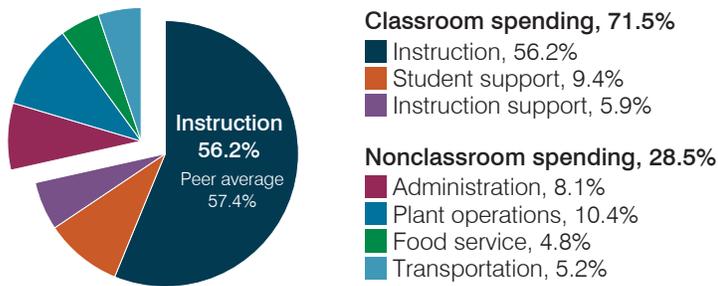
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 3¹
 Legislative district(s): 16, 17, 18, 23, 25, and 26
 District location: City
 Number of schools: 75
 Graduation rate (2018): 79%

Students attending; Size: 59,613; Very large
 5-year change in students attending: 2% decrease
 Special education population: 15%
 English learner population: 6%
 Poverty rate (2018): 18%
 Free/reduced meal eligibility: 56%

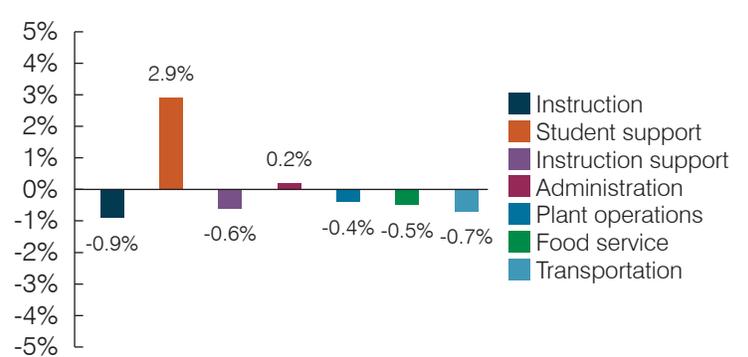
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.9	62.7	63.0	63.1	63.3	62.7	62.1	61.4	59.8	59.3	57.6	57.3	56.3	57.1	55.8	56.7	55.2	55.4	56.2

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

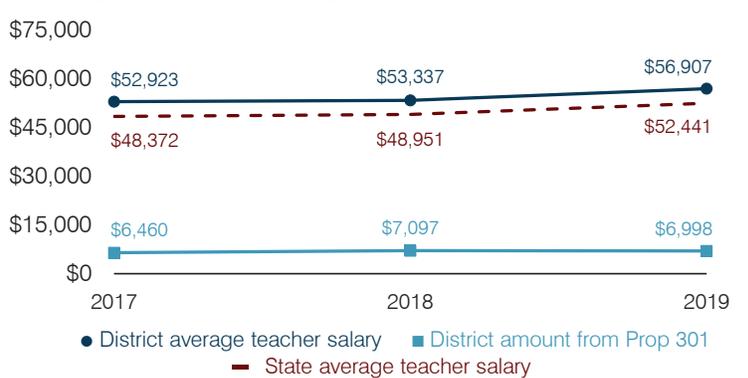


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$719	\$746	\$903
	Students per administrative position	64	78	66
Plant operations	Cost per square foot	\$6.60	\$6.37	\$6.49
	Square footage per student	141	150	158
Food service	Cost per meal	\$2.95	\$2.92	\$3.08
Transportation	Cost per mile	\$4.83	\$4.02	\$4.29
	Cost per rider	\$1,594	\$1,407	\$1,424



Average teacher salary and other measures

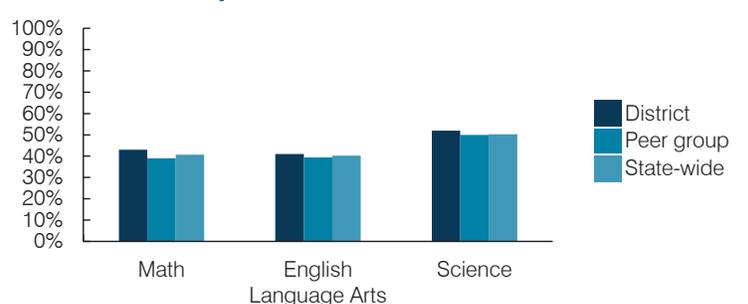


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,599	\$ 5,017	\$ 4,901	\$ 4,869
Student support	733	839	773	754
Instruction support	495	528	427	497
Administration	697	719	746	903
Plant operations	901	933	949	1,027
Food service	421	429	341	438
Transportation	458	465	381	417
Total operational	8,304	8,930	8,518	8,905
Land and buildings	506	379	658	1,086
Equipment	178	378	376	496
Interest	151	155	288	261
Other	129	128	217	180
Total nonoperational	964	1,040	1,539	2,023
Total per pupil spending	\$ 9,268	\$ 9,970	\$10,057	\$10,928

Measure	2017	2018	2019
Students per teacher	19.5	19.4	18.6
Average years of teacher experience	13.6	13.5	13.6
Percentage of teachers in first 3 years	17%	16%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Miami Unified School District

Gila County

Peer groups: Operational 5 and T-7, Achievement 7¹

Legislative district(s): 8

District location: Rural

Number of schools: 3

Graduation rate (2018): NR

Students attending; Size: 974; Medium

5-year change in students attending: 10% decrease

Special education population: 9%

English learner population: 3%

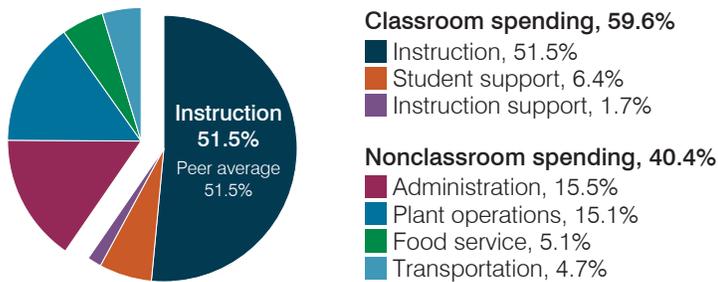
Poverty rate (2018): 41%

Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.0	54.7	52.1	56.1	57.7	55.1	53.5	55.7	55.1	54.3	55.4	53.5	54.8	55.4	54.2	55.3	54.5	53.0	51.5

Spending by operational area



Operational measures relative to peer averages

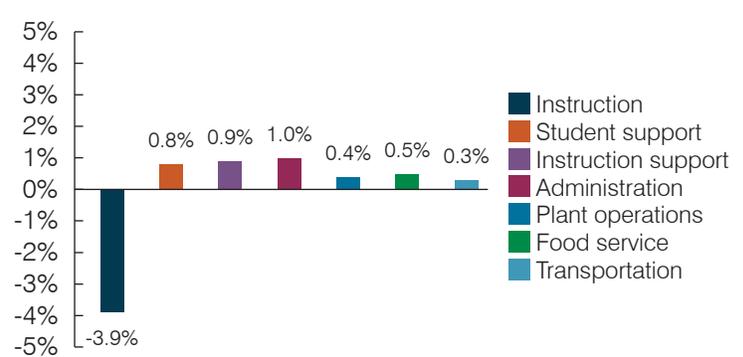
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,334	\$1,190	\$903
	Students per administrative position	54	60	66
Plant operations	Cost per square foot	\$5.17	\$5.67	\$6.49
	Square footage per student	251	257	158
Food service	Cost per meal	\$3.90	\$3.60	\$3.08
Transportation	Cost per mile	\$5.14	\$3.70	\$4.29
	Cost per rider	\$1,324	\$1,127	\$1,424



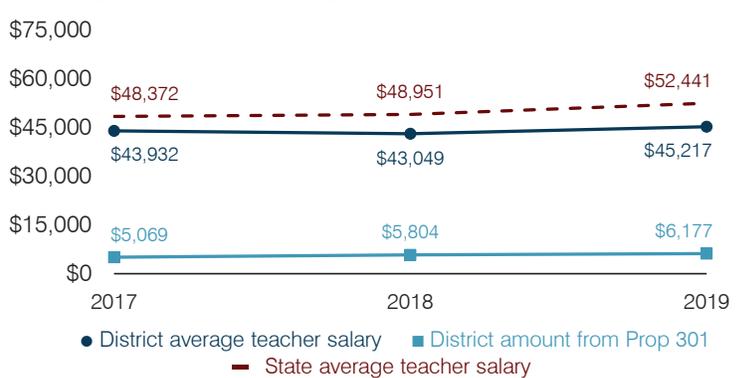
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,418	\$ 4,423	\$ 5,148	\$ 4,869
Student support	469	548	655	754
Instruction support	155	145	436	497
Administration	1,242	1,334	1,190	903
Plant operations	1,232	1,295	1,416	1,027
Food service	449	444	428	438
Transportation	370	407	546	417
Total operational	8,335	8,596	9,819	8,905
Land and buildings	315	123	1,012	1,086
Equipment	562	654	658	496
Interest	28	24	238	261
Other	1	7	84	180
Total nonoperational	906	808	1,992	2,023
Total per pupil spending	\$ 9,241	\$ 9,404	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

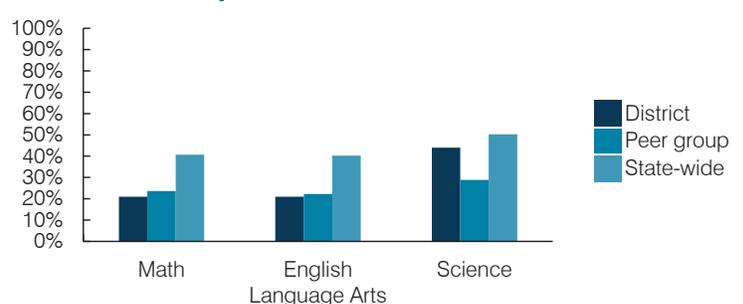


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.9	17.1	17.8
Average years of teacher experience	17.5	16.5	15.8
Percentage of teachers in first 3 years	5%	14%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Mingus Union High School District

Yavapai County

Peer groups: Operational 5 and T-7, Achievement 11¹

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2018): 80%

Students attending; Size: 1,253; Medium

5-year change in students attending: 1% increase

Special education population: 9%

English learner population: 3%

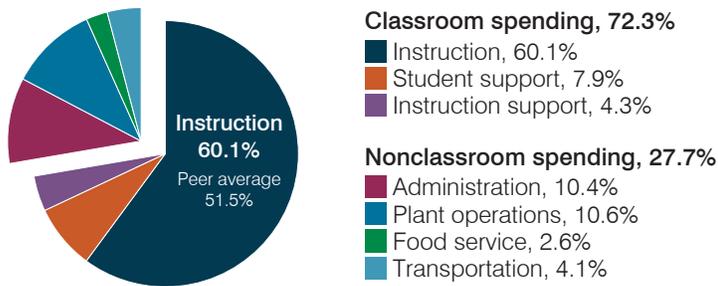
Poverty rate (2018): 22%

Free/reduced meal eligibility: 65%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.8	62.0	59.4	58.6	58.1	61.3	62.4	58.5	62.6	55.1	55.0	58.0	59.6	60.1	60.6	58.6	58.3	56.8	60.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$865	\$1,190	\$903
	Students per administrative position	122	60	66
Plant operations	Cost per square foot	\$5.40	\$5.67	\$6.49
	Square footage per student	162	257	158
Food service	Cost per meal	\$3.67	\$3.60	\$3.08
Transportation	Cost per mile	\$4.03	\$3.70	\$4.29
	Cost per rider	\$1,404	\$1,127	\$1,424



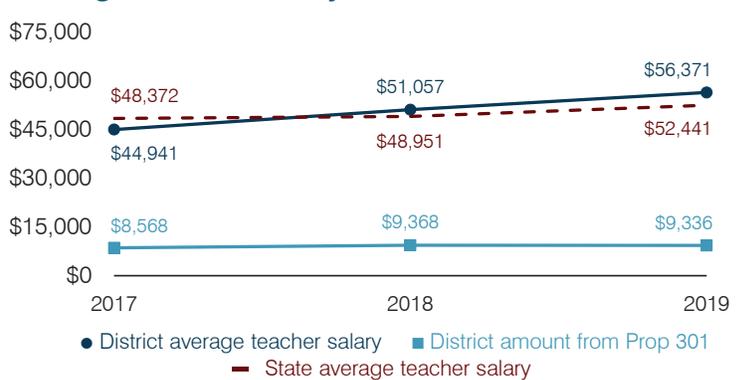
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,219	\$ 4,980	\$ 5,148	\$ 4,869
Student support	716	656	655	754
Instruction support	293	356	436	497
Administration	861	865	1,190	903
Plant operations	826	874	1,416	1,027
Food service	193	213	428	438
Transportation	315	342	546	417
Total operational	7,423	8,286	9,819	8,905
Land and buildings	746	44	1,012	1,086
Equipment	380	334	658	496
Interest	354	317	238	261
Other	53	36	84	180
Total nonoperational	1,533	731	1,992	2,023
Total per pupil spending	\$ 8,956	\$ 9,017	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

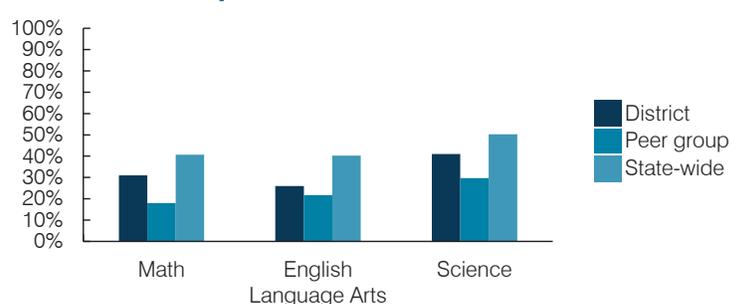


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.7	20.9	20.1
Average years of teacher experience	10.2	11.8	11.0
Percentage of teachers in first 3 years	20%	17%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Mobile Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 18¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 20; Very small

5-year change in students attending: 16% decrease

Special education population: 10%

English learner population: 0%

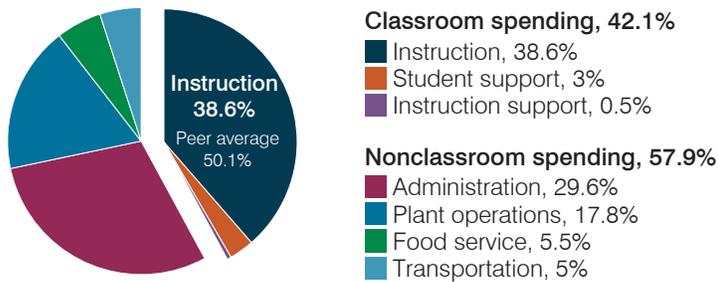
Poverty rate (2018): 27%

Free/reduced meal eligibility: 80%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
31.8	33.6	37.3	34.9	34.2	28.6	26.9	31.3	39.6	33.6	36.0	30.3	38.1	33.8	34.7	32.9	37.2	38.3	38.6

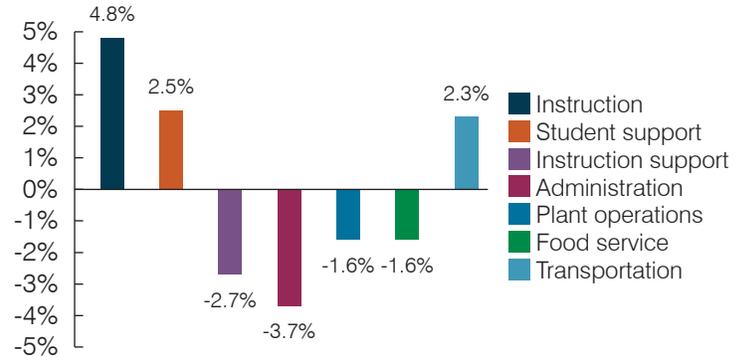
Spending by operational area



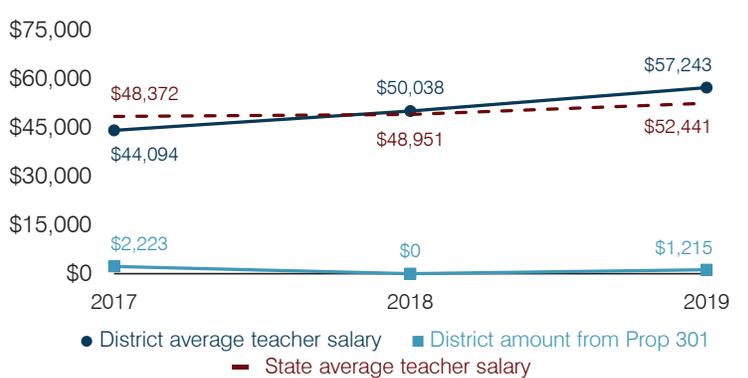
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10,846	\$3,398	\$903
	Students per administrative position	8	32	66
Plant operations	Cost per square foot	\$5.77	\$7.70	\$6.49
	Square footage per student	1,127	382	158
Food service	Cost per meal	\$7.02	\$5.47	\$3.08
Transportation	Cost per mile	\$2.36	\$2.28	\$4.29
	Cost per rider	\$2,326	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 15,326	\$ 14,130	\$ 9,084	\$ 4,869
Student support	876	1,108	756	754
Instruction support	302	198	438	497
Administration	12,155	10,846	3,398	903
Plant operations	6,861	6,504	2,665	1,027
Food service	1,780	2,002	917	438
Transportation	2,702	1,833	976	417
Total operational	40,002	36,621	18,234	8,905
Land and buildings	0	0	1,425	1,086
Equipment	878	8,337	1,013	496
Interest	5	0	28	261
Other	110	33	92	180
Total nonoperational	993	8,370	2,558	2,023
Total per pupil spending	\$ 40,995	\$ 44,991	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	5.1	4.8	6.8
Average years of teacher experience	10.1	10.0	9.8
Percentage of teachers in first 3 years	0%	11%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Mohave Valley Elementary School District

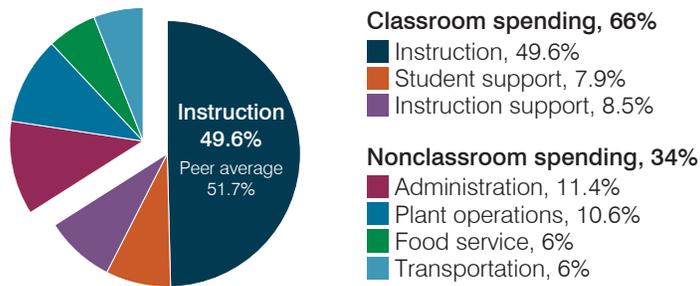
Mohave County
 Peer groups: Operational 9 and T-7, Achievement 18¹
 Legislative district(s): 5
 District location: Town
 Number of schools: 3
 Graduation rate (2018): N/A

Students attending; Size: 1,001; Medium
 5-year change in students attending: 30% decrease
 Special education population: 15%
 English learner population: 2%
 Poverty rate (2018): 24%
 Free/reduced meal eligibility: 76%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.8	55.9	59.5	57.2	58.0	59.9	59.3	58.8	58.5	52.0	52.9	54.3	51.6	51.7	52.9	48.8	47.5	49.5	49.6

Spending by operational area



Operational measures relative to peer averages

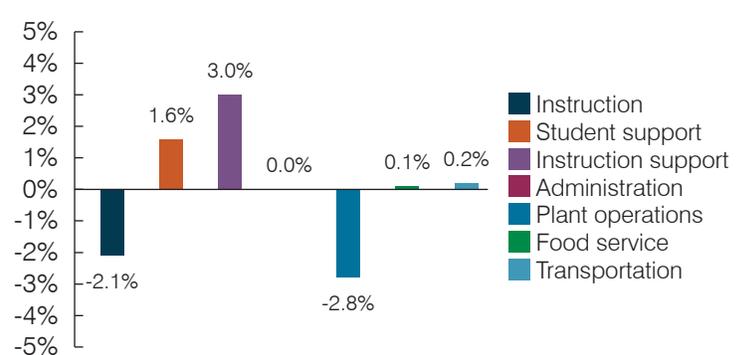
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,224	\$1,141	\$903
	Students per administrative position	77	60	66
Plant operations	Cost per square foot	\$5.20	\$6.68	\$6.49
	Square footage per student	220	161	158
Food service	Cost per meal	\$2.91	\$3.16	\$3.08
Transportation	Cost per mile	\$2.88	\$3.70	\$4.29
	Cost per rider	\$1,014	\$1,127	\$1,424



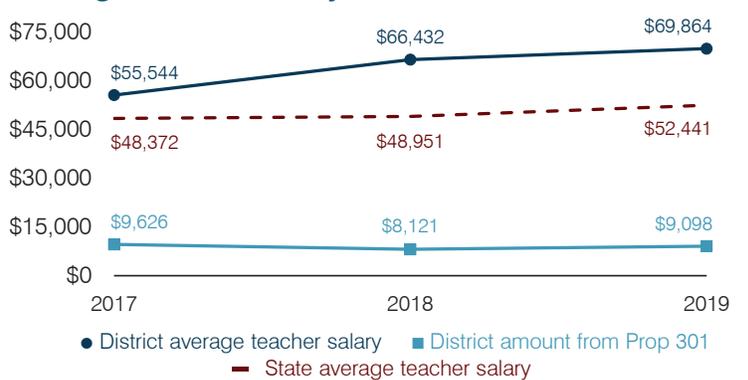
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,843	\$ 5,345	\$ 4,638	\$ 4,869
Student support	811	855	567	754
Instruction support	873	915	481	497
Administration	991	1,224	1,141	903
Plant operations	1,072	1,144	1,054	1,027
Food service	623	648	599	438
Transportation	565	646	498	417
Total operational	9,778	10,777	8,978	8,905
Land and buildings	26	359	265	1,086
Equipment	366	131	486	496
Interest	0	0	72	261
Other	91	101	134	180
Total nonoperational	483	591	957	2,023
Total per pupil spending	\$ 10,261	\$ 11,368	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

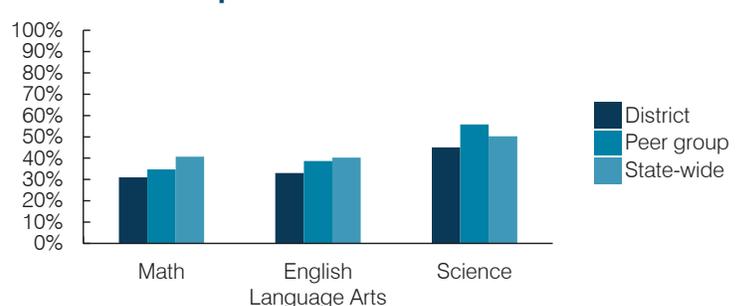


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.8	20.1	18.9
Average years of teacher experience	9.0	8.9	9.4
Percentage of teachers in first 3 years	13%	6%	8%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Mohawk Valley Elementary School District

Yuma County

Peer groups: Operational 11 and T-11, Achievement 18¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 148; Very small

5-year change in students attending: 4% increase

Special education population: 23%

English learner population: 11%

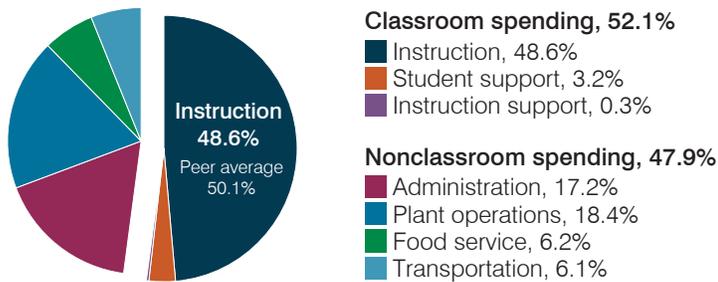
Poverty rate (2018): 27%

Free/reduced meal eligibility: 85%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.1	52.4	52.9	54.0	53.6	54.5	45.6	52.4	49.5	46.5	45.1	42.3	42.9	41.1	43.3	45.6	48.2	46.6	48.6

Spending by operational area



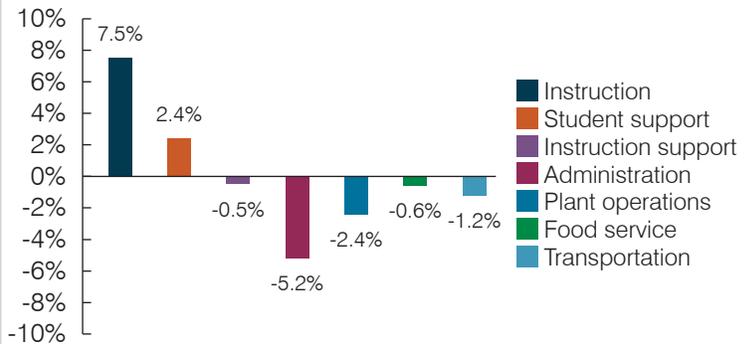
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,068	\$3,398	\$903
	Students per administrative position	49	32	66
Plant operations	Cost per square foot	\$6.86	\$7.70	\$6.49
	Square footage per student	323	382	158
Food service	Cost per meal	\$3.81	\$5.47	\$3.08
Transportation	Cost per mile	\$2.78	\$2.28	\$4.29
	Cost per rider	\$4,180	\$1,665	\$1,424

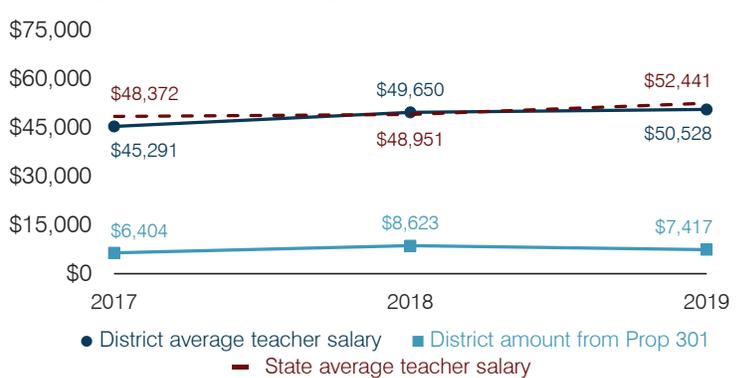
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,149	\$ 5,838	\$ 9,084	\$ 4,869
Student support	440	392	756	754
Instruction support	42	32	438	497
Administration	2,012	2,068	3,398	903
Plant operations	2,010	2,212	2,665	1,027
Food service	837	748	917	438
Transportation	553	733	976	417
Total operational	11,043	12,023	18,234	8,905
Land and buildings	948	257	1,425	1,086
Equipment	780	562	1,013	496
Interest	2	30	28	261
Other	16	0	92	180
Total nonoperational	1,746	849	2,558	2,023
Total per pupil spending	\$ 12,789	\$ 12,872	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

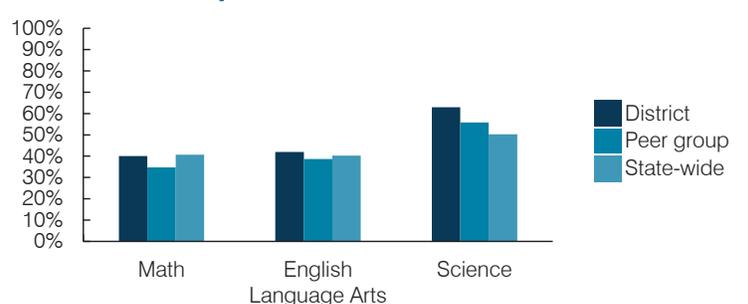


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.4	18.6	18.5
Average years of teacher experience	16.4	17.1	15.2
Percentage of teachers in first 3 years	22%	11%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Morenci Unified School District

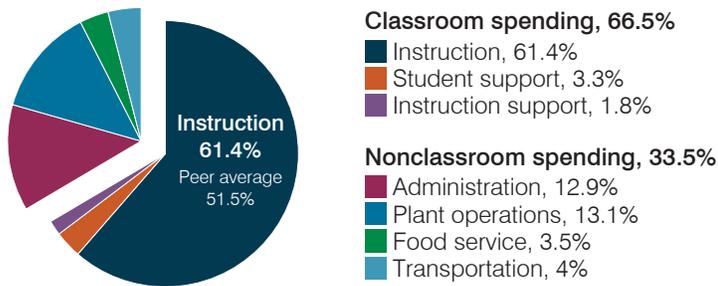
Greenlee County
 Peer groups: Operational 5 and T-6, Achievement 4¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 3
 Graduation rate (2018): 95%

Students attending; Size: 1,335; Medium
 5-year change in students attending: 4% increase
 Special education population: 8%
 English learner population: 1%
 Poverty rate (2018): 9%
 Free/reduced meal eligibility: 41%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.9	57.9	58.0	56.8	58.3	56.3	56.9	56.5	58.3	57.2	57.7	57.0	59.5	60.7	60.1	60.2	59.0	60.4	61.4

Spending by operational area



Operational measures relative to peer averages

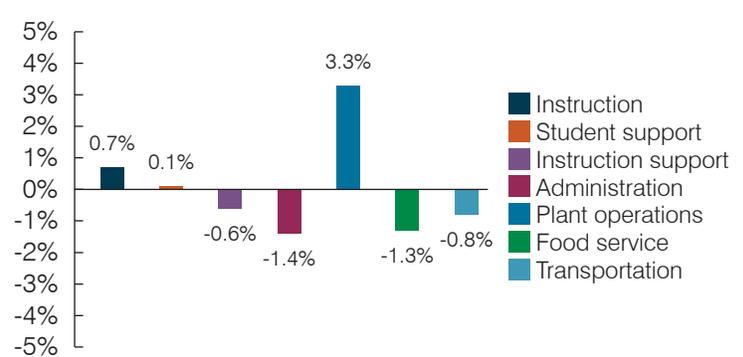
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,258	\$1,190	\$903
	Students per administrative position	62	60	66
Plant operations	Cost per square foot	\$4.96	\$5.67	\$6.49
	Square footage per student	257	257	158
Food service	Cost per meal	\$3.46	\$3.60	\$3.08
Transportation	Cost per mile	\$5.27	\$4.23	\$4.29
	Cost per rider	\$1,035	\$768	\$1,424



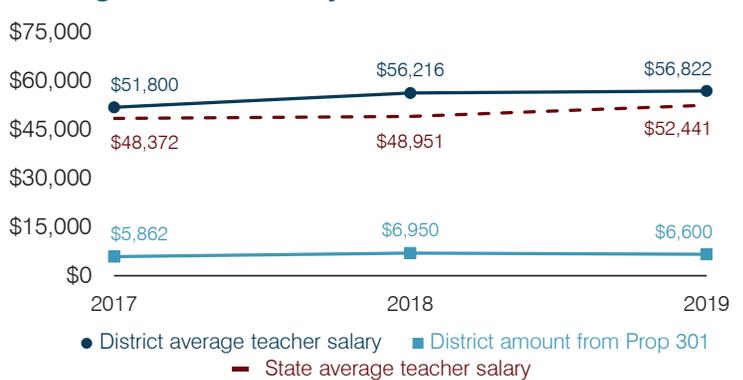
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,420	\$ 5,964	\$ 5,148	\$ 4,869
Student support	290	317	655	754
Instruction support	152	180	436	497
Administration	1,336	1,258	1,190	903
Plant operations	1,081	1,274	1,416	1,027
Food service	313	337	428	438
Transportation	380	388	546	417
Total operational	8,972	9,718	9,819	8,905
Land and buildings	92	838	1,012	1,086
Equipment	211	624	658	496
Interest	14	23	238	261
Other	801	863	84	180
Total nonoperational	1,118	2,348	1,992	2,023
Total per pupil spending	\$ 10,090	\$ 12,066	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

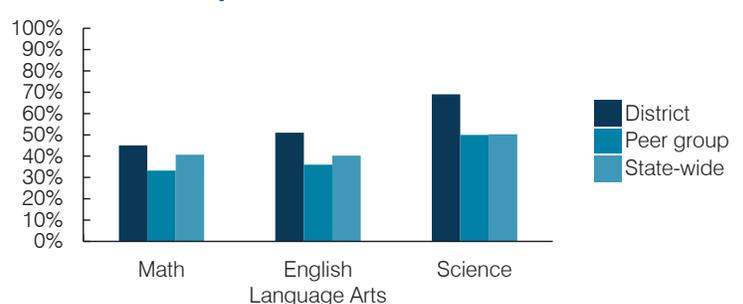


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.5	18.1	17.3
Average years of teacher experience	12.6	13.5	13.7
Percentage of teachers in first 3 years	10%	8%	8%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Morristown Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 109; Very small

5-year change in students attending: 16% decrease

Special education population: 19%

English learner population: 0%

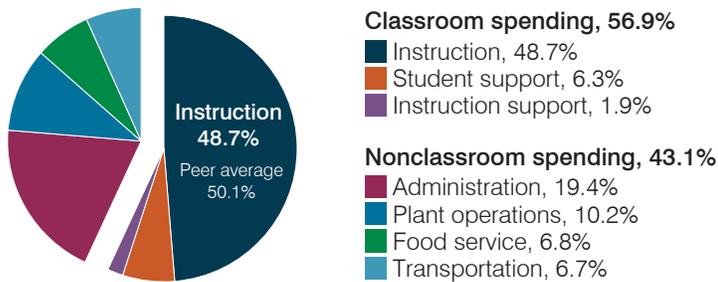
Poverty rate (2018): 9%

Free/reduced meal eligibility: 72%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.5	47.0	49.9	49.8	45.8	47.8	47.8	49.9	49.9	48.6	51.7	52.7	52.3	52.9	50.6	53.1	52.1	53.5	48.7

Spending by operational area



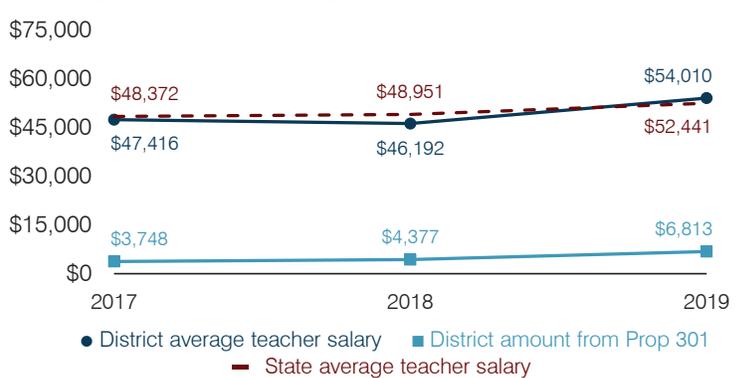
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,518	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$4.27	\$7.70	\$6.49
	Square footage per student	309	382	158
Food service	Cost per meal	\$3.53	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,343	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

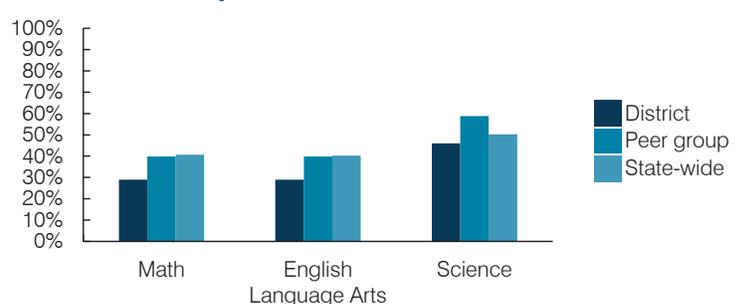


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,567	\$ 6,315	\$ 9,084	\$ 4,869
Student support	466	816	756	754
Instruction support	61	253	438	497
Administration	1,385	2,518	3,398	903
Plant operations	1,039	1,320	2,665	1,027
Food service	794	881	917	438
Transportation	1,085	876	976	417
Total operational	10,397	12,979	18,234	8,905
Land and buildings	3,446	3,086	1,425	1,086
Equipment	920	746	1,013	496
Interest	0	0	28	261
Other	47	44	92	180
Total nonoperational	4,413	3,876	2,558	2,023
Total per pupil spending	\$ 14,810	\$ 16,855	\$20,792	\$10,928

Measure	2017	2018	2019
Students per teacher	10.2	12.7	13.6
Average years of teacher experience	20.0	19.7	19.5
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Murphy Elementary School District

Maricopa County

Peer groups: Operational 8 and T-1, Achievement 14¹

Legislative district(s): 19 and 27

District location: City

Number of schools: 4

Graduation rate (2018): N/A

Students attending; Size: 1,491; Medium

5-year change in students attending: 16% decrease

Special education population: 11%

English learner population: 32%

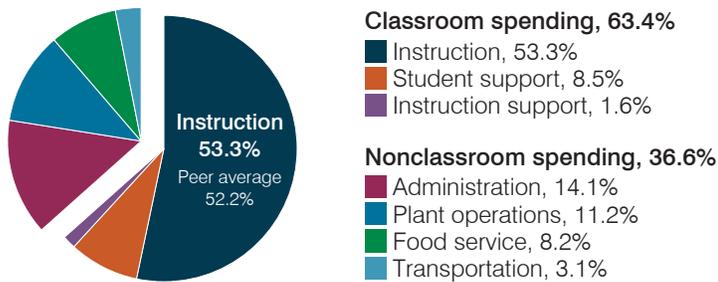
Poverty rate (2018): 30%

Free/reduced meal eligibility: 85%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.4	53.3	55.1	54.4	55.7	56.4	51.8	51.0	50.6	48.1	47.7	46.9	47.9	48.0	49.7	47.2	45.4	48.4	53.3

Spending by operational area



Operational measures relative to peer averages

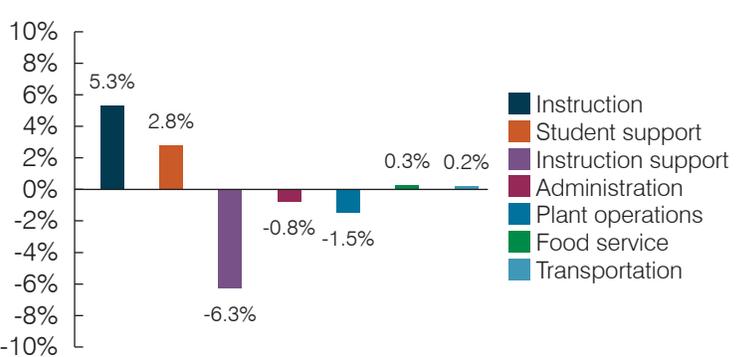
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,440	\$1,047	\$903
	Students per administrative position	65	65	66
Plant operations	Cost per square foot	\$5.58	\$6.60	\$6.49
	Square footage per student	205	145	158
Food service	Cost per meal	\$2.94	\$2.91	\$3.08
Transportation	Cost per mile	\$9.21	\$7.55	\$4.29
	Cost per rider	\$1,153	\$1,108	\$1,424



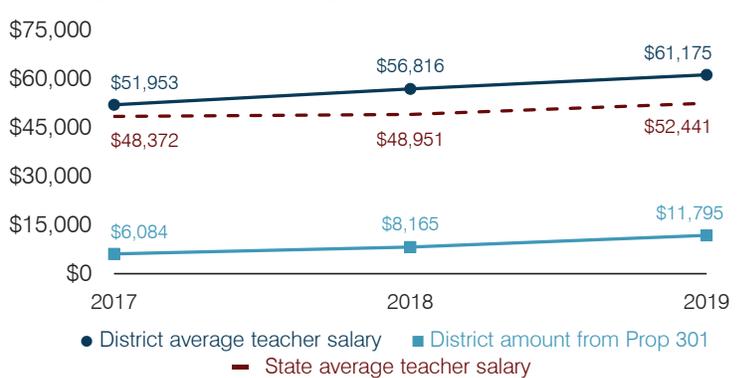
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,241	\$ 5,443	\$ 4,648	\$ 4,869
Student support	779	869	678	754
Instruction support	470	159	551	497
Administration	1,365	1,440	1,047	903
Plant operations	1,676	1,142	972	1,027
Food service	957	839	672	438
Transportation	331	320	345	417
Total operational	10,819	10,212	8,913	8,905
Land and buildings	827	247	1,393	1,086
Equipment	416	263	556	496
Interest	441	314	344	261
Other	109	76	203	180
Total nonoperational	1,793	900	2,496	2,023
Total per pupil spending	\$ 12,612	\$ 11,112	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

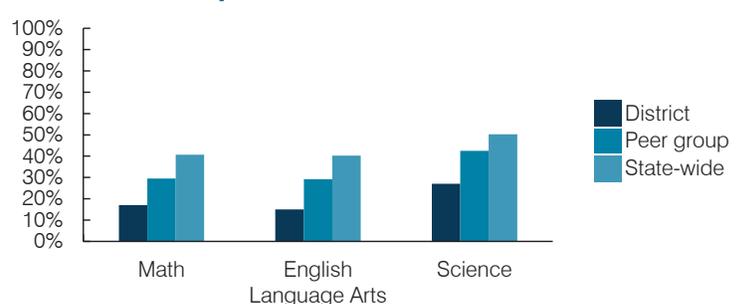


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	23.7	24.2	22.3
Average years of teacher experience	9.3	7.5	7.1
Percentage of teachers in first 3 years	24%	52%	54%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Naco Elementary School District

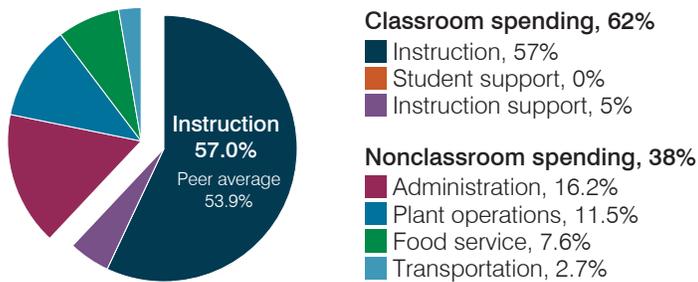
Cochise County
 Peer groups: Operational 10 and T-8, Achievement 19¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 289; Small
 5-year change in students attending: 3% decrease
 Special education population: 7%
 English learner population: 46%
 Poverty rate (2018): 28%
 Free/reduced meal eligibility: 89%

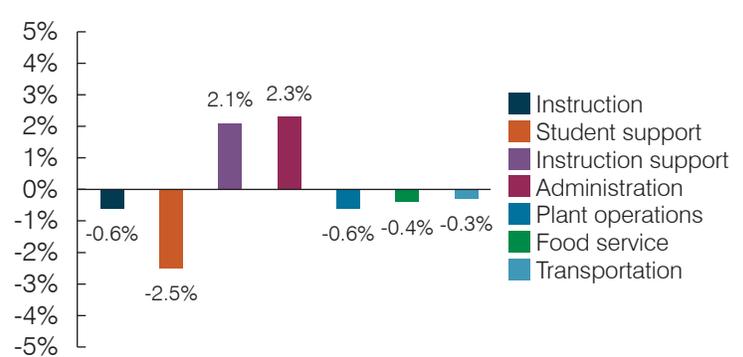
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
64.2	67.3	59.7	62.7	65.3	61.0	63.0	63.1	55.6	59.9	57.2	58.8	58.7	57.6	55.3	59.4	59.2	55.4	57.0

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

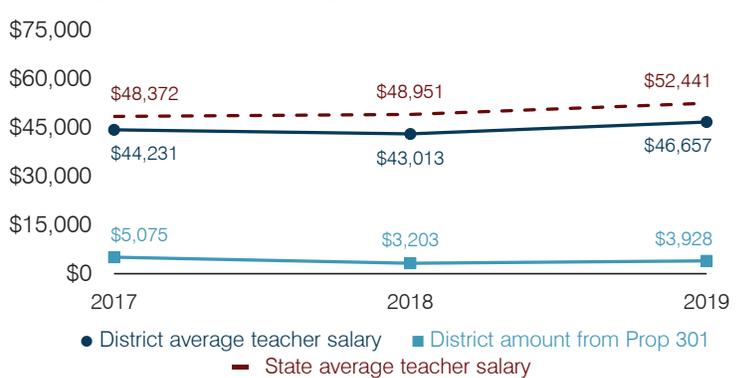


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,424	\$1,326	\$903
	Students per administrative position	58	52	66
Plant operations	Cost per square foot	\$8.12	\$6.87	\$6.49
	Square footage per student	125	196	158
Food service	Cost per meal	\$4.43	\$3.37	\$3.08
Transportation	Cost per mile	\$7.52	\$3.26	\$4.29
	Cost per rider	\$2,968	\$1,447	\$1,424



Average teacher salary and other measures

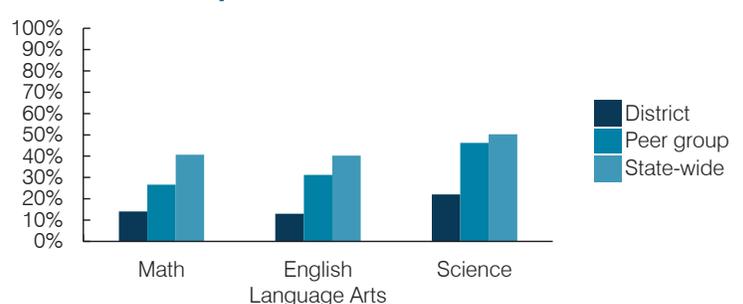


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,800	\$ 5,018	\$ 5,443	\$ 4,869
Student support	199	0	538	754
Instruction support	314	438	403	497
Administration	1,064	1,424	1,326	903
Plant operations	1,104	1,012	1,175	1,027
Food service	666	673	588	438
Transportation	522	236	681	417
Total operational	8,669	8,801	10,154	8,905
Land and buildings	0	7	215	1,086
Equipment	279	751	769	496
Interest	0	0	129	261
Other	0	0	126	180
Total nonoperational	279	758	1,239	2,023
Total per pupil spending	\$ 8,948	\$ 9,559	\$11,393	\$10,928

Measure	2017	2018	2019
Students per teacher	20.5	18.4	20.7
Average years of teacher experience	9.4	9.4	10.4
Percentage of teachers in first 3 years	7%	13%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Nadaburg Unified School District

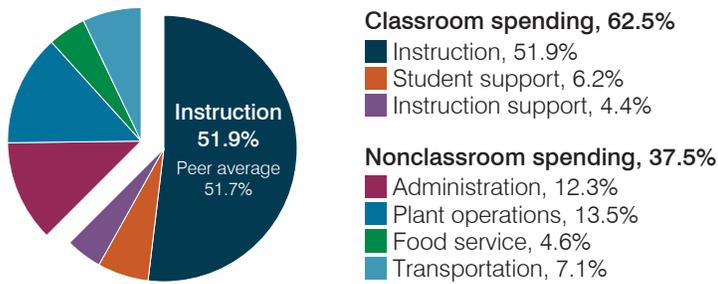
Maricopa County
 Peer groups: Operational 9 and T-8, Achievement 16¹
 Legislative district(s): 13 and 22
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): N/A

Students attending; Size: 779; Medium
 5-year change in students attending: Less than 1%
 Special education population: 14%
 English learner population: 5%
 Poverty rate (2018): 13%
 Free/reduced meal eligibility: 56%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.3	54.7	58.0	56.1	55.6	54.1	53.4	53.8	52.2	47.1	45.6	47.6	48.3	47.2	48.6	46.2	47.2	47.1	51.9

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,161	\$1,141	\$903
	Students per administrative position	56	60	66
Plant operations	Cost per square foot	\$8.16	\$6.68	\$6.49
	Square footage per student	156	161	158
Food service	Cost per meal	\$2.68	\$3.16	\$3.08
Transportation	Cost per mile	\$2.51	\$3.26	\$4.29
	Cost per rider	\$1,305	\$1,447	\$1,424



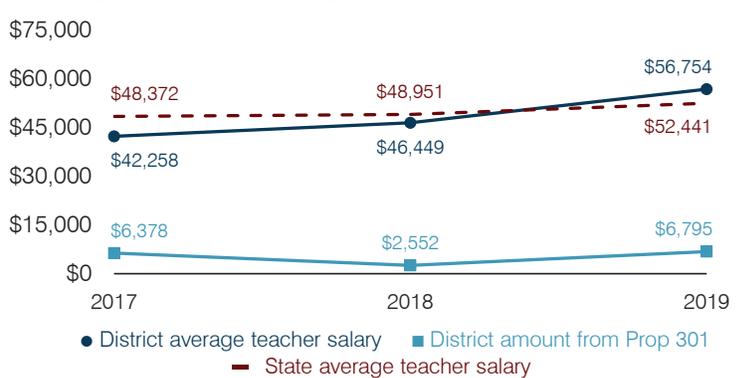
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,365	\$ 4,908	\$ 4,638	\$ 4,869
Student support	612	580	567	754
Instruction support	402	416	481	497
Administration	1,387	1,161	1,141	903
Plant operations	1,346	1,276	1,054	1,027
Food service	441	435	599	438
Transportation	709	673	498	417
Total operational	9,262	9,449	8,978	8,905
Land and buildings	42	38	265	1,086
Equipment	383	994	486	496
Interest	72	51	72	261
Other	807	662	134	180
Total nonoperational	1,304	1,745	957	2,023
Total per pupil spending	\$ 10,566	\$ 11,194	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

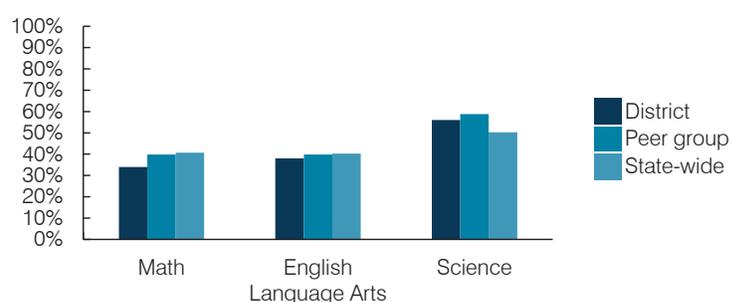


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.8	17.1	18.8
Average years of teacher experience	6.5	7.4	8.9
Percentage of teachers in first 3 years	37%	34%	33%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Nogales Unified School District

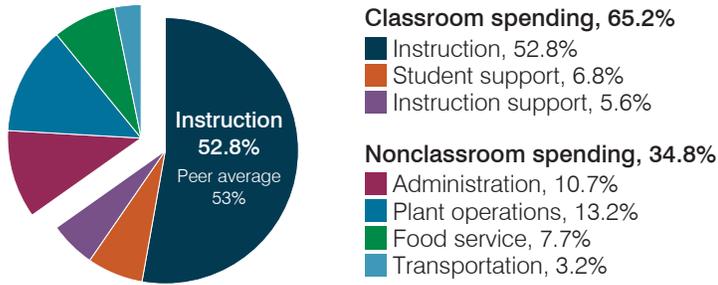
Santa Cruz County
 Peer groups: Operational 4 and T-6, Achievement 7¹
 Legislative district(s): 2
 District location: Town
 Number of schools: 10
 Graduation rate (2018): 92%

Students attending; Size: 5,534; Medium-large
 5-year change in students attending: 3% decrease
 Special education population: 9%
 English learner population: 17%
 Poverty rate (2018): 43%
 Free/reduced meal eligibility: 79%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.5	56.2	55.7	54.7	54.9	56.1	55.0	54.3	52.7	52.1	51.7	51.5	51.3	51.7	52.1	51.5	51.2	51.6	52.8

Spending by operational area



Operational measures relative to peer averages

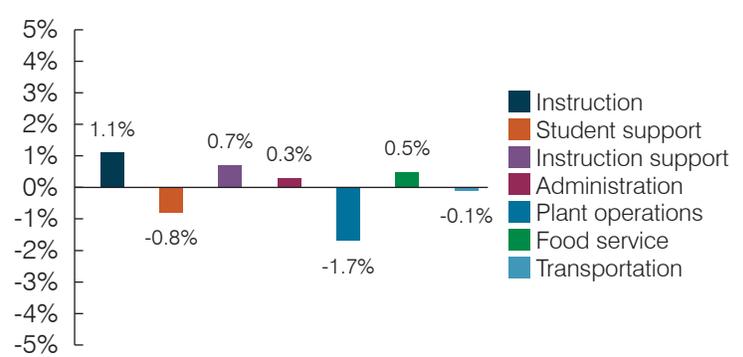
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$899	\$903
	Students per administrative position	64	68	66
Plant operations	Cost per square foot	\$8.05	\$5.82	\$6.49
	Square footage per student	134	180	158
Food service	Cost per meal	\$3.42	\$3.28	\$3.08
Transportation	Cost per mile	\$5.22	\$4.23	\$4.29
	Cost per rider	\$879	\$768	\$1,424



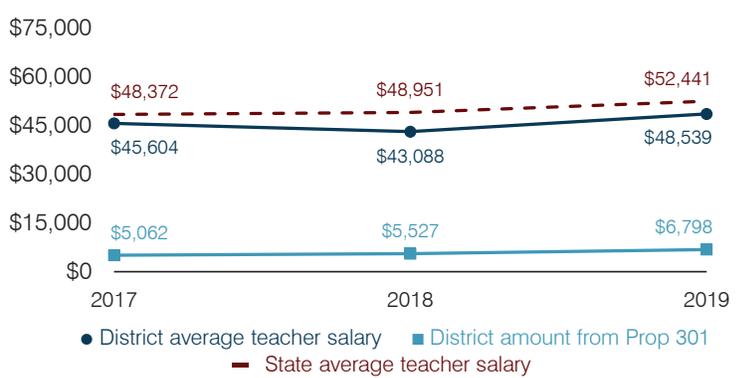
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,847	\$ 4,322	\$ 4,516	\$ 4,869
Student support	544	555	713	754
Instruction support	422	458	496	497
Administration	755	881	899	903
Plant operations	1,002	1,078	1,029	1,027
Food service	637	627	438	438
Transportation	241	261	444	417
Total operational	7,448	8,182	8,535	8,905
Land and buildings	117	162	565	1,086
Equipment	301	428	453	496
Interest	0	0	173	261
Other	40	43	70	180
Total nonoperational	458	633	1,261	2,023
Total per pupil spending	\$ 7,906	\$ 8,815	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

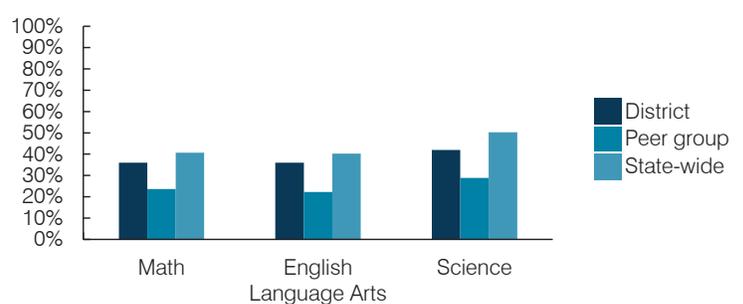


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.2	19.2	19.3
Average years of teacher experience	13.9	14.4	14.2
Percentage of teachers in first 3 years	14%	14%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Oracle Elementary School District

Pinal County

Peer groups: Operational 10 and T-9, Achievement 16¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 363; Small

5-year change in students attending: 12% decrease

Special education population: 20%

English learner population: 3%

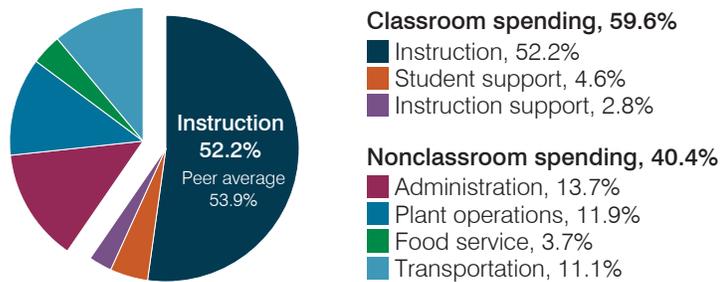
Poverty rate (2018): 11%

Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.2	49.2	51.2	52.4	48.7	52.7	50.2	50.0	49.9	49.3	48.2	46.4	49.1	51.6	48.9	53.4	51.8	50.7	52.2

Spending by operational area



Operational measures relative to peer averages

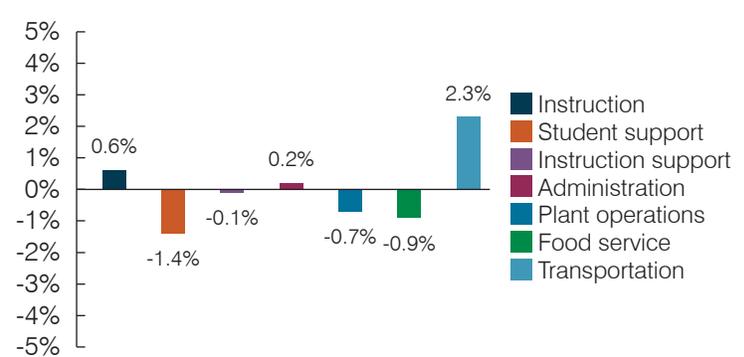
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,656	\$1,326	\$903
	Students per administrative position	45	52	66
Plant operations	Cost per square foot	\$7.17	\$6.87	\$6.49
	Square footage per student	201	196	158
Food service	Cost per meal	\$3.20	\$3.37	\$3.08
Transportation	Cost per mile	\$3.25	\$2.74	\$4.29
	Cost per rider	\$1,586	\$1,641	\$1,424



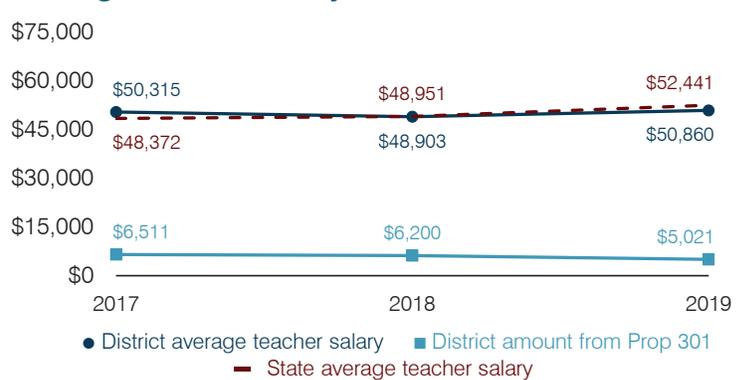
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,127	\$ 6,310	\$ 5,443	\$ 4,869
Student support	650	556	538	754
Instruction support	370	339	403	497
Administration	1,612	1,656	1,326	903
Plant operations	1,539	1,442	1,175	1,027
Food service	478	441	588	438
Transportation	1,315	1,338	681	417
Total operational	12,091	12,082	10,154	8,905
Land and buildings	181	275	215	1,086
Equipment	257	833	769	496
Interest	0	32	129	261
Other	110	129	126	180
Total nonoperational	548	1,269	1,239	2,023
Total per pupil spending	\$ 12,639	\$ 13,351	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

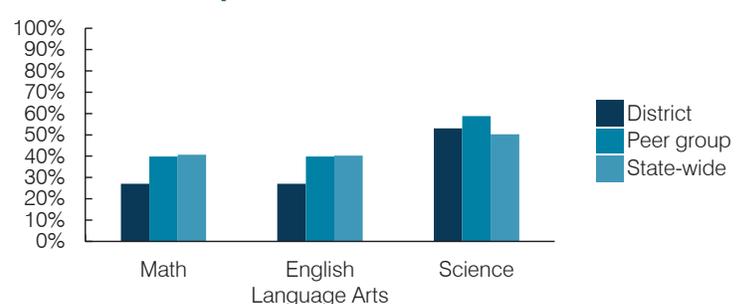


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.7	13.9	14.9
Average years of teacher experience	12.8	14.4	14.6
Percentage of teachers in first 3 years	15%	8%	12%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Osborn Elementary School District

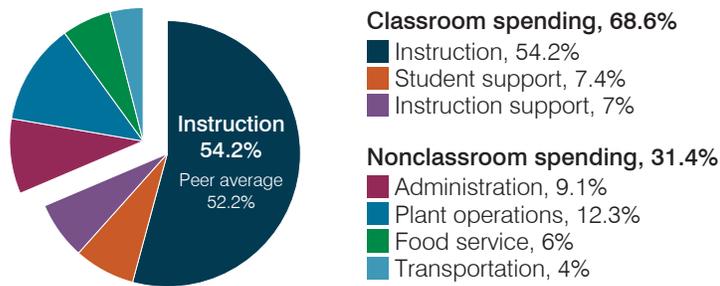
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 14¹
 Legislative district(s): 24
 District location: City
 Number of schools: 5
 Graduation rate (2018): N/A

Students attending; Size: 2,682; Medium-large
 5-year change in students attending: 3% decrease
 Special education population: 15%
 English learner population: 13%
 Poverty rate (2018): 27%
 Free/reduced meal eligibility: 90%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.2	53.1	52.9	51.5	49.1	50.0	49.0	49.6	50.9	49.4	44.3	47.0	48.5	49.0	48.5	50.7	52.6	53.0	54.2

Spending by operational area



Operational measures relative to peer averages

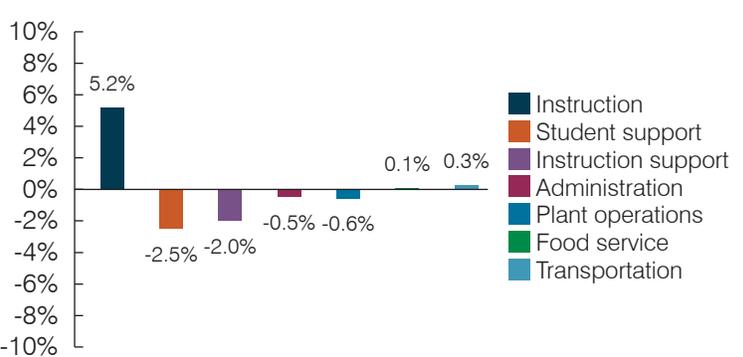
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$871	\$1,047	\$903
	Students per administrative position	67	65	66
Plant operations	Cost per square foot	\$6.99	\$6.60	\$6.49
	Square footage per student	168	145	158
Food service	Cost per meal	\$2.89	\$2.91	\$3.08
Transportation	Cost per mile	\$8.66	\$6.82	\$4.29
	Cost per rider	\$1,327	\$1,386	\$1,424



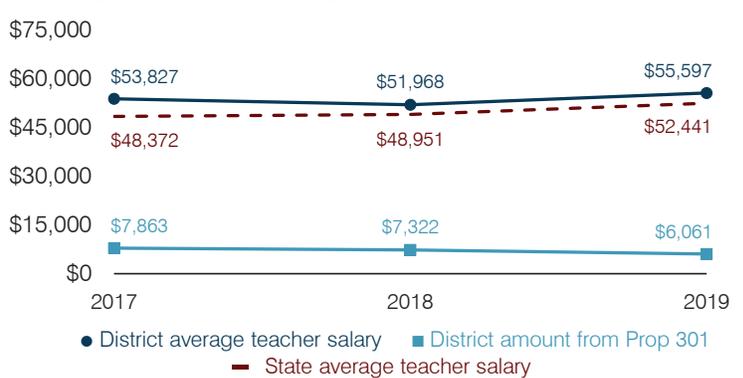
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,625	\$ 5,197	\$ 4,648	\$ 4,869
Student support	612	704	678	754
Instruction support	576	671	551	497
Administration	850	871	1,047	903
Plant operations	1,134	1,176	972	1,027
Food service	561	579	672	438
Transportation	361	384	345	417
Total operational	8,719	9,582	8,913	8,905
Land and buildings	164	8,924	1,393	1,086
Equipment	203	744	556	496
Interest	309	706	344	261
Other	17	26	203	180
Total nonoperational	693	10,400	2,496	2,023
Total per pupil spending	\$ 9,412	\$ 19,982	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

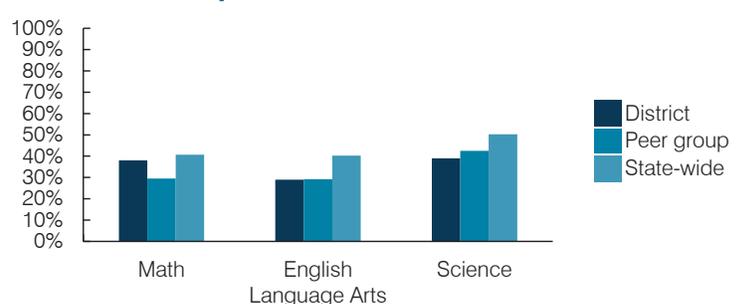


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	19.1	19.3
Average years of teacher experience	7.3	8.3	10.0
Percentage of teachers in first 3 years	39%	35%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Owens-Whitney Elementary School District

Mohave County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 19; Very small

5-year change in students attending: 25% decrease

Special education population: 17%

English learner population: 0%

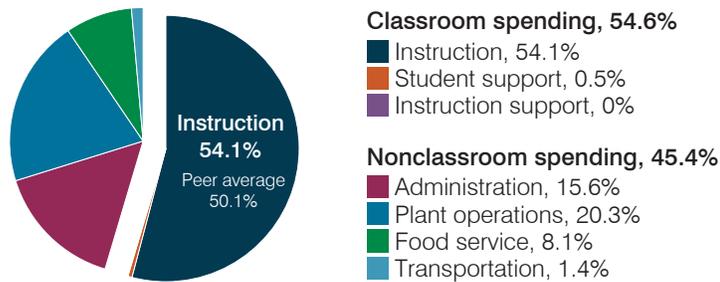
Poverty rate (2018): 13%

Free/reduced meal eligibility: 70%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.0	55.6	53.0	53.7	59.6	60.2	61.4	61.7	61.2	52.3	39.5	55.6	58.7	59.5	47.2	43.7	48.5	49.1	54.1

Spending by operational area



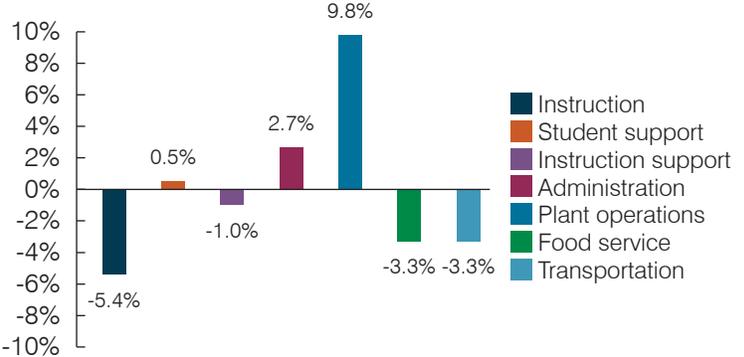
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,082	\$3,398	\$903
	Students per administrative position	19	32	66
Plant operations	Cost per square foot	\$10.30	\$7.70	\$6.49
	Square footage per student	391	382	158
Food service	Cost per meal	\$8.42	\$5.47	\$3.08
Transportation	Cost per mile	\$0.51	\$2.28	\$4.29
	Cost per rider	\$733	\$1,665	\$1,424

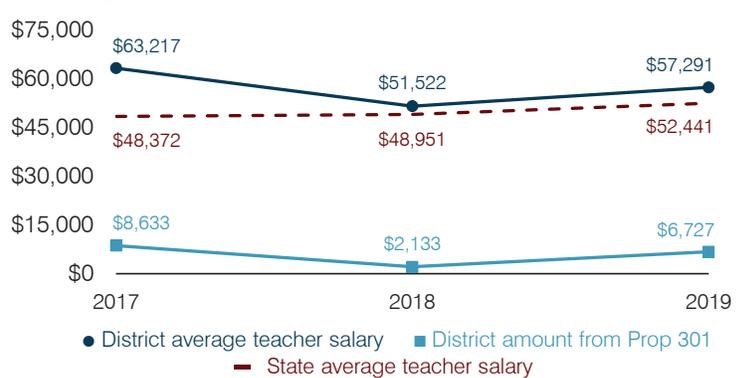
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,263	\$ 10,697	\$ 9,084	\$ 4,869
Student support	62	103	756	754
Instruction support	127	0	438	497
Administration	2,625	3,082	3,398	903
Plant operations	3,922	4,022	2,665	1,027
Food service	3,595	1,609	917	438
Transportation	310	269	976	417
Total operational	20,904	19,782	18,234	8,905
Land and buildings	1,962	2,337	1,425	1,086
Equipment	1,394	1,980	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	3,356	4,317	2,558	2,023
Total per pupil spending	\$ 24,260	\$ 24,099	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.6	11.5	9.5
Average years of teacher experience	27.7	5.1	3.0
Percentage of teachers in first 3 years	33%	0%	50%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Page Unified School District

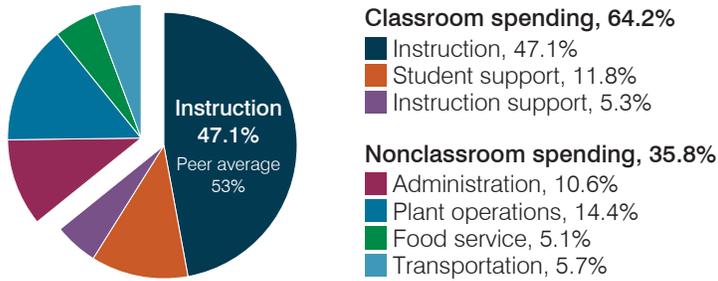
Coconino County
 Peer groups: Operational 4 and T-10, Achievement 5¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 80%

Students attending; Size: 2,559; Medium-large
 5-year change in students attending: 2% decrease
 Special education population: 15%
 English learner population: 4%
 Poverty rate (2018): 21%
 Free/reduced meal eligibility: 75%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.5	54.8	54.8	53.0	51.3	54.8	53.1	52.5	52.3	51.3	49.1	49.4	49.6	49.1	48.7	49.2	44.8	47.3	47.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,104	\$899	\$903
	Students per administrative position	58	68	66
Plant operations	Cost per square foot	\$5.99	\$5.82	\$6.49
	Square footage per student	249	180	158
Food service	Cost per meal	\$3.15	\$3.28	\$3.08
Transportation	Cost per mile	\$2.74	\$2.20	\$4.29
	Cost per rider	\$2,032	\$1,962	\$1,424



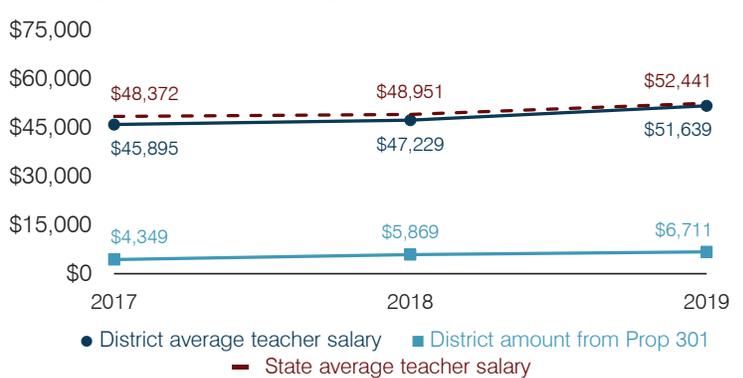
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,847	\$ 4,896	\$ 4,516	\$ 4,869
Student support	1,258	1,224	713	754
Instruction support	570	554	496	497
Administration	1,056	1,104	899	903
Plant operations	1,424	1,495	1,029	1,027
Food service	516	527	438	438
Transportation	583	586	444	417
Total operational	10,254	10,386	8,535	8,905
Land and buildings	289	60	565	1,086
Equipment	318	708	453	496
Interest	7	0	173	261
Other	4	5	70	180
Total nonoperational	618	773	1,261	2,023
Total per pupil spending	\$ 10,872	\$ 11,159	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

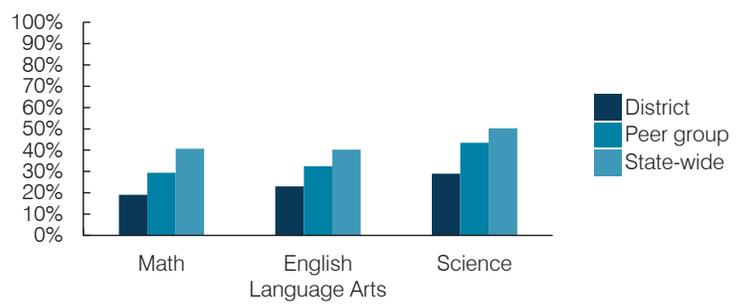


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.3	17.3	18.4
Average years of teacher experience	8.9	9.1	9.3
Percentage of teachers in first 3 years	29%	23%	21%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Palo Verde Elementary School District

Maricopa County

Peer groups: Operational 10 and T-7, Achievement 17¹

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 414; Small

5-year change in students attending: 2% decrease

Special education population: 14%

English learner population: 11%

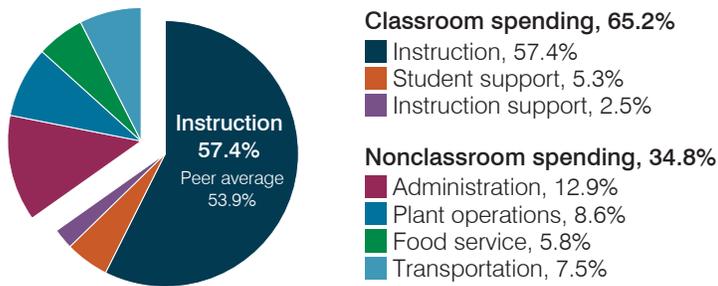
Poverty rate (2018): 22%

Free/reduced meal eligibility: 73%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.3	58.3	53.7	49.9	49.6	53.4	51.4	50.4	51.9	51.0	53.7	52.2	51.6	49.4	55.0	53.9	54.6	55.8	57.4

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,378	\$1,326	\$903
	Students per administrative position	53	52	66
Plant operations	Cost per square foot	\$5.70	\$6.87	\$6.49
	Square footage per student	161	196	158
Food service	Cost per meal	\$3.31	\$3.37	\$3.08
Transportation	Cost per mile	\$2.89	\$3.70	\$4.29
	Cost per rider	\$1,236	\$1,127	\$1,424



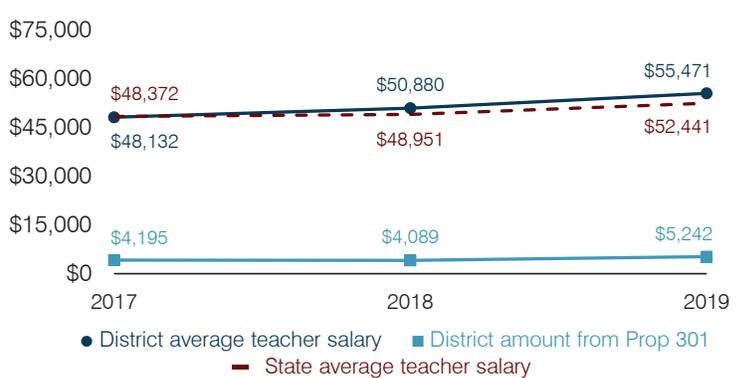
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,228	\$ 6,149	\$ 5,443	\$ 4,869
Student support	599	574	538	754
Instruction support	253	268	403	497
Administration	1,173	1,378	1,326	903
Plant operations	841	919	1,175	1,027
Food service	565	618	588	438
Transportation	717	806	681	417
Total operational	9,376	10,712	10,154	8,905
Land and buildings	242	547	215	1,086
Equipment	335	688	769	496
Interest	50	39	129	261
Other	0	0	126	180
Total nonoperational	627	1,274	1,239	2,023
Total per pupil spending	\$ 10,003	\$ 11,986	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

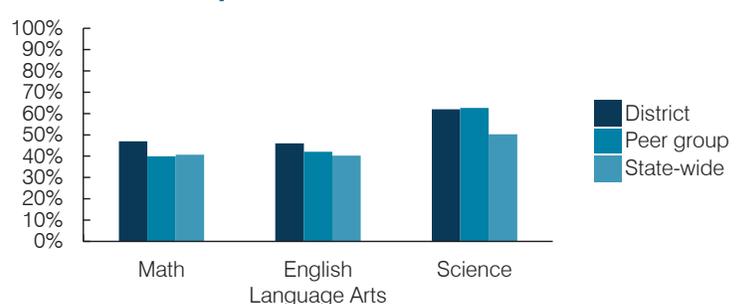


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.5	19.2	17.8
Average years of teacher experience	13.0	14.1	15.3
Percentage of teachers in first 3 years	9%	4%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Paloma Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 109; Very small

5-year change in students attending: 29% increase

Special education population: 27%

English learner population: 28%

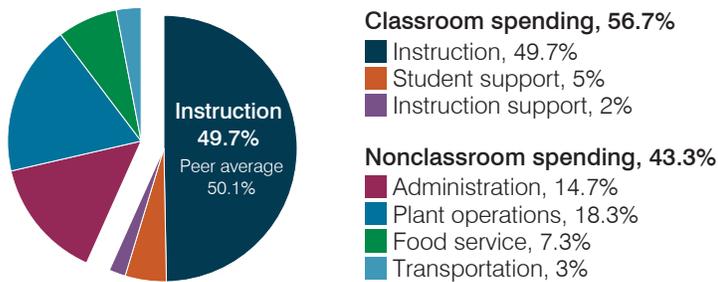
Poverty rate (2018): 17%

Free/reduced meal eligibility: 83%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
43.1	42.9	50.8	46.6	48.1	50.5	48.4	51.4	50.1	47.5	48.4	46.2	43.9	49.5	48.2	48.9	51.9	51.2	49.7

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,094	\$3,398	\$903
	Students per administrative position	36	32	66
Plant operations	Cost per square foot	\$10.36	\$7.70	\$6.49
	Square footage per student	251	382	158
Food service	Cost per meal	\$4.08	\$5.47	\$3.08
Transportation	Cost per mile	\$1.69	\$2.28	\$4.29
	Cost per rider	\$621	\$1,665	\$1,424

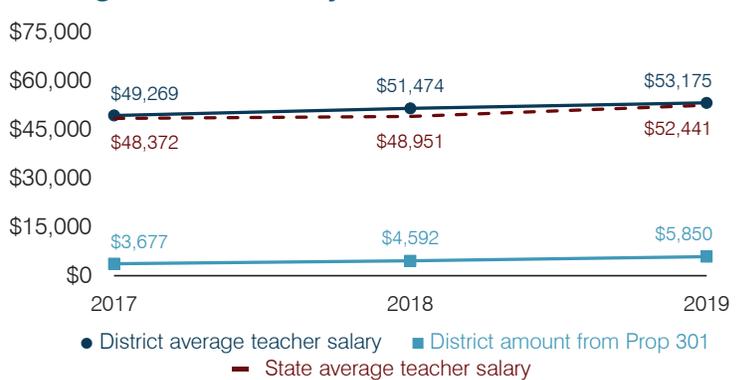
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,702	\$ 7,072	\$ 9,084	\$ 4,869
Student support	728	705	756	754
Instruction support	370	284	438	497
Administration	2,252	2,094	3,398	903
Plant operations	2,347	2,605	2,665	1,027
Food service	1,140	1,037	917	438
Transportation	504	426	976	417
Total operational	15,043	14,223	18,234	8,905
Land and buildings	18,110	29,885	1,425	1,086
Equipment	726	288	1,013	496
Interest	0	162	28	261
Other	1,102	1,185	92	180
Total nonoperational	19,938	31,520	2,558	2,023
Total per pupil spending	\$ 34,981	\$ 45,743	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

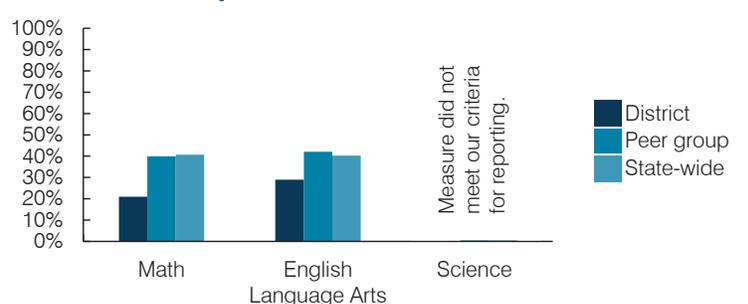


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	13.5	13.4	13.7
Average years of teacher experience	10.6	12.1	13.8
Percentage of teachers in first 3 years	25%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Palominas Elementary School District

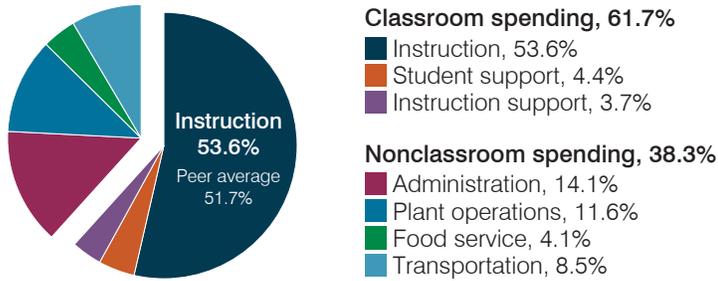
Cochise County
 Peer groups: Operational 9 and T-9, Achievement 16¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): N/A

Students attending; Size: 852; Medium
 5-year change in students attending: 13% decrease
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2018): 14%
 Free/reduced meal eligibility: 48%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.4	54.9	54.2	55.7	54.3	55.6	55.5	55.9	54.1	53.8	51.5	50.3	51.1	50.5	52.9	53.9	52.1	52.2	53.6

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,431	\$1,141	\$903
	Students per administrative position	45	60	66
Plant operations	Cost per square foot	\$7.71	\$6.68	\$6.49
	Square footage per student	152	161	158
Food service	Cost per meal	\$3.73	\$3.16	\$3.08
Transportation	Cost per mile	\$2.46	\$2.74	\$4.29
	Cost per rider	\$1,339	\$1,641	\$1,424



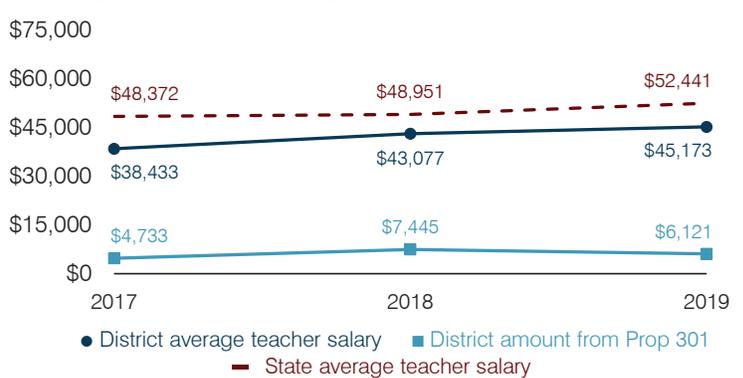
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,474	\$ 5,452	\$ 4,638	\$ 4,869
Student support	432	449	567	754
Instruction support	308	381	481	497
Administration	1,211	1,431	1,141	903
Plant operations	914	1,175	1,054	1,027
Food service	417	419	599	438
Transportation	807	864	498	417
Total operational	8,563	10,171	8,978	8,905
Land and buildings	480	1,071	265	1,086
Equipment	566	1,203	486	496
Interest	33	27	72	261
Other	54	67	134	180
Total nonoperational	1,133	2,368	957	2,023
Total per pupil spending	\$ 9,696	\$ 12,539	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

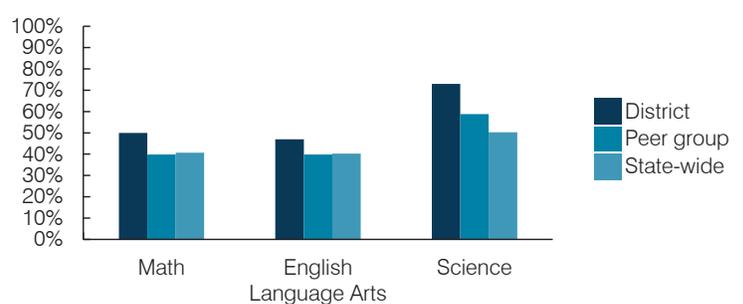


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.5	17.3	15.2
Average years of teacher experience	10.5	11.5	10.2
Percentage of teachers in first 3 years	13%	14%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Paradise Valley Unified School District

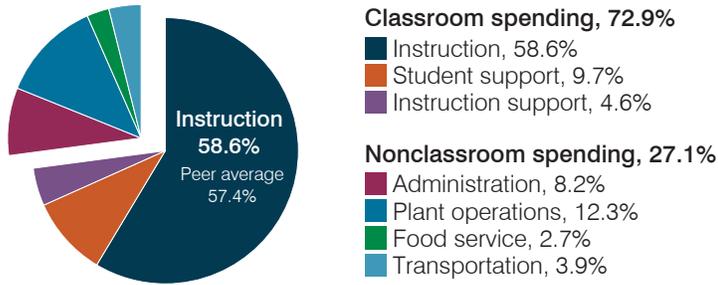
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 2¹
 Legislative district(s): 15, 20, 23, and 28
 District location: City
 Number of schools: 44
 Graduation rate (2018): 88%

Students attending; Size: 29,840; Very large
 5-year change in students attending: 4% decrease
 Special education population: 14%
 English learner population: 5%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 34%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
64.0	64.6	62.9	61.8	63.0	62.1	62.4	60.8	60.6	59.8	58.8	55.8	57.1	57.7	57.2	56.4	57.0	58.5	58.6

Spending by operational area



Operational measures relative to peer averages

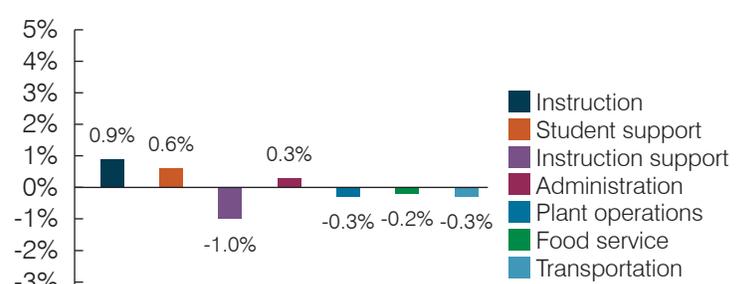
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$741	\$746	\$903
	Students per administrative position	72	78	66
Plant operations	Cost per square foot	\$6.58	\$6.37	\$6.49
	Square footage per student	169	150	158
Food service	Cost per meal	\$2.72	\$2.92	\$3.08
Transportation	Cost per mile	\$4.74	\$4.02	\$4.29
	Cost per rider	\$1,605	\$1,407	\$1,424



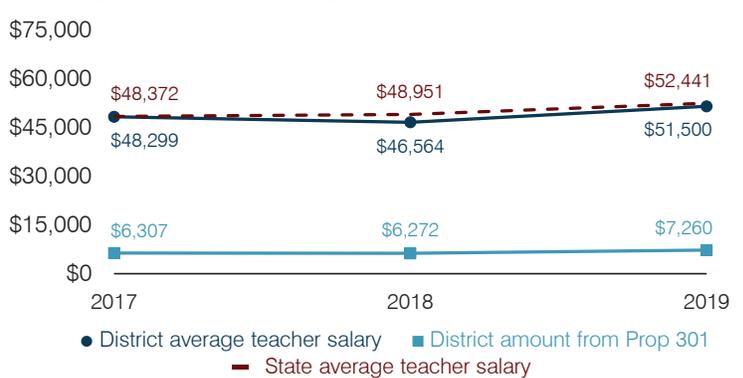
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,846	\$ 5,271	\$ 4,901	\$ 4,869
Student support	770	873	773	754
Instruction support	384	413	427	497
Administration	672	741	746	903
Plant operations	1,063	1,111	949	1,027
Food service	232	240	341	438
Transportation	322	352	381	417
Total operational	8,289	9,001	8,518	8,905
Land and buildings	1,036	1,412	658	1,086
Equipment	392	500	376	496
Interest	339	449	288	261
Other	294	315	217	180
Total nonoperational	2,061	2,676	1,539	2,023
Total per pupil spending	\$ 10,350	\$ 11,677	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

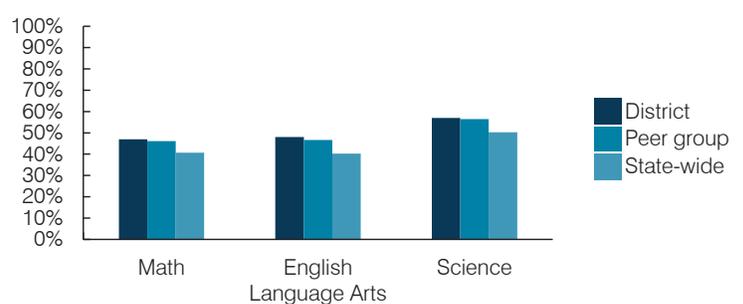


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	18.0	17.6
Average years of teacher experience	12.7	12.7	13.0
Percentage of teachers in first 3 years	17%	15%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Parker Unified School District

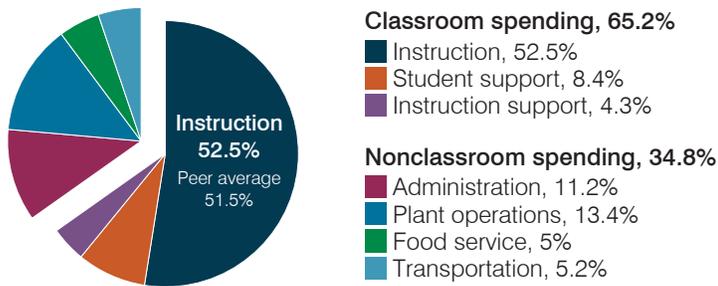
La Paz County
 Peer groups: Operational 5 and T-8, Achievement 7¹
 Legislative district(s): 5
 District location: Town
 Number of schools: 6
 Graduation rate (2018): 80%

Students attending; Size: 1,840; Medium
 5-year change in students attending: 5% decrease
 Special education population: 16%
 English learner population: 2%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 74%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.3	57.3	57.4	57.0	55.1	54.7	54.9	53.8	50.7	52.6	50.5	52.3	51.0	51.0	52.1	50.8	51.1	52.4	52.5

Spending by operational area



Operational measures relative to peer averages

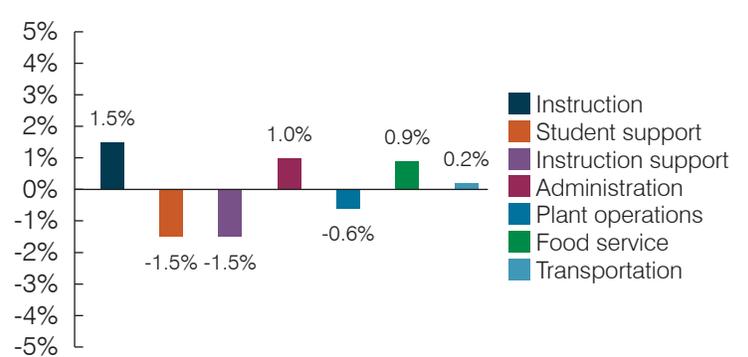
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,194	\$1,190	\$903
	Students per administrative position	58	60	66
Plant operations	Cost per square foot	\$7.06	\$5.67	\$6.49
	Square footage per student	201	257	158
Food service	Cost per meal	\$2.88	\$3.60	\$3.08
Transportation	Cost per mile	\$4.05	\$3.26	\$4.29
	Cost per rider	\$1,783	\$1,447	\$1,424



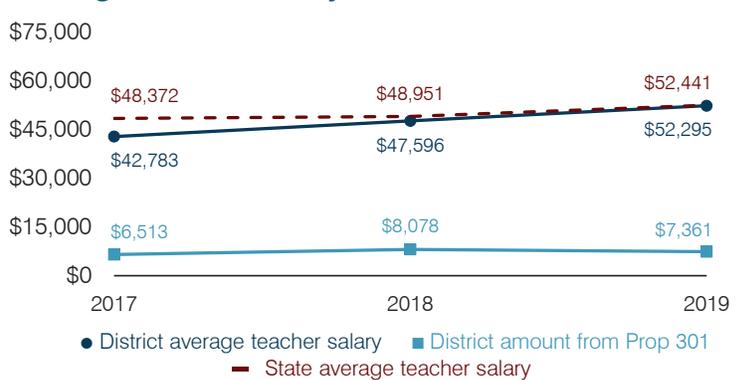
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,116	\$ 5,579	\$ 5,148	\$ 4,869
Student support	838	895	655	754
Instruction support	396	456	436	497
Administration	1,017	1,194	1,190	903
Plant operations	1,355	1,418	1,416	1,027
Food service	485	528	428	438
Transportation	555	548	546	417
Total operational	9,762	10,618	9,819	8,905
Land and buildings	178	49	1,012	1,086
Equipment	576	804	658	496
Interest	0	0	238	261
Other	50	38	84	180
Total nonoperational	804	891	1,992	2,023
Total per pupil spending	\$ 10,566	\$ 11,509	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

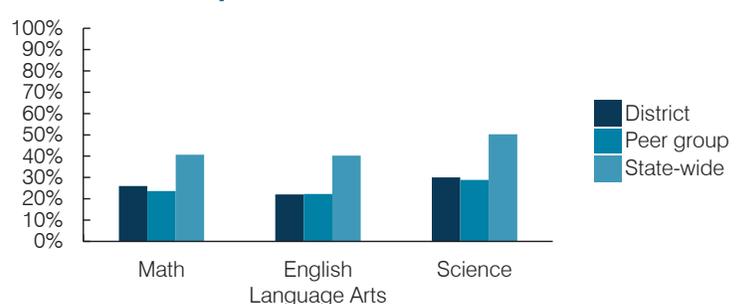


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.0	16.4	17.0
Average years of teacher experience	10.9	11.1	11.5
Percentage of teachers in first 3 years	25%	22%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Patagonia Elementary School District

Santa Cruz County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 90; Very small

5-year change in students attending: 1% increase

Special education population: 10%

English learner population: 6%

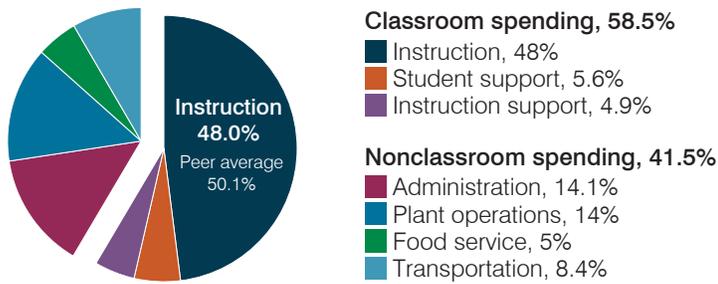
Poverty rate (2018): 21%

Free/reduced meal eligibility: 79%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6	44.7	46.6	48.5	49.9	48.0

Spending by operational area



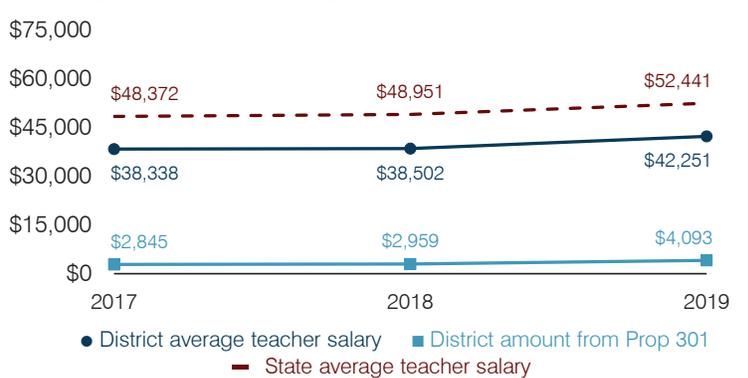
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,413	\$3,398	\$903
	Students per administrative position	61	32	66
Plant operations	Cost per square foot	\$4.76	\$7.70	\$6.49
	Square footage per student	504	382	158
Food service	Cost per meal	\$4.19	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$3,789	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

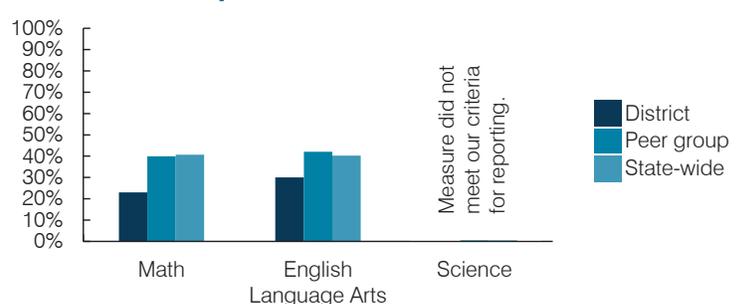


Measure	2017	2018	2019
Students per teacher	7.6	9.0	10.0
Average years of teacher experience	10.3	11.4	11.5
Percentage of teachers in first 3 years	20%	11%	13%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,677	\$ 8,204	\$ 9,084	\$ 4,869
Student support	967	964	756	754
Instruction support	801	828	438	497
Administration	2,241	2,413	3,398	903
Plant operations	2,530	2,395	2,665	1,027
Food service	716	861	917	438
Transportation	1,449	1,443	976	417
Total operational	17,381	17,108	18,234	8,905
Land and buildings	347	26	1,425	1,086
Equipment	198	872	1,013	496
Interest	0	0	28	261
Other	54	24	92	180
Total nonoperational	599	922	2,558	2,023
Total per pupil spending	\$ 17,980	\$ 18,030	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Patagonia Union High School District

Santa Cruz County

Peer groups: Operational 11 and T-11, Achievement 10¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): 95%

Students attending; Size: 76; Very small

5-year change in students attending: 1% increase

Special education population: 10%

English learner population: 1%

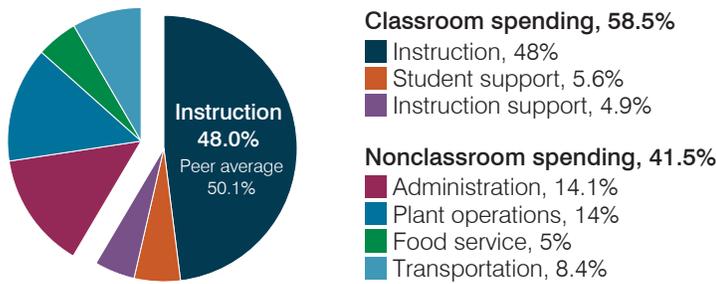
Poverty rate (2018): 12%

Free/reduced meal eligibility: 65%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6	44.7	46.6	48.5	49.9	48.0

Spending by operational area



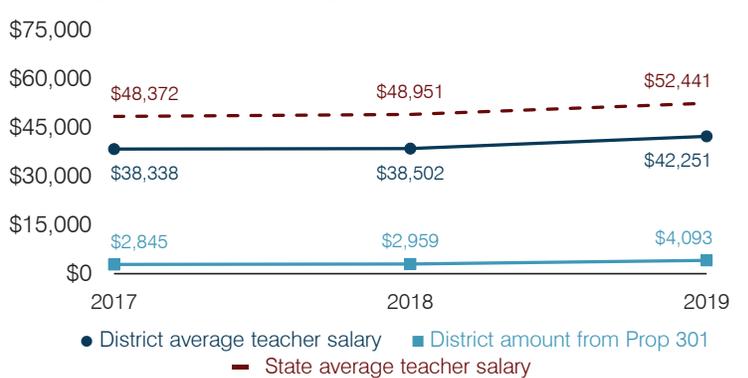
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,413	\$3,398	\$903
	Students per administrative position	61	32	66
Plant operations	Cost per square foot	\$4.76	\$7.70	\$6.49
	Square footage per student	504	382	158
Food service	Cost per meal	\$4.19	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$3,789	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

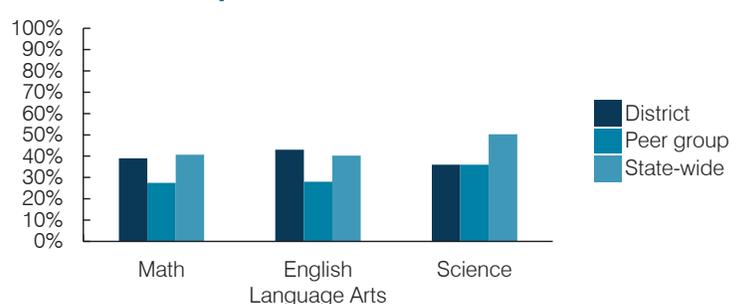


Measure	2017	2018	2019
Students per teacher	7.6	9.0	10.0
Average years of teacher experience	10.3	11.4	11.5
Percentage of teachers in first 3 years	20%	11%	13%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,677	\$ 8,204	\$ 9,084	\$ 4,869
Student support	967	964	756	754
Instruction support	801	828	438	497
Administration	2,241	2,413	3,398	903
Plant operations	2,530	2,395	2,665	1,027
Food service	716	861	917	438
Transportation	1,449	1,443	976	417
Total operational	17,381	17,108	18,234	8,905
Land and buildings	347	26	1,425	1,086
Equipment	198	872	1,013	496
Interest	0	0	28	261
Other	54	24	92	180
Total nonoperational	599	922	2,558	2,023
Total per pupil spending	\$ 17,980	\$ 18,030	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Payson Unified School District

Gila County

Peer groups: Operational 4 and T-8, Achievement 5¹

Legislative district(s): 6

District location: Town

Number of schools: 5

Graduation rate (2018): 72%

Students attending; Size: 2,227; Medium-large

5-year change in students attending: 4% decrease

Special education population: 14%

English learner population: 2%

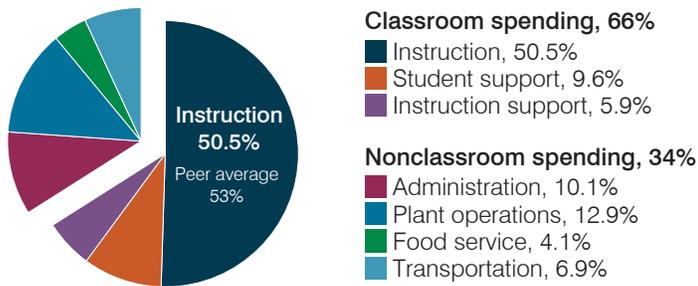
Poverty rate (2018): 24%

Free/reduced meal eligibility: 50%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.8	60.8	61.5	59.5	59.3	57.4	57.0	58.3	57.2	56.2	55.4	55.4	53.3	52.7	53.9	52.2	52.2	49.7	50.5

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$899	\$903
	Students per administrative position	58	68	66
Plant operations	Cost per square foot	\$6.20	\$5.82	\$6.49
	Square footage per student	181	180	158
Food service	Cost per meal	\$3.27	\$3.28	\$3.08
Transportation	Cost per mile	\$4.74	\$3.26	\$4.29
	Cost per rider	\$1,727	\$1,447	\$1,424



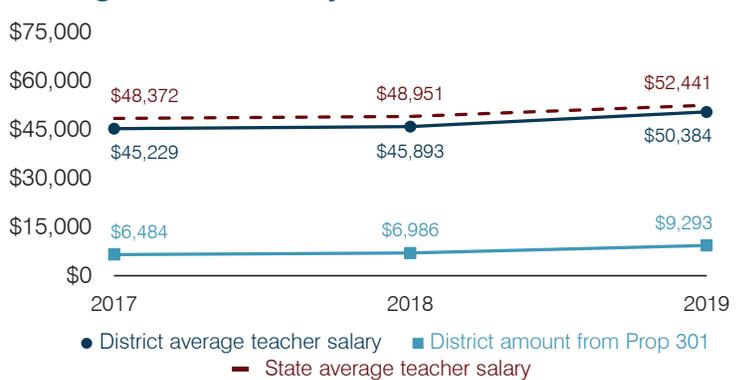
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,955	\$ 4,403	\$ 4,516	\$ 4,869
Student support	738	834	713	754
Instruction support	481	523	496	497
Administration	762	881	899	903
Plant operations	1,074	1,123	1,029	1,027
Food service	364	355	438	438
Transportation	582	600	444	417
Total operational	7,956	8,719	8,535	8,905
Land and buildings	156	286	565	1,086
Equipment	408	300	453	496
Interest	633	610	173	261
Other	22	5	70	180
Total nonoperational	1,219	1,201	1,261	2,023
Total per pupil spending	\$ 9,175	\$ 9,920	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

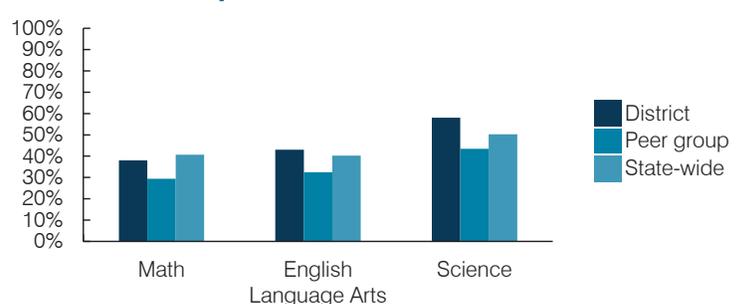


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.0	20.5	19.9
Average years of teacher experience	13.1	13.2	16.4
Percentage of teachers in first 3 years	18%	11%	10%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Peach Springs Unified School District

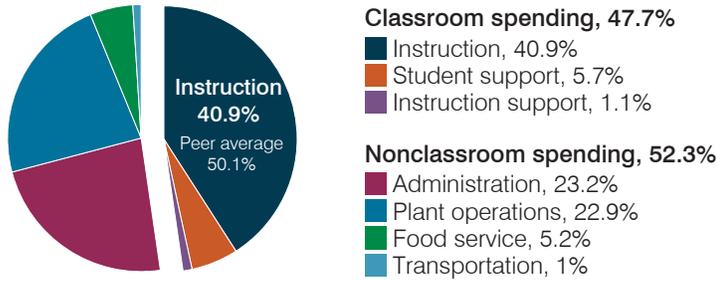
Mohave County
 Peer groups: Operational 11 and Achievement 20¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 150; Very small
 5-year change in students attending: 18% decrease
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.2	59.4	57.8	55.0	60.6	61.3	22.8	53.7	41.3	54.1	41.2	43.9	42.6	42.5	39.2	37.8	33.5	42.0	40.9

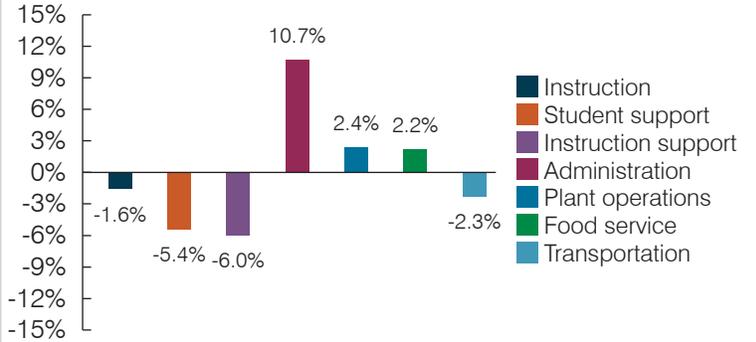
Spending by operational area



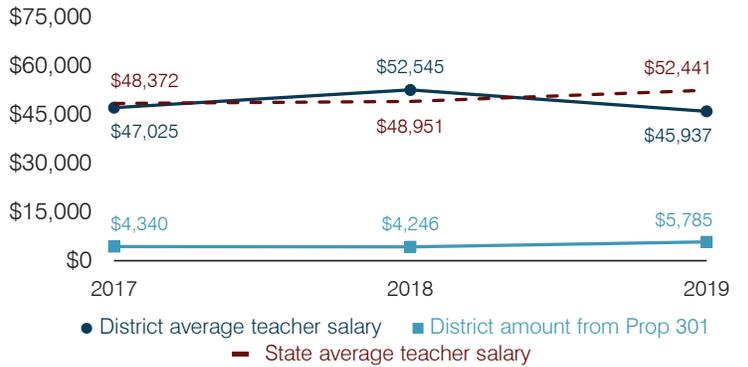
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,277	\$3,398	\$903
	Students per administrative position	60	32	66
Plant operations	Cost per square foot	\$9.22	\$7.70	\$6.49
	Square footage per student	352	382	158
Food service	Cost per meal	\$3.97	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,202	\$ 5,791	\$ 9,084	\$ 4,869
Student support	1,103	811	756	754
Instruction support	420	148	438	497
Administration	3,799	3,277	3,398	903
Plant operations	2,490	3,246	2,665	1,027
Food service	619	729	917	438
Transportation	126	147	976	417
Total operational	14,759	14,149	18,234	8,905
Land and buildings	23	2,953	1,425	1,086
Equipment	592	1,060	1,013	496
Interest	543	614	28	261
Other	2	0	92	180
Total nonoperational	1,160	4,627	2,558	2,023
Total per pupil spending	\$ 15,919	\$ 18,776	\$20,792	\$10,928

Measure	2017	2018	2019
Students per teacher	20.4	11.1	10.0
Average years of teacher experience	2.3	4.5	7.1
Percentage of teachers in first 3 years	67%	27%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Pearce Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 90; Very small

5-year change in students attending: 11% decrease

Special education population: 21%

English learner population: 0%

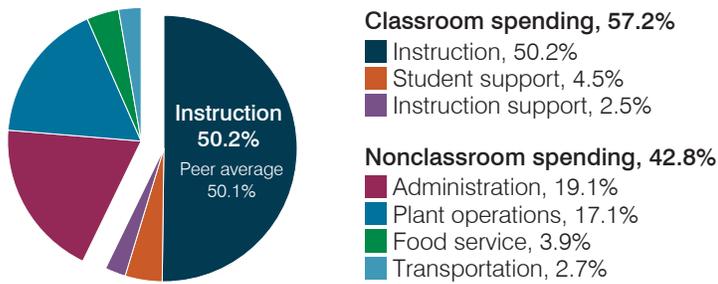
Poverty rate (2018): 16%

Free/reduced meal eligibility: 63%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.9	58.8	58.6	54.6	52.4	53.9	54.4	55.3	56.1	55.1	54.1	58.0	53.3	54.6	55.0	56.9	55.9	52.3	50.2

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,704	\$3,398	\$903
	Students per administrative position	27	32	66
Plant operations	Cost per square foot	\$7.46	\$7.70	\$6.49
	Square footage per student	324	382	158
Food service	Cost per meal	\$3.57	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$632	\$1,665	\$1,424

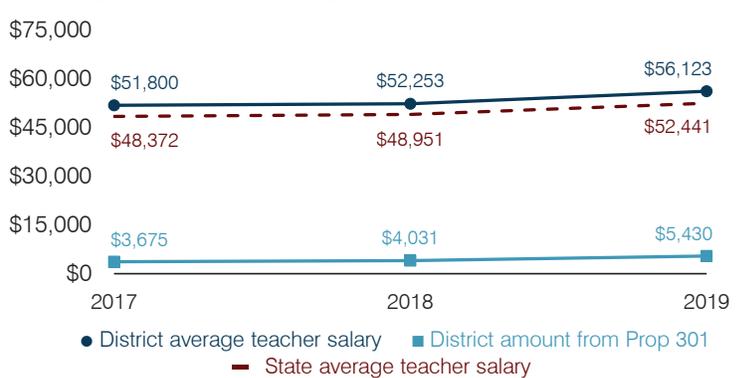
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,874	\$ 7,104	\$ 9,084	\$ 4,869
Student support	707	640	756	754
Instruction support	371	354	438	497
Administration	2,993	2,704	3,398	903
Plant operations	2,934	2,418	2,665	1,027
Food service	648	552	917	438
Transportation	453	384	976	417
Total operational	16,980	14,156	18,234	8,905
Land and buildings	47	144	1,425	1,086
Equipment	254	1,559	1,013	496
Interest	30	40	28	261
Other	0	0	92	180
Total nonoperational	331	1,743	2,558	2,023
Total per pupil spending	\$ 17,311	\$ 15,899	\$20,792	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

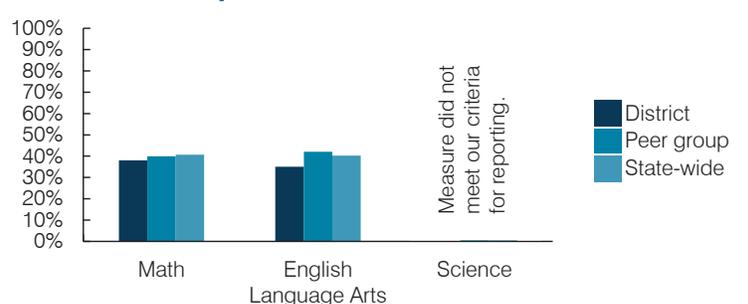


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.0	10.4	14.5
Average years of teacher experience	13.6	12.7	12.4
Percentage of teachers in first 3 years	0%	0%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Pendergast Elementary School District

Maricopa County

Peer groups: Operational 7 and T-2, Achievement 13¹

Legislative district(s): 19 and 29

District location: City

Number of schools: 12

Graduation rate (2018): N/A

Students attending; Size: 8,868; Large

5-year change in students attending: 4% decrease

Special education population: 12%

English learner population: 10%

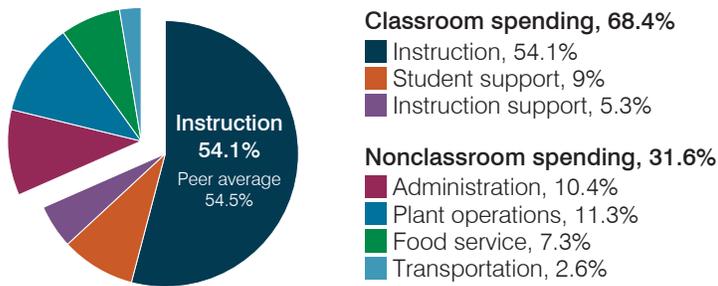
Poverty rate (2018): 21%

Free/reduced meal eligibility: 67%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.9	57.0	59.0	59.1	58.9	59.3	56.2	56.3	56.0	55.1	55.5	54.2	52.5	51.3	53.5	51.4	53.6	53.4	54.1

Spending by operational area



Operational measures relative to peer averages

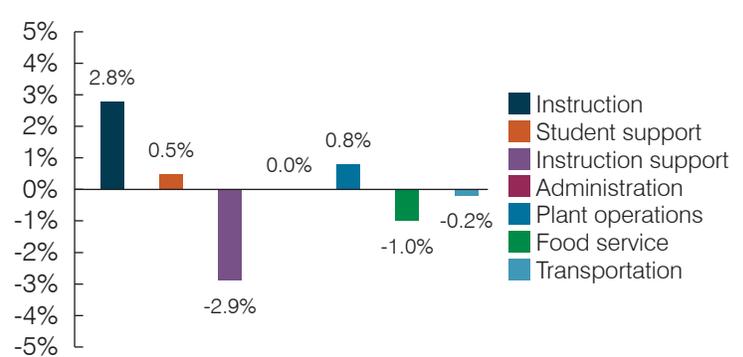
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$863	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$6.69	\$6.31	\$6.49
	Square footage per student	141	142	158
Food service	Cost per meal	\$2.63	\$2.97	\$3.08
Transportation	Cost per mile	\$6.91	\$6.82	\$4.29
	Cost per rider	\$1,347	\$1,386	\$1,424



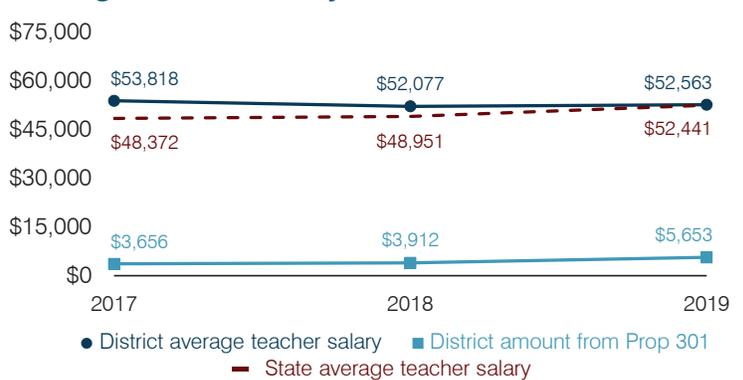
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,974	\$ 4,512	\$ 4,824	\$ 4,869
Student support	607	746	760	754
Instruction support	414	444	554	497
Administration	786	863	887	903
Plant operations	864	942	892	1,027
Food service	605	607	608	438
Transportation	188	220	342	417
Total operational	7,438	8,334	8,867	8,905
Land and buildings	725	941	1,189	1,086
Equipment	662	469	508	496
Interest	145	149	230	261
Other	147	146	177	180
Total nonoperational	1,679	1,705	2,104	2,023
Total per pupil spending	\$ 9,117	\$ 10,039	\$ 10,971	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

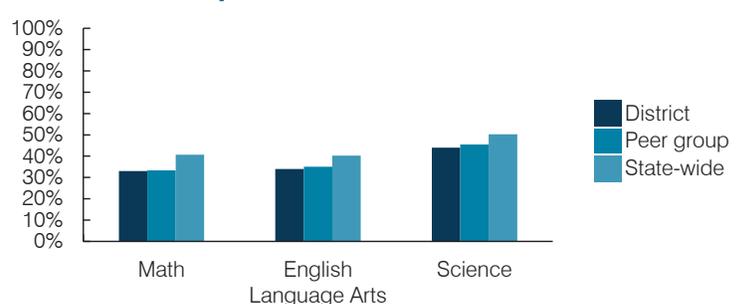


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.6	21.2	19.0
Average years of teacher experience	10.2	10.0	9.9
Percentage of teachers in first 3 years	21%	22%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Peoria Unified School District

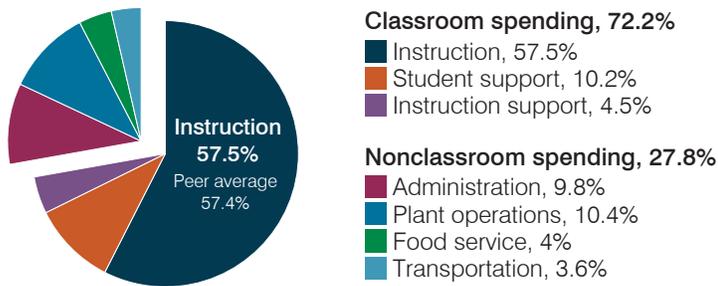
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 2¹
 Legislative district(s): 20, 21, 22, and 29
 District location: Suburb
 Number of schools: 41
 Graduation rate (2018): 95%

Students attending; Size: 35,919; Very large
 5-year change in students attending: 2% increase
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 41%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.9	61.5	61.4	61.5	60.0	60.6	59.6	59.8	60.5	59.6	57.2	57.6	56.0	57.9	54.9	56.2	56.9	56.8	57.5

Spending by operational area



Operational measures relative to peer averages

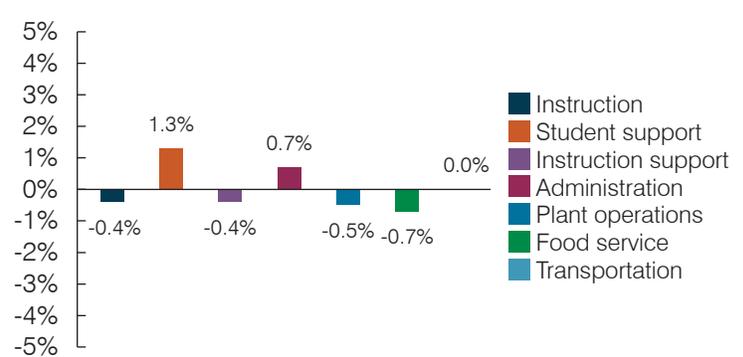
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$764	\$746	\$903
	Students per administrative position	89	78	66
Plant operations	Cost per square foot	\$6.23	\$6.37	\$6.49
	Square footage per student	131	150	158
Food service	Cost per meal	\$2.75	\$2.92	\$3.08
Transportation	Cost per mile	\$3.92	\$4.02	\$4.29
	Cost per rider	\$1,349	\$1,407	\$1,424



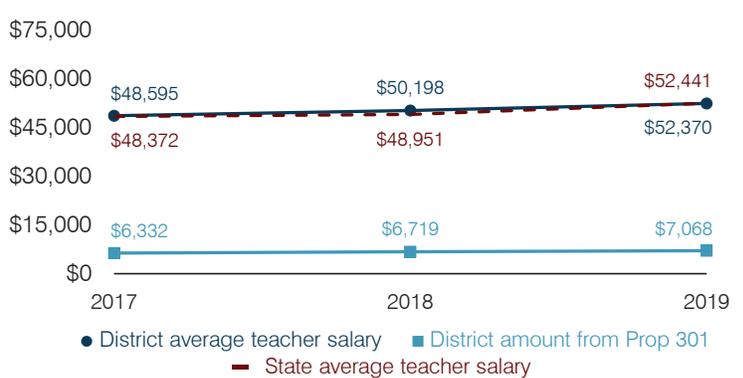
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,166	\$ 4,503	\$ 4,901	\$ 4,869
Student support	753	802	773	754
Instruction support	328	353	427	497
Administration	734	764	746	903
Plant operations	773	817	949	1,027
Food service	317	310	341	438
Transportation	260	281	381	417
Total operational	7,331	7,830	8,518	8,905
Land and buildings	454	340	658	1,086
Equipment	278	276	376	496
Interest	284	296	288	261
Other	122	103	217	180
Total nonoperational	1,138	1,015	1,539	2,023
Total per pupil spending	\$ 8,469	\$ 8,845	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

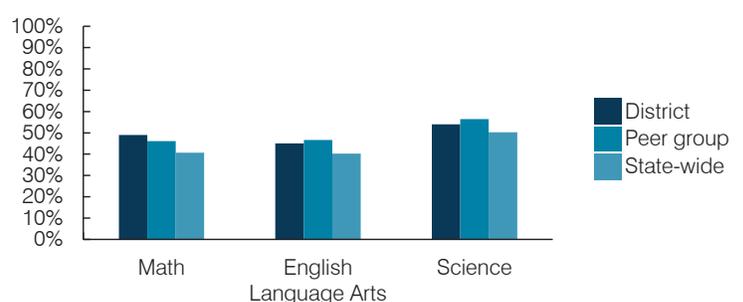


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	19.1	18.7
Average years of teacher experience	11.3	11.6	11.8
Percentage of teachers in first 3 years	17%	15%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Phoenix Elementary School District

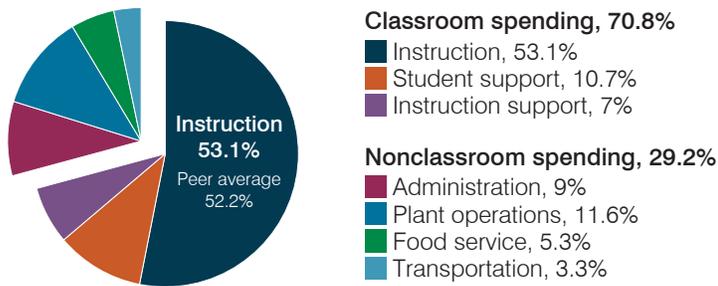
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 15¹
 Legislative district(s): 24, 27, and 30
 District location: City
 Number of schools: 13
 Graduation rate (2018): N/A

Students attending; Size: 6,033; Medium-large
 5-year change in students attending: 12% decrease
 Special education population: 12%
 English learner population: 15%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.8	55.3	54.3	54.1	57.1	55.1	54.0	56.3	53.8	50.9	49.1	48.8	48.0	48.3	49.2	49.5	49.8	51.3	53.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,097	\$1,047	\$903
	Students per administrative position	46	65	66
Plant operations	Cost per square foot	\$7.30	\$6.60	\$6.49
	Square footage per student	194	145	158
Food service	Cost per meal	\$3.05	\$2.91	\$3.08
Transportation	Cost per mile	\$8.94	\$6.82	\$4.29
	Cost per rider	\$2,216	\$1,386	\$1,424



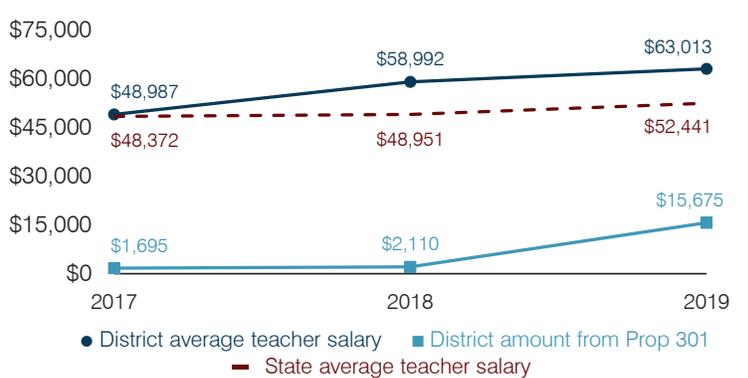
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,997	\$ 6,479	\$ 4,648	\$ 4,869
Student support	1,270	1,304	678	754
Instruction support	1,034	853	551	497
Administration	1,061	1,097	1,047	903
Plant operations	1,340	1,414	972	1,027
Food service	619	656	672	438
Transportation	374	403	345	417
Total operational	11,695	12,206	8,913	8,905
Land and buildings	1,377	2,658	1,393	1,086
Equipment	1,078	733	556	496
Interest	330	302	344	261
Other	33	35	203	180
Total nonoperational	2,818	3,728	2,496	2,023
Total per pupil spending	\$ 14,513	\$ 15,934	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

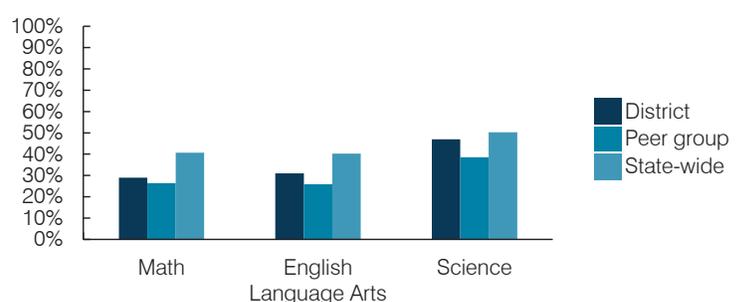


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.5	17.4	16.9
Average years of teacher experience	10.3	10.9	11.4
Percentage of teachers in first 3 years	26%	21%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Phoenix Union High School District

Maricopa County

Peer groups: Operational 1 and T-5, Achievement 9¹

Legislative district(s): 19, 24, 27, 28, 29, and 30

District location: City

Number of schools: 17

Graduation rate (2018): 82%

Students attending; Size: 27,088; Very large

5-year change in students attending: 3% increase

Special education population: 11%

English learner population: 8%

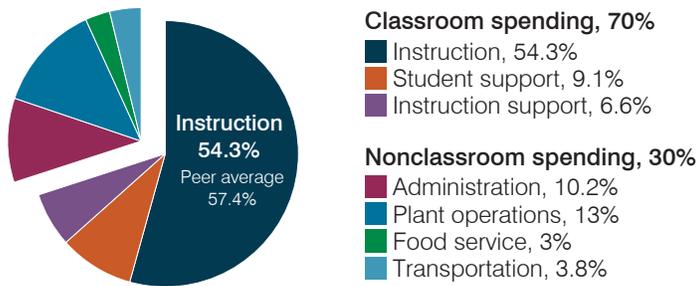
Poverty rate (2018): 26%

Free/reduced meal eligibility: 83%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.5	52.0	53.1	54.3	55.3	56.8	57.1	56.1	55.6	54.9	56.2	54.5	55.0	54.7	55.4	54.0	53.6	53.3	54.3

Spending by operational area



Operational measures relative to peer averages

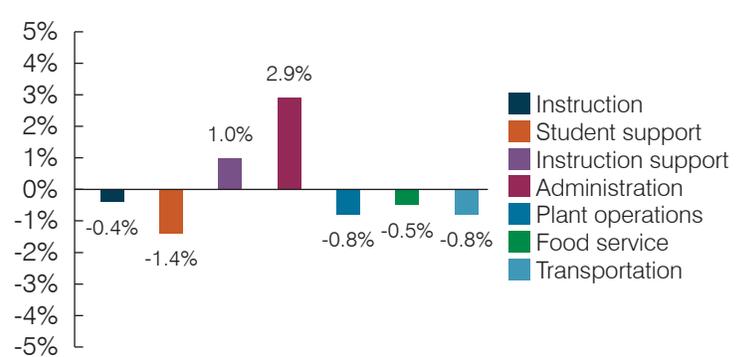
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,175	\$746	\$903
	Students per administrative position	48	78	66
Plant operations	Cost per square foot	\$9.13	\$6.37	\$6.49
	Square footage per student	164	150	158
Food service	Cost per meal	\$2.55	\$2.92	\$3.08
Transportation	Cost per mile	N/A	\$4.10	\$4.29
	Cost per rider	\$1,188	\$1,775	\$1,424



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,783	\$ 6,284	\$ 4,901	\$ 4,869
Student support	1,074	1,049	773	754
Instruction support	659	766	427	497
Administration	1,154	1,175	746	903
Plant operations	1,385	1,500	949	1,027
Food service	363	347	341	438
Transportation	435	446	381	417
Total operational	10,853	11,567	8,518	8,905
Land and buildings	1,944	2,209	658	1,086
Equipment	595	923	376	496
Interest	418	699	288	261
Other	43	40	217	180
Total nonoperational	3,000	3,871	1,539	2,023
Total per pupil spending	\$ 13,853	\$ 15,438	\$ 10,057	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

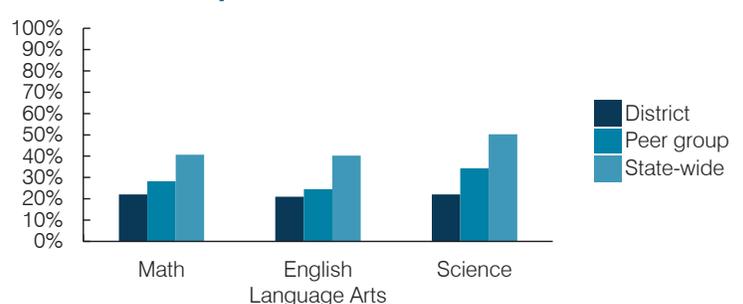


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.3	17.7	17.4
Average years of teacher experience	13.3	13.3	13.3
Percentage of teachers in first 3 years	8%	10%	11%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Picacho Elementary School District

Pinal County

Peer groups: Operational 11 and T-11, Achievement 18¹

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 166; Very small

5-year change in students attending: 7% decrease

Special education population: 11%

English learner population: 13%

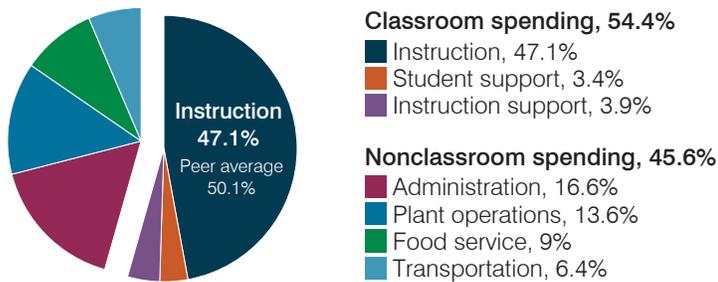
Poverty rate (2018): 27%

Free/reduced meal eligibility: 93%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.0	52.7	55.9	48.5	54.1	55.8	52.3	57.9	55.6	56.2	51.8	52.3	51.9	55.3	53.6	53.5	49.1	49.8	47.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,398	\$903
	Students per administrative position	60	32	66
Plant operations	Cost per square foot	\$8.91	\$7.70	\$6.49
	Square footage per student	162	382	158
Food service	Cost per meal	\$3.91	\$5.47	\$3.08
Transportation	Cost per mile	\$3.41	\$2.28	\$4.29
	Cost per rider	\$812	\$1,665	\$1,424

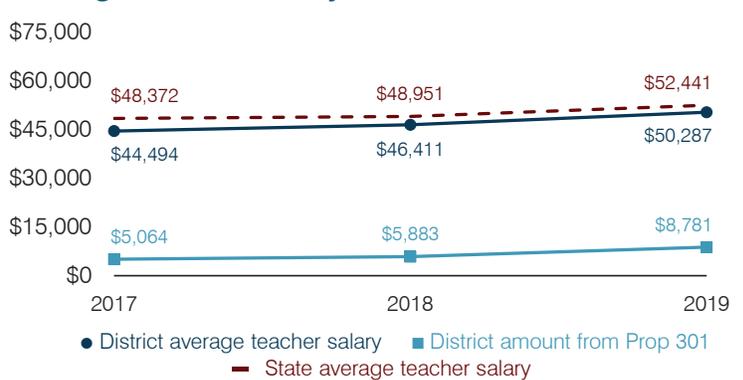
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,778	\$ 4,984	\$ 9,084	\$ 4,869
Student support	401	357	756	754
Instruction support	124	415	438	497
Administration	1,613	1,756	3,398	903
Plant operations	1,157	1,440	2,665	1,027
Food service	963	960	917	438
Transportation	550	680	976	417
Total operational	9,586	10,592	18,234	8,905
Land and buildings	92	180	1,425	1,086
Equipment	282	940	1,013	496
Interest	18	13	28	261
Other	0	0	92	180
Total nonoperational	392	1,133	2,558	2,023
Total per pupil spending	\$ 9,978	\$ 11,725	\$20,792	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

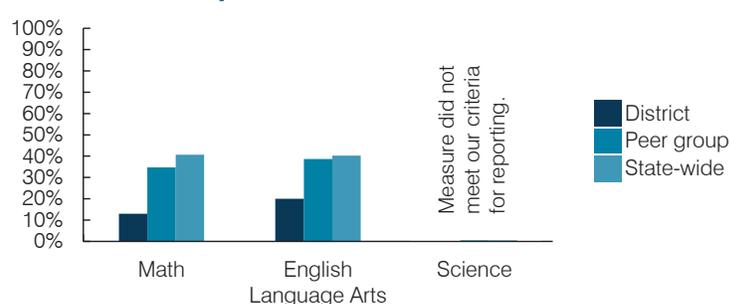


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	13.8	15.1
Average years of teacher experience	10.5	10.3	9.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Pima Unified School District

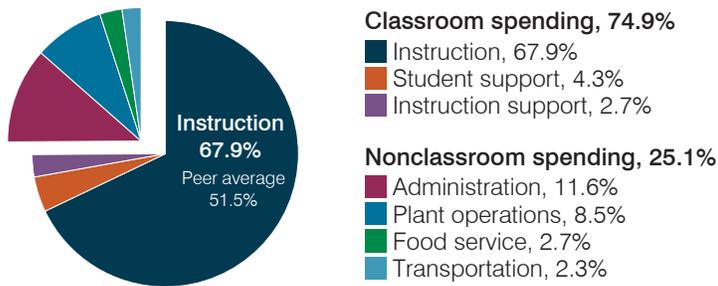
Graham County
 Peer groups: Operational 5 and T-6, Achievement 6¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 88%

Students attending; Size: 916; Medium
 5-year change in students attending: 19% increase
 Special education population: 19%
 English learner population: 2%
 Poverty rate (2018): 27%
 Free/reduced meal eligibility: 42%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.9	61.5	61.0	58.7	59.6	57.6	60.9	60.4	60.3	57.8	59.0	57.2	59.6	61.5	61.4	59.4	62.3	64.1	67.9

Spending by operational area



Operational measures relative to peer averages

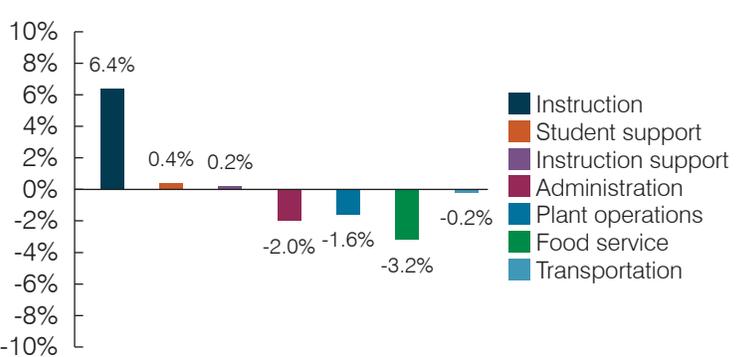
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$1,190	\$903
	Students per administrative position	70	60	66
Plant operations	Cost per square foot	\$5.22	\$5.67	\$6.49
	Square footage per student	123	257	158
Food service	Cost per meal	\$2.85	\$3.60	\$3.08
Transportation	Cost per mile	\$4.17	\$4.23	\$4.29
	Cost per rider	\$728	\$768	\$1,424



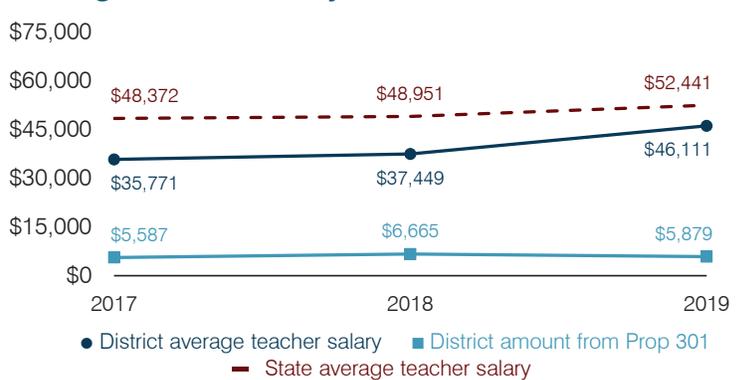
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,693	\$ 5,167	\$ 5,148	\$ 4,869
Student support	299	327	655	754
Instruction support	203	205	436	497
Administration	921	881	1,190	903
Plant operations	660	645	1,416	1,027
Food service	340	205	428	438
Transportation	204	177	546	417
Total operational	7,320	7,607	9,819	8,905
Land and buildings	134	437	1,012	1,086
Equipment	365	485	658	496
Interest	10	2	238	261
Other	2	2	84	180
Total nonoperational	511	926	1,992	2,023
Total per pupil spending	\$ 7,831	\$ 8,533	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

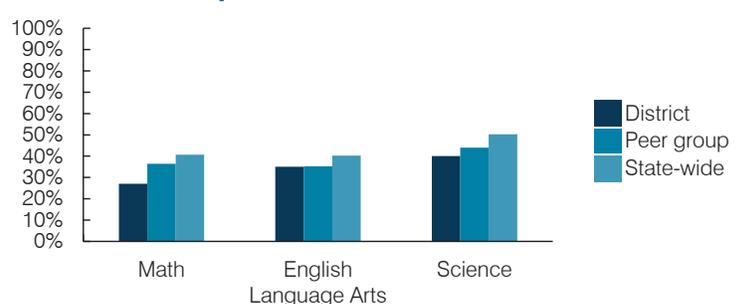


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.6	15.4	16.7
Average years of teacher experience	13.3	11.2	11.8
Percentage of teachers in first 3 years	7%	14%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Pine Strawberry Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 119; Very small

5-year change in students attending: 9% increase

Special education population: 18%

English learner population: 0%

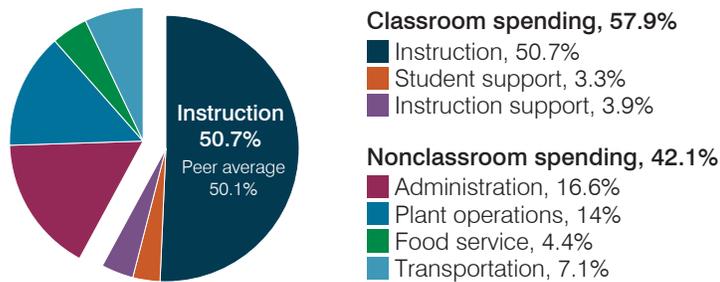
Poverty rate (2018): 20%

Free/reduced meal eligibility: 59%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
51.5	55.2	55.7	52.6	54.8	49.7	48.5	50.7	47.4	49.6	49.2	51.9	49.7	48.8	51.5	53.0	54.5	53.0	50.7

Spending by operational area



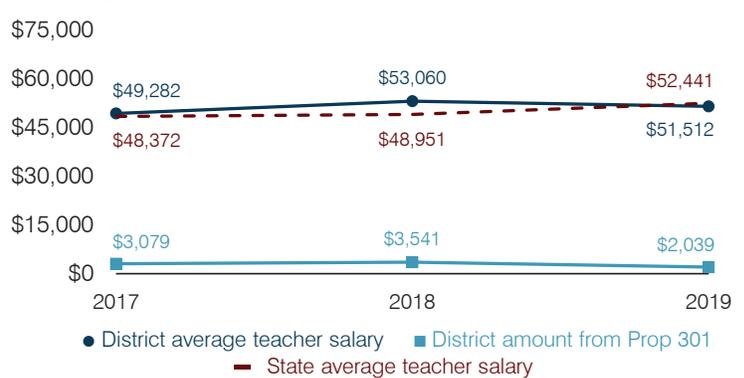
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,131	\$3,398	\$903
	Students per administrative position	24	32	66
Plant operations	Cost per square foot	\$6.22	\$7.70	\$6.49
	Square footage per student	560	382	158
Food service	Cost per meal	\$7.56	\$5.47	\$3.08
Transportation	Cost per mile	\$3.45	\$2.28	\$4.29
	Cost per rider	\$2,675	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

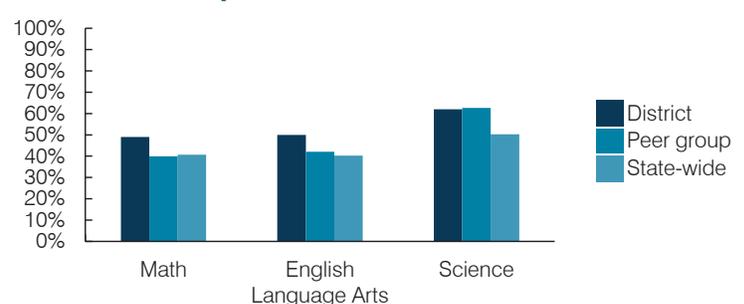


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 13,359	\$ 12,623	\$ 9,084	\$ 4,869
Student support	890	833	756	754
Instruction support	893	969	438	497
Administration	4,286	4,131	3,398	903
Plant operations	2,807	3,485	2,665	1,027
Food service	1,053	1,105	917	438
Transportation	1,942	1,773	976	417
Total operational	25,230	24,919	18,234	8,905
Land and buildings	2,235	657	1,425	1,086
Equipment	745	289	1,013	496
Interest	1	0	28	261
Other	18	0	92	180
Total nonoperational	2,999	946	2,558	2,023
Total per pupil spending	\$ 28,229	\$ 25,865	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	6.7	6.6	6.6
Average years of teacher experience	13.9	14.2	16.2
Percentage of teachers in first 3 years	0%	6%	11%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Piñon Unified School District

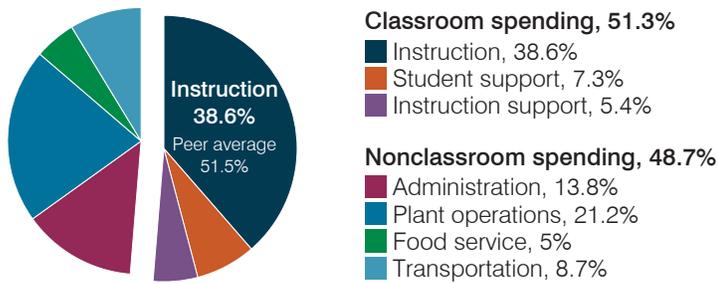
Navajo County
 Peer groups: Operational 5 and T-10, Achievement 7¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): 63%

Students attending; Size: 1,029; Medium
 5-year change in students attending: 17% decrease
 Special education population: 12%
 English learner population: 6%
 Poverty rate (2018): 47%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
44.9	51.5	52.0	49.8	45.8	42.0	40.7	42.1	37.7	35.0	36.5	38.9	37.7	41.2	42.4	39.2	40.0	38.0	38.6

Spending by operational area



Operational measures relative to peer averages

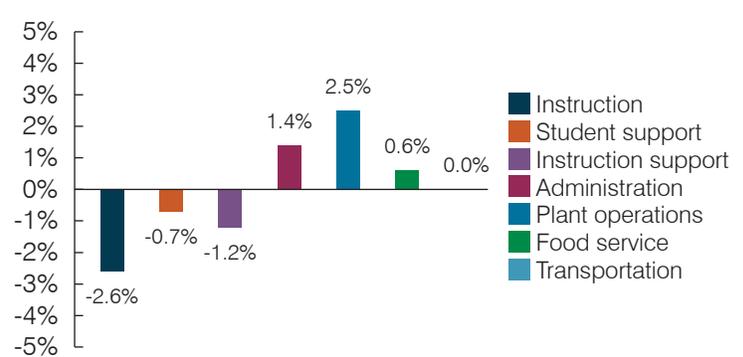
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,270	\$1,190	\$903
	Students per administrative position	37	60	66
Plant operations	Cost per square foot	\$9.10	\$5.67	\$6.49
	Square footage per student	385	257	158
Food service	Cost per meal	\$3.80	\$3.60	\$3.08
Transportation	Cost per mile	\$4.07	\$2.20	\$4.29
	Cost per rider	\$2,802	\$1,962	\$1,424



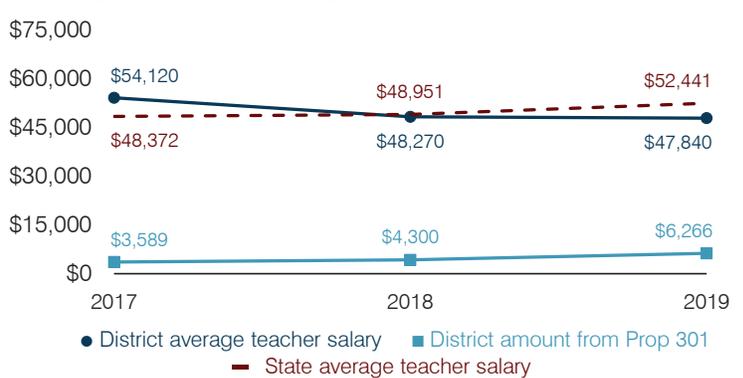
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,942	\$ 6,358	\$ 5,148	\$ 4,869
Student support	1,147	1,205	655	754
Instruction support	990	898	436	497
Administration	2,046	2,270	1,190	903
Plant operations	3,327	3,502	1,416	1,027
Food service	932	829	428	438
Transportation	1,265	1,430	546	417
Total operational	15,649	16,492	9,819	8,905
Land and buildings	217	800	1,012	1,086
Equipment	1,154	906	658	496
Interest	120	19	238	261
Other	40	46	84	180
Total nonoperational	1,531	1,771	1,992	2,023
Total per pupil spending	\$ 17,180	\$ 18,263	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

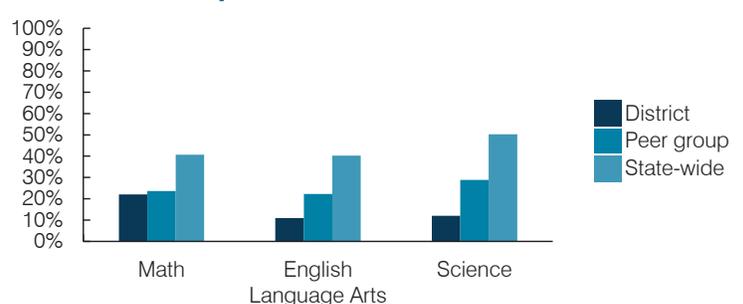


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.0	15.0	14.1
Average years of teacher experience	9.5	9.8	8.8
Percentage of teachers in first 3 years	23%	27%	30%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Pomerene Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 18¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 101; Very small

5-year change in students attending: 5% decrease

Special education population: 12%

English learner population: 6%

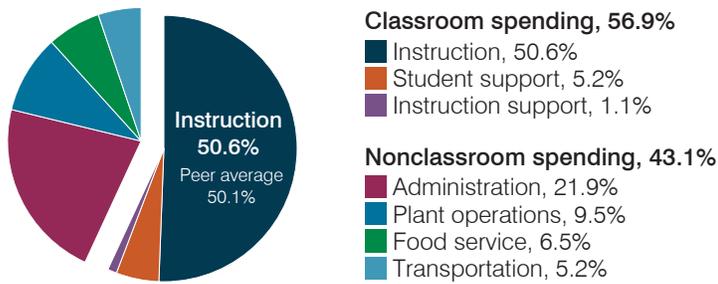
Poverty rate (2018): 23%

Free/reduced meal eligibility: 50%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.9	56.7	54.6	53.3	52.3	54.8	53.9	56.2	61.6	54.0	62.9	53.9	51.6	52.1	51.4	49.0	47.8	50.2	50.6

Spending by operational area



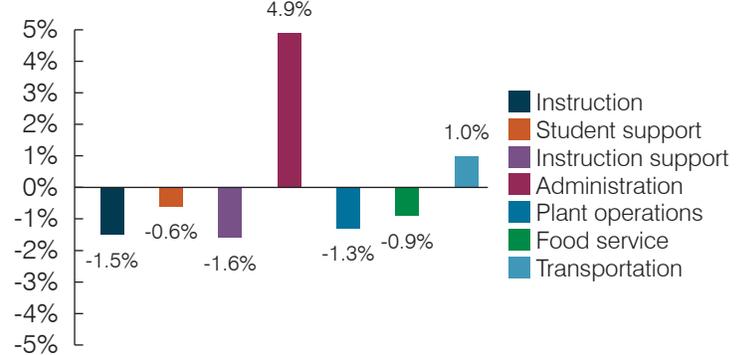
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,168	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$3.30	\$7.70	\$6.49
	Square footage per student	286	382	158
Food service	Cost per meal	\$4.22	\$5.47	\$3.08
Transportation	Cost per mile	\$5.70	\$2.28	\$4.29
	Cost per rider	\$953	\$1,665	\$1,424

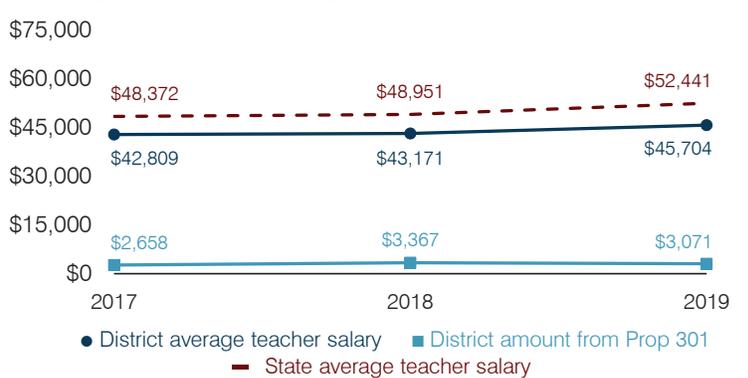
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,965	\$ 5,004	\$ 9,084	\$ 4,869
Student support	592	513	756	754
Instruction support	40	106	438	497
Administration	2,103	2,168	3,398	903
Plant operations	929	942	2,665	1,027
Food service	767	640	917	438
Transportation	490	519	976	417
Total operational	9,886	9,892	18,234	8,905
Land and buildings	128	187	1,425	1,086
Equipment	509	338	1,013	496
Interest	0	0	28	261
Other	1	0	92	180
Total nonoperational	638	525	2,558	2,023
Total per pupil spending	\$ 10,524	\$ 10,417	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

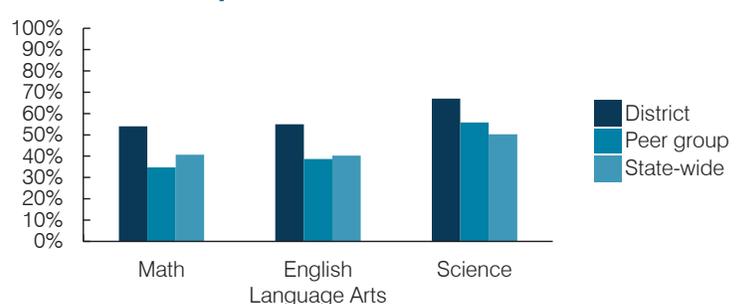


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.0	13.1	16.8
Average years of teacher experience	10.2	13.2	10.8
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Prescott Unified School District

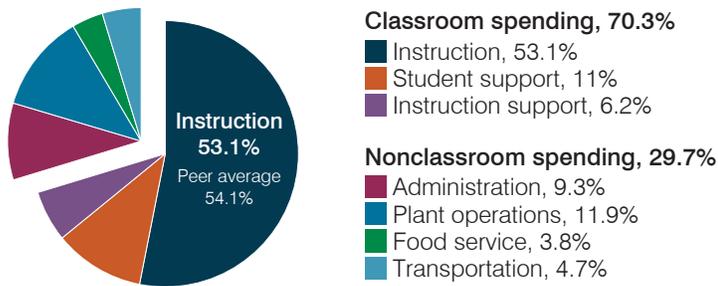
Yavapai County
 Peer groups: Operational 3 and T-5, Achievement 2¹
 Legislative district(s): 1
 District location: City
 Number of schools: 6
 Graduation rate (2018): 84%

Students attending; Size: 3,732; Medium-large
 5-year change in students attending: 21% decrease
 Special education population: 11%
 English learner population: 1%
 Poverty rate (2018): 12%
 Free/reduced meal eligibility: 31%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.3	61.2	62.6	61.5	60.5	61.5	62.3	62.2	61.6	57.5	58.3	55.7	54.8	53.6	53.1	51.3	50.2	51.4	53.1

Spending by operational area



Operational measures relative to peer averages

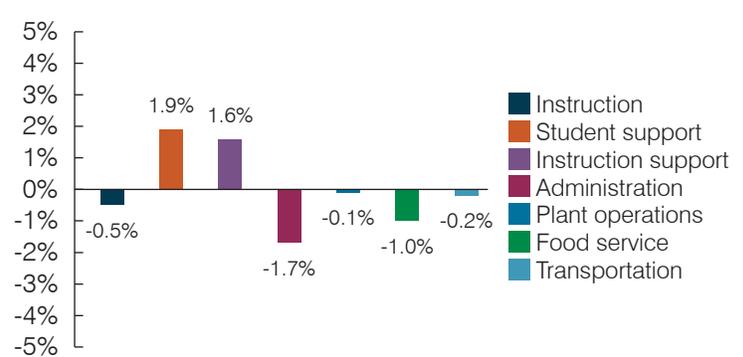
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$887	\$903
	Students per administrative position	64	68	66
Plant operations	Cost per square foot	\$5.51	\$5.90	\$6.49
	Square footage per student	176	159	158
Food service	Cost per meal	\$3.53	\$3.35	\$3.08
Transportation	Cost per mile	\$3.82	\$4.10	\$4.29
	Cost per rider	\$1,815	\$1,775	\$1,424



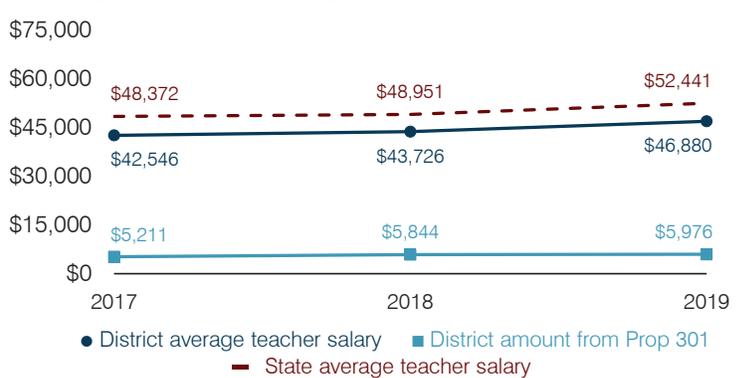
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,834	\$ 4,324	\$ 4,496	\$ 4,869
Student support	846	892	730	754
Instruction support	434	504	377	497
Administration	728	753	887	903
Plant operations	931	970	977	1,027
Food service	300	310	353	438
Transportation	390	384	428	417
Total operational	7,463	8,137	8,248	8,905
Land and buildings	309	391	1,367	1,086
Equipment	302	753	508	496
Interest	3	76	319	261
Other	99	69	194	180
Total nonoperational	713	1,289	2,388	2,023
Total per pupil spending	\$ 8,176	\$ 9,426	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

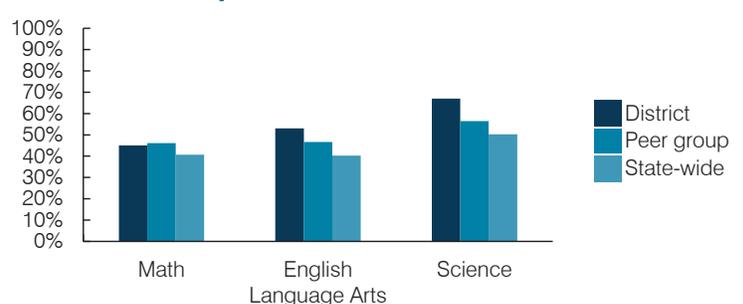


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	19.7	18.9
Average years of teacher experience	10.1	10.2	10.6
Percentage of teachers in first 3 years	18%	23%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Quartzsite Elementary School District

La Paz County

Peer groups: Operational 11 and T-11, Achievement 19¹

Legislative district(s): 5

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 177; Very small

5-year change in students attending: 19% decrease

Special education population: 10%

English learner population: 6%

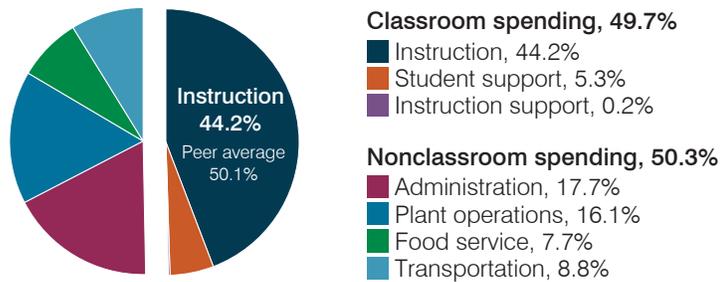
Poverty rate (2018): 29%

Free/reduced meal eligibility: 86%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.3	49.6	49.6	46.3	48.2	49.6	50.7	48.8	49.4	49.6	46.4	45.7	53.2	49.4	49.2	42.4	43.9	40.5	44.2

Spending by operational area



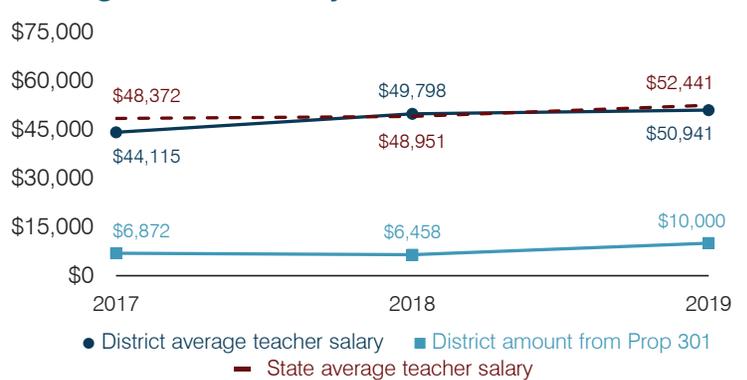
Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,831	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$5.54	\$7.70	\$6.49
	Square footage per student	300	382	158
Food service	Cost per meal	\$3.26	\$5.47	\$3.08
Transportation	Cost per mile	\$2.57	\$2.28	\$4.29
	Cost per rider	\$1,502	\$1,665	\$1,424

Average teacher salary and other measures

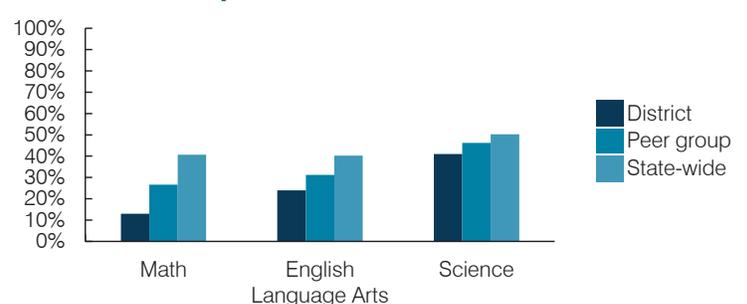


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,264	\$ 4,576	\$ 9,084	\$ 4,869
Student support	657	547	756	754
Instruction support	29	24	438	497
Administration	1,939	1,831	3,398	903
Plant operations	1,801	1,663	2,665	1,027
Food service	898	800	917	438
Transportation	936	916	976	417
Total operational	10,524	10,357	18,234	8,905
Land and buildings	679	276	1,425	1,086
Equipment	242	513	1,013	496
Interest	(1)	0	28	261
Other	0	71	92	180
Total nonoperational	920	860	2,558	2,023
Total per pupil spending	\$ 11,444	\$ 11,217	\$20,792	\$10,928

Measure	2017	2018	2019
Students per teacher	16.3	21.4	17.7
Average years of teacher experience	7.0	12.7	9.2
Percentage of teachers in first 3 years	36%	14%	22%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Queen Creek Unified School District

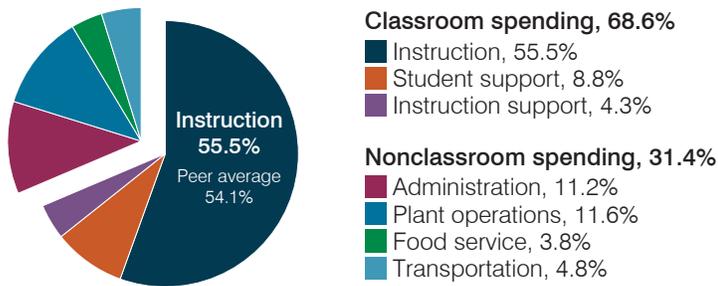
Maricopa County
 Peer groups: Operational 3 and T-3, Achievement 1¹
 Legislative district(s): 12 and 16
 District location: Suburb
 Number of schools: 9
 Graduation rate (2018): 94%

Students attending; Size: 7,333; Medium-large
 5-year change in students attending: 49% increase
 Special education population: 12%
 English learner population: 1%
 Poverty rate (2018): 5%
 Free/reduced meal eligibility: 22%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.5	51.2	49.7	52.7	57.1	57.8	60.0	60.7	59.7	59.9	56.3	53.6	51.2	50.3	50.5	51.0	55.1	54.7	55.5

Spending by operational area



Operational measures relative to peer averages

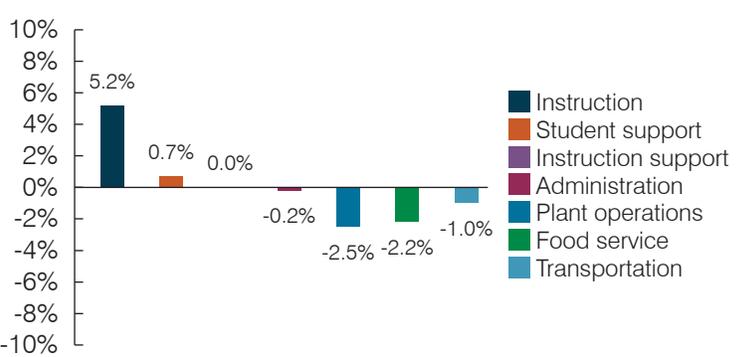
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$939	\$887	\$903
	Students per administrative position	79	68	66
Plant operations	Cost per square foot	\$7.57	\$5.90	\$6.49
	Square footage per student	130	159	158
Food service	Cost per meal	\$3.00	\$3.35	\$3.08
Transportation	Cost per mile	\$4.37	\$4.60	\$4.29
	Cost per rider	\$1,045	\$1,224	\$1,424



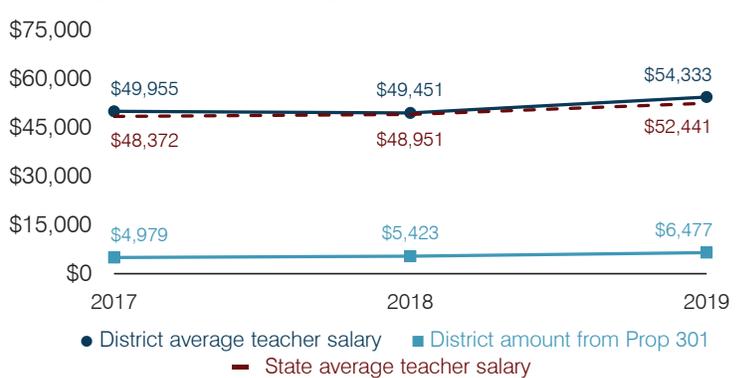
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,085	\$ 4,672	\$ 4,496	\$ 4,869
Student support	615	743	730	754
Instruction support	321	359	377	497
Administration	843	939	887	903
Plant operations	891	980	977	1,027
Food service	324	322	353	438
Transportation	384	404	428	417
Total operational	7,463	8,419	8,248	8,905
Land and buildings	6,279	9,416	1,367	1,086
Equipment	338	1,229	508	496
Interest	353	590	319	261
Other	260	347	194	180
Total nonoperational	7,230	11,582	2,388	2,023
Total per pupil spending	\$ 14,693	\$ 20,001	\$ 10,636	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

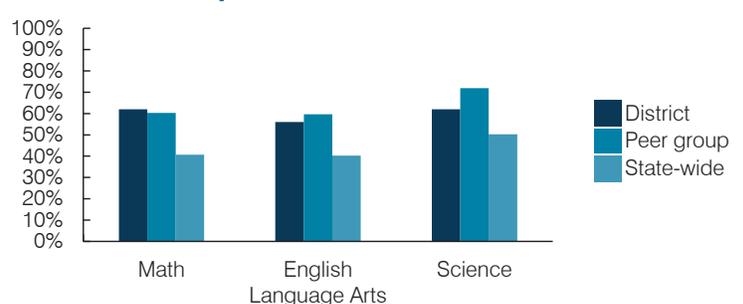


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.7	19.3	19.2
Average years of teacher experience	11.4	11.1	11.4
Percentage of teachers in first 3 years	19%	17%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Ray Unified School District

Pinal County

Peer groups: Operational 6 and T-10, Achievement 4¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 87%

Students attending; Size: 401; Small

5-year change in students attending: 18% decrease

Special education population: 13%

English learner population: 0%

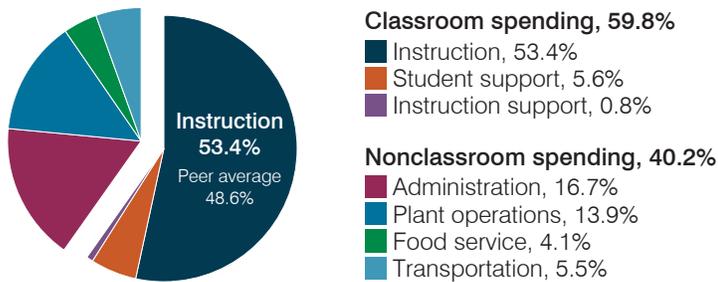
Poverty rate (2018): 16%

Free/reduced meal eligibility: 52%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.0	57.3	57.3	58.3	59.2	55.4	57.5	55.5	54.5	55.8	52.1	51.8	54.9	54.0	52.9	54.2	54.3	53.9	53.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

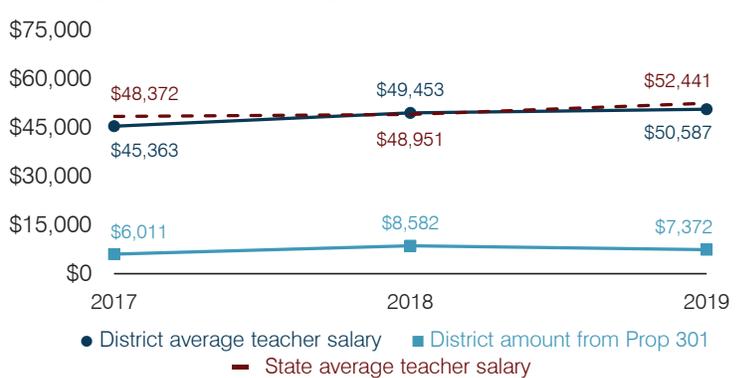


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,852	\$1,750	\$903
	Students per administrative position	39	45	66
Plant operations	Cost per square foot	\$3.27	\$5.35	\$6.49
	Square footage per student	474	315	158
Food service	Cost per meal	\$4.16	\$3.77	\$3.08
Transportation	Cost per mile	\$2.54	\$2.20	\$4.29
	Cost per rider	\$1,918	\$1,962	\$1,424



Average teacher salary and other measures

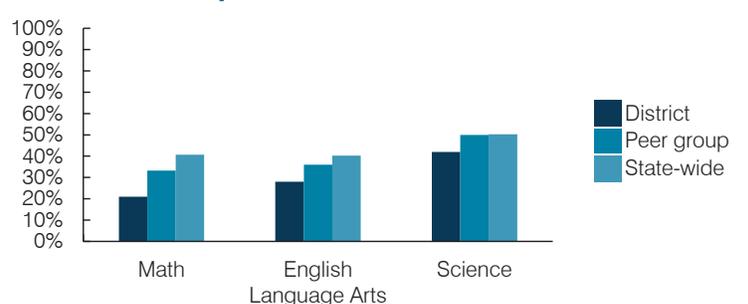


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,238	\$ 5,944	\$ 5,732	\$ 4,869
Student support	660	623	763	754
Instruction support	92	93	364	497
Administration	1,396	1,852	1,750	903
Plant operations	1,387	1,549	1,697	1,027
Food service	384	455	545	438
Transportation	555	612	616	417
Total operational	9,712	11,128	11,467	8,905
Land and buildings	3,751	2,762	757	1,086
Equipment	788	1,308	692	496
Interest	0	199	152	261
Other	25	26	64	180
Total nonoperational	4,564	4,295	1,665	2,023
Total per pupil spending	\$ 14,276	\$ 15,423	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	13.8	15.6	14.0
Average years of teacher experience	18.4	17.6	16.9
Percentage of teachers in first 3 years	10%	3%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Red Mesa Unified School District

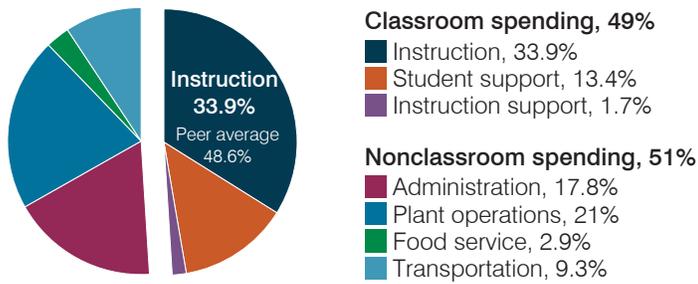
Apache County
 Peer groups: Operational 6 and T-10, Achievement 7¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 5
 Graduation rate (2018): 69%

Students attending; Size: 456; Small
 5-year change in students attending: 29% decrease
 Special education population: 14%
 English learner population: 7%
 Poverty rate (2018): 43%
 Free/reduced meal eligibility: 93%

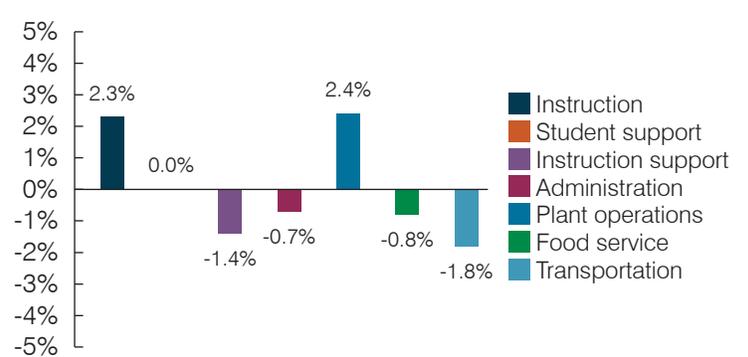
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
43.6	45.4	42.9	42.0	43.9	42.6	40.4	38.6	38.7	40.9	40.6	39.9	38.6	31.6	36.1	36.8	38.1	34.6	33.9

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

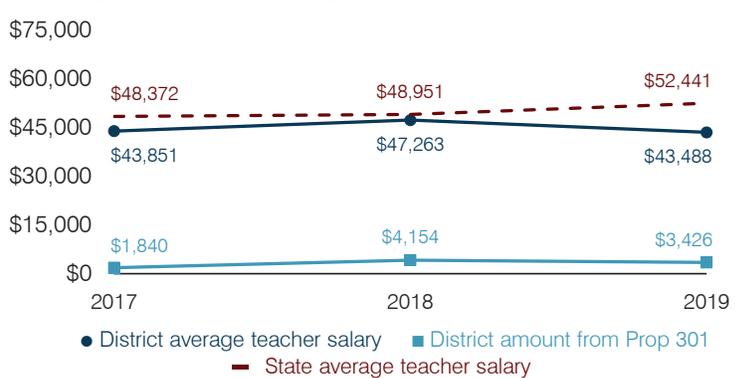


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,371	\$1,750	\$903
	Students per administrative position	22	45	66
Plant operations	Cost per square foot	\$5.38	\$5.35	\$6.49
	Square footage per student	740	315	158
Food service	Cost per meal	\$2.99	\$3.77	\$3.08
Transportation	Cost per mile	\$2.25	\$2.20	\$4.29
	Cost per rider	\$2,668	\$1,962	\$1,424



Average teacher salary and other measures

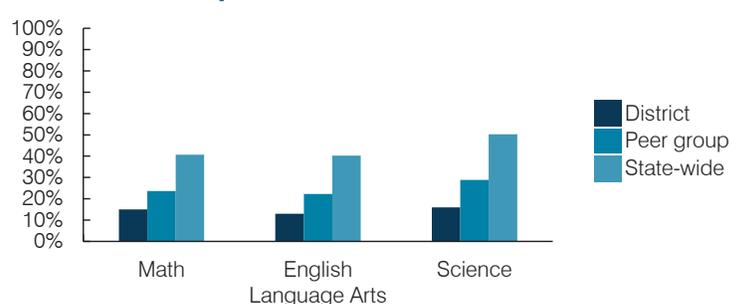


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,640	\$ 6,426	\$ 5,732	\$ 4,869
Student support	2,141	2,554	763	754
Instruction support	935	320	364	497
Administration	3,628	3,371	1,750	903
Plant operations	3,829	3,982	1,697	1,027
Food service	434	559	545	438
Transportation	1,599	1,762	616	417
Total operational	19,206	18,974	11,467	8,905
Land and buildings	192	49	757	1,086
Equipment	541	957	692	496
Interest	0	0	152	261
Other	50	131	64	180
Total nonoperational	783	1,137	1,665	2,023
Total per pupil spending	\$ 19,989	\$ 20,111	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	11.0	13.2	12.7
Average years of teacher experience	17.8	17.4	19.3
Percentage of teachers in first 3 years	0%	3%	3%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Red Rock Elementary School District

Pinal County

Peer groups: Operational 10 and T-6, Achievement 16¹

Legislative district(s): 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 371; Small

5-year change in students attending: 15% increase

Special education population: 16%

English learner population: 2%

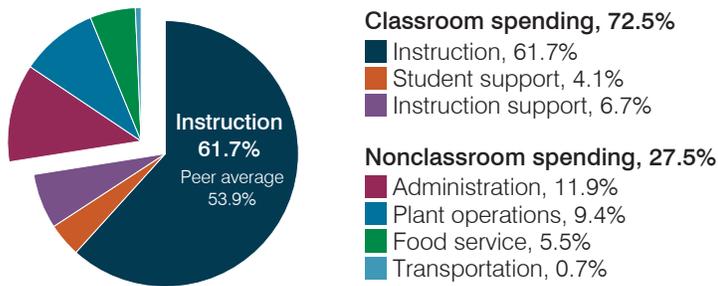
Poverty rate (2018): 14%

Free/reduced meal eligibility: 47%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.5	55.8	52.2	51.6	55.5	54.9	54.3	66.1	48.4	55.3	49.1	51.7	58.1	61.9	59.9	58.2	56.2	64.4	61.7

Spending by operational area



Operational measures relative to peer averages

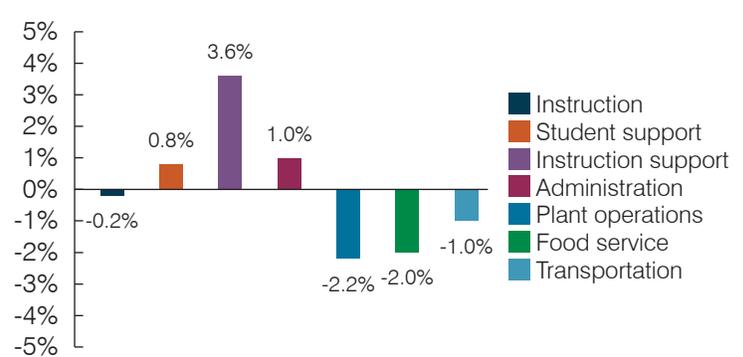
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,033	\$1,326	\$903
	Students per administrative position	62	52	66
Plant operations	Cost per square foot	\$2.57	\$6.87	\$6.49
	Square footage per student	318	196	158
Food service	Cost per meal	\$2.88	\$3.37	\$3.08
Transportation	Cost per mile	\$1.19	\$4.23	\$4.29
	Cost per rider	\$328	\$768	\$1,424



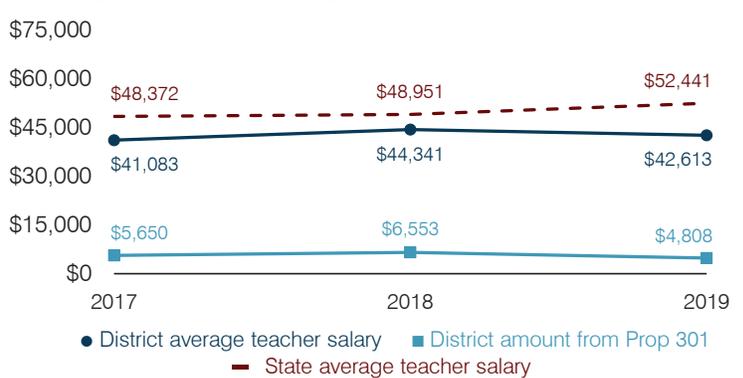
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,632	\$ 5,373	\$ 5,443	\$ 4,869
Student support	124	360	538	754
Instruction support	270	586	403	497
Administration	822	1,033	1,326	903
Plant operations	779	819	1,175	1,027
Food service	497	480	588	438
Transportation	70	59	681	417
Total operational	7,194	8,710	10,154	8,905
Land and buildings	188	45	215	1,086
Equipment	67	226	769	496
Interest	0	0	129	261
Other	(9)	9	126	180
Total nonoperational	246	280	1,239	2,023
Total per pupil spending	\$ 7,440	\$ 8,990	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

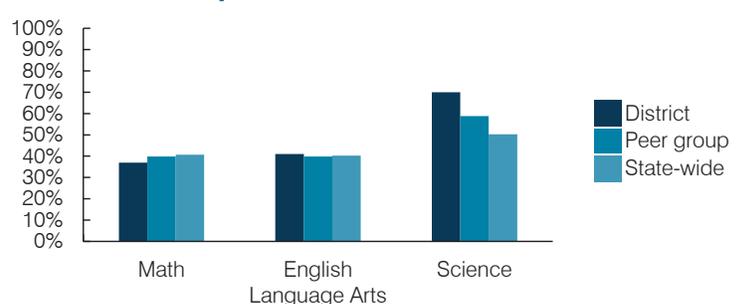


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.2	18.6	16.9
Average years of teacher experience	9.8	9.9	10.8
Percentage of teachers in first 3 years	31%	22%	5%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Riverside Elementary School District

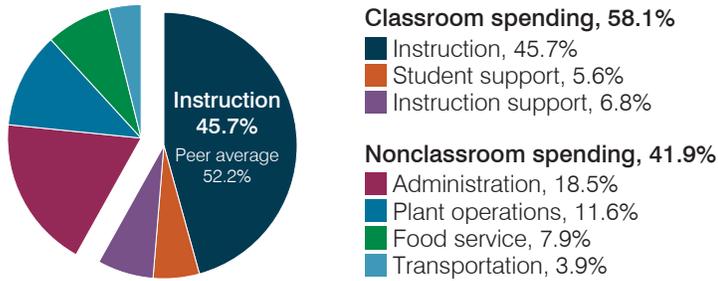
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 14¹
 Legislative district(s): 19
 District location: City
 Number of schools: 3
 Graduation rate (2018): N/A

Students attending; Size: 842; Medium
 5-year change in students attending: 2% increase
 Special education population: 11%
 English learner population: 11%
 Poverty rate (2018): 25%
 Free/reduced meal eligibility: 82%

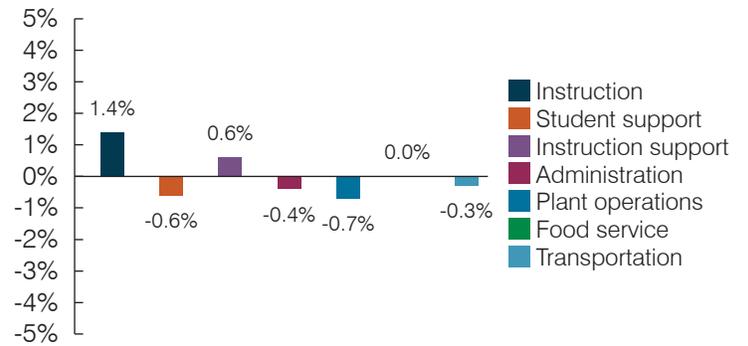
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.5	49.0	57.3	58.6	53.8	52.4	50.2	57.5	57.7	51.5	46.0	46.0	45.8	44.3	45.3	44.4	46.4	46.0	45.7

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

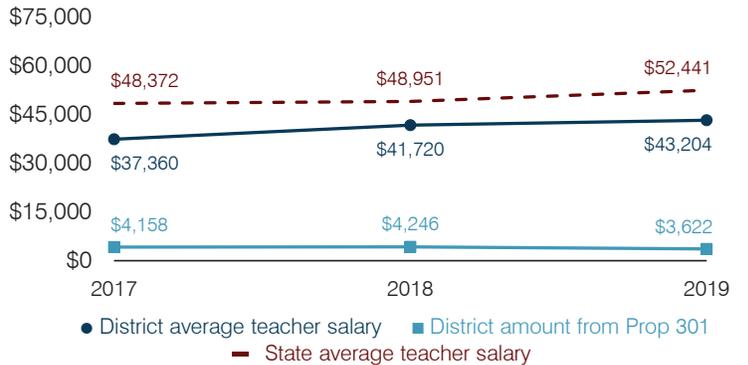


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,698	\$1,047	\$903
	Students per administrative position	35	65	66
Plant operations	Cost per square foot	\$3.54	\$6.60	\$6.49
	Square footage per student	302	145	158
Food service	Cost per meal	\$2.78	\$2.91	\$3.08
Transportation	Cost per mile	\$2.80	\$6.82	\$4.29
	Cost per rider	\$741	\$1,386	\$1,424



Average teacher salary and other measures

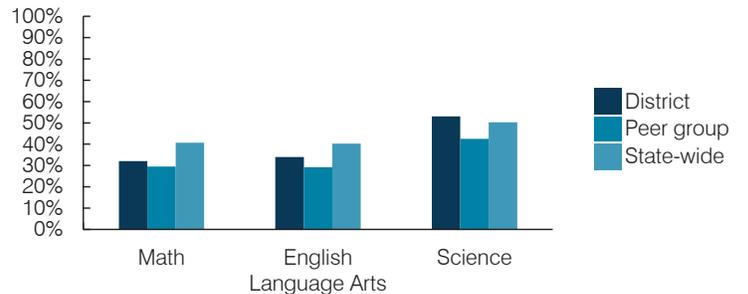


Measure	2017	2018	2019
Students per teacher	19.7	20.8	19.6
Average years of teacher experience	6.6	6.3	7.2
Percentage of teachers in first 3 years	18%	11%	9%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,221	\$ 4,193	\$ 4,648	\$ 4,869
Student support	535	515	678	754
Instruction support	599	619	551	497
Administration	1,735	1,698	1,047	903
Plant operations	1,040	1,067	972	1,027
Food service	653	719	672	438
Transportation	392	355	345	417
Total operational	9,175	9,166	8,913	8,905
Land and buildings	6,292	2,238	1,393	1,086
Equipment	3,556	1,372	556	496
Interest	1,885	2,200	344	261
Other	291	555	203	180
Total nonoperational	12,024	6,365	2,496	2,023
Total per pupil spending	\$ 21,199	\$ 15,531	\$ 11,409	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Roosevelt Elementary School District

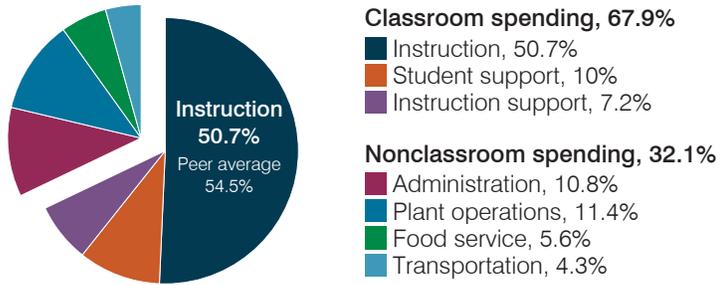
Maricopa County
 Peer groups: Operational 7 and T-2, Achievement 14¹
 Legislative district(s): 27
 District location: City
 Number of schools: 18
 Graduation rate (2018): N/A

Students attending; Size: 8,197; Large
 5-year change in students attending: 12% decrease
 Special education population: 13%
 English learner population: 13%
 Poverty rate (2018): 29%
 Free/reduced meal eligibility: 89%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.9	58.6	58.6	59.1	58.2	59.7	58.6	56.4	54.6	52.1	48.6	46.4	43.5	44.0	44.4	47.3	48.7	49.6	50.7

Spending by operational area



Operational measures relative to peer averages

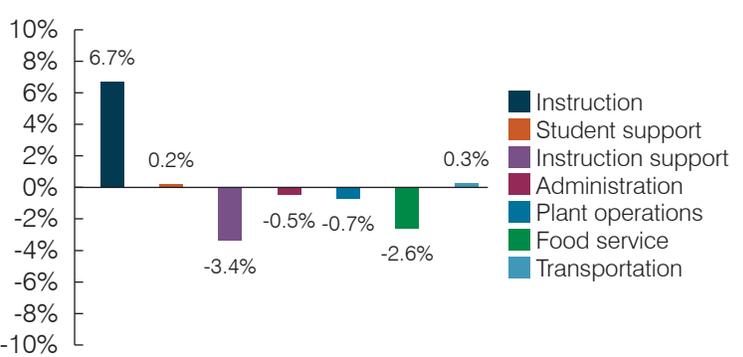
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,137	\$887	\$903
	Students per administrative position	58	73	66
Plant operations	Cost per square foot	\$6.64	\$6.31	\$6.49
	Square footage per student	181	142	158
Food service	Cost per meal	\$2.45	\$2.97	\$3.08
Transportation	Cost per mile	\$7.00	\$6.82	\$4.29
	Cost per rider	\$1,293	\$1,386	\$1,424



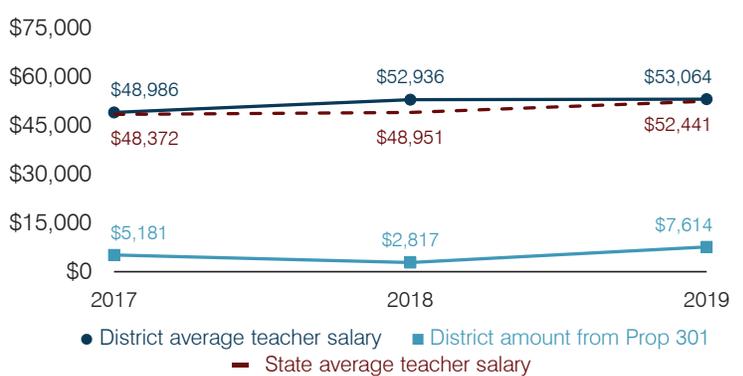
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,019	\$ 5,345	\$ 4,824	\$ 4,869
Student support	1,176	1,053	760	754
Instruction support	611	755	554	497
Administration	1,189	1,137	887	903
Plant operations	1,114	1,205	892	1,027
Food service	577	592	608	438
Transportation	428	458	342	417
Total operational	10,114	10,545	8,867	8,905
Land and buildings	120	1,493	1,189	1,086
Equipment	434	690	508	496
Interest	289	320	230	261
Other	13	14	177	180
Total nonoperational	856	2,517	2,104	2,023
Total per pupil spending	\$ 10,970	\$ 13,062	\$10,971	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

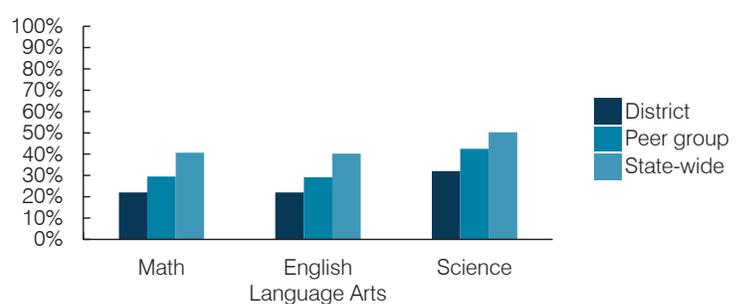


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.2	18.9	18.2
Average years of teacher experience	9.3	9.8	10.4
Percentage of teachers in first 3 years	22%	18%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Round Valley Unified School District

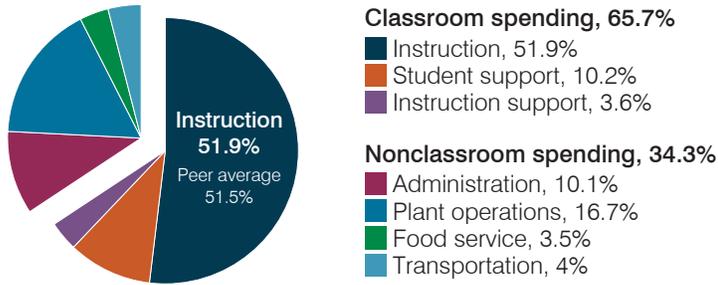
Apache County
 Peer groups: Operational 5 and T-9, Achievement 5¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 3
 Graduation rate (2018): 77%

Students attending; Size: 1,248; Medium
 5-year change in students attending: 3% decrease
 Special education population: 14%
 English learner population: 5%
 Poverty rate (2018): 26%
 Free/reduced meal eligibility: 37%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.3	56.6	55.4	55.0	55.1	52.5	54.2	54.3	52.8	52.5	53.5	52.6	51.8	52.3	50.6	51.1	50.7	51.2	51.9

Spending by operational area



Operational measures relative to peer averages

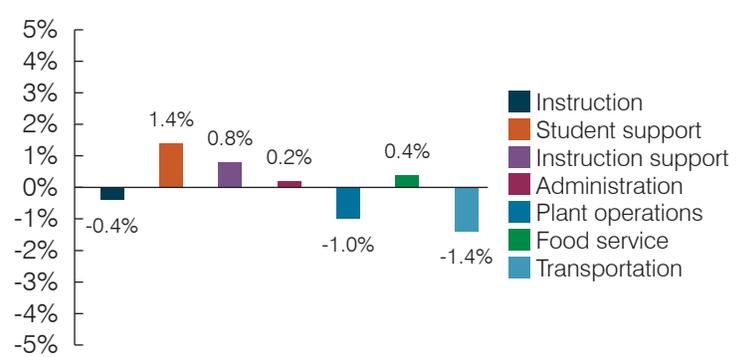
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$952	\$1,190	\$903
	Students per administrative position	51	60	66
Plant operations	Cost per square foot	\$3.70	\$5.67	\$6.49
	Square footage per student	425	257	158
Food service	Cost per meal	\$4.28	\$3.60	\$3.08
Transportation	Cost per mile	\$2.02	\$2.74	\$4.29
	Cost per rider	\$1,533	\$1,641	\$1,424



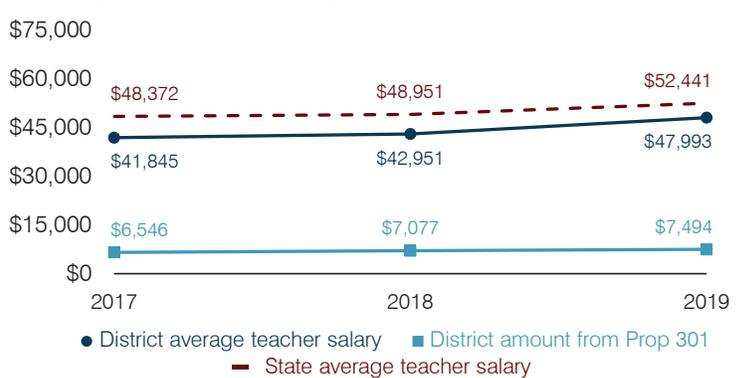
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,347	\$ 4,878	\$ 5,148	\$ 4,869
Student support	812	956	655	754
Instruction support	326	339	436	497
Administration	905	952	1,190	903
Plant operations	1,440	1,574	1,416	1,027
Food service	292	326	428	438
Transportation	373	376	546	417
Total operational	8,495	9,401	9,819	8,905
Land and buildings	58	288	1,012	1,086
Equipment	60	197	658	496
Interest	162	139	238	261
Other	5	23	84	180
Total nonoperational	285	647	1,992	2,023
Total per pupil spending	\$ 8,780	\$ 10,048	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

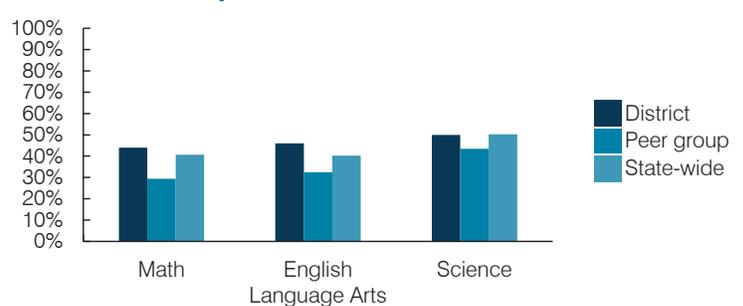


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.1	19.8	19.8
Average years of teacher experience	12.1	13.3	14.0
Percentage of teachers in first 3 years	17%	9%	6%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Sacaton Elementary School District

Pinal County

Peer groups: Operational 10 and T-8, Achievement 20¹

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 576; Small

5-year change in students attending: 32% increase

Special education population: 25%

English learner population: 1%

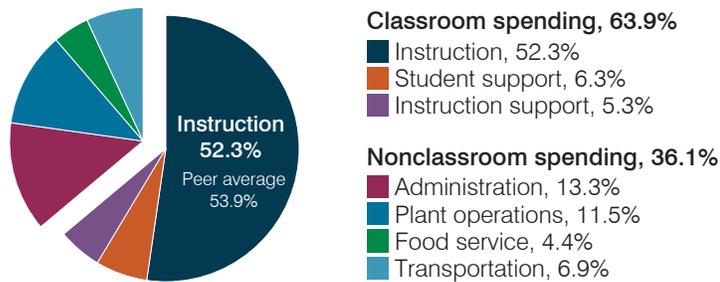
Poverty rate (2018): 40%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45.5	43.9	48.5	46.7	53.7	50.4	52.9	47.2	49.9	46.0	49.8	46.5	44.6	43.6	45.4	46.3	46.6	51.3	52.3

Spending by operational area



Operational measures relative to peer averages

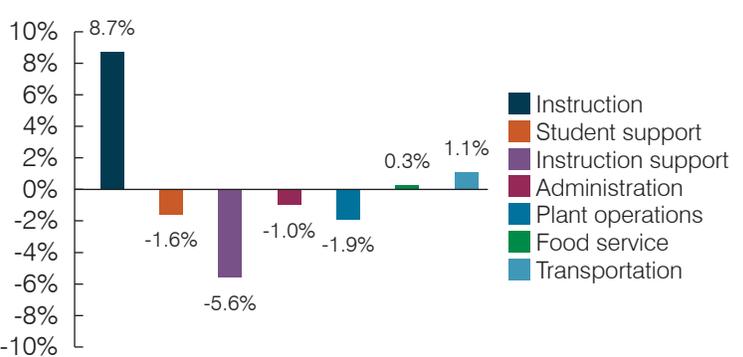
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,532	\$1,326	\$903
	Students per administrative position	34	52	66
Plant operations	Cost per square foot	\$8.46	\$6.87	\$6.49
	Square footage per student	258	196	158
Food service	Cost per meal	\$3.53	\$3.37	\$3.08
Transportation	Cost per mile	\$5.06	\$3.26	\$4.29
	Cost per rider	\$1,713	\$1,447	\$1,424



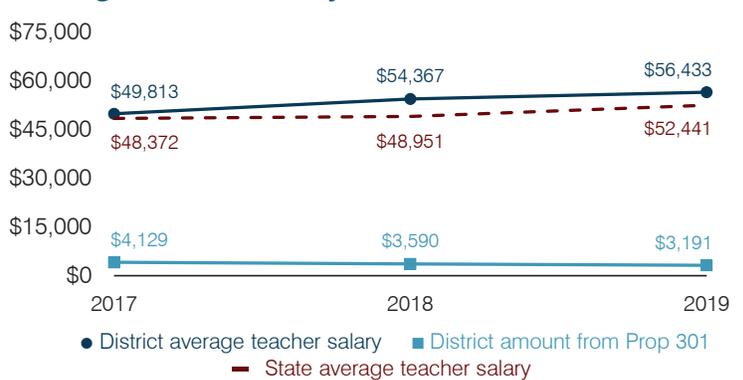
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,134	\$ 9,923	\$ 5,443	\$ 4,869
Student support	1,079	1,201	538	754
Instruction support	1,036	1,015	403	497
Administration	2,783	2,532	1,326	903
Plant operations	2,287	2,186	1,175	1,027
Food service	923	829	588	438
Transportation	1,498	1,302	681	417
Total operational	19,740	18,988	10,154	8,905
Land and buildings	354	0	215	1,086
Equipment	1,666	1,630	769	496
Interest	0	0	129	261
Other	664	550	126	180
Total nonoperational	2,684	2,180	1,239	2,023
Total per pupil spending	\$ 22,424	\$ 21,168	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

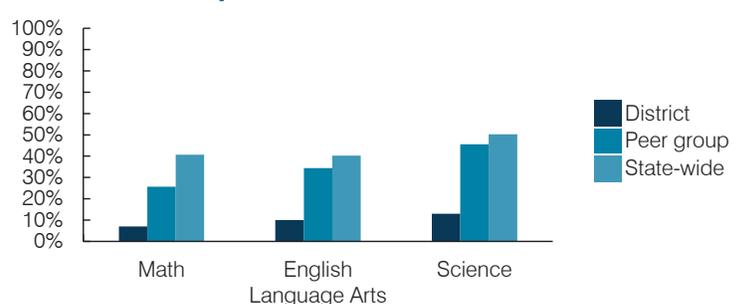


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.1	11.1	11.3
Average years of teacher experience	13.1	12.8	12.3
Percentage of teachers in first 3 years	14%	15%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Saddle Mountain Unified School District

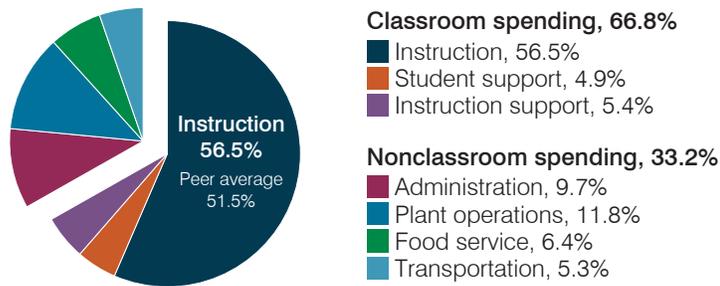
Maricopa County
 Peer groups: Operational 5 and T-8, Achievement 4¹
 Legislative district(s): 13
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): 99%

Students attending; Size: 1,910; Medium
 5-year change in students attending: 39% increase
 Special education population: 16%
 English learner population: 6%
 Poverty rate (2018): 18%
 Free/reduced meal eligibility: 63%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.6	52.3	57.1	54.4	53.1	51.2	53.6	47.1	49.9	49.8	44.5	46.4	44.2	46.0	49.4	49.3	49.7	53.5	56.5

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$867	\$1,190	\$903
	Students per administrative position	76	60	66
Plant operations	Cost per square foot	\$6.19	\$5.67	\$6.49
	Square footage per student	170	257	158
Food service	Cost per meal	\$3.29	\$3.60	\$3.08
Transportation	Cost per mile	\$3.00	\$3.26	\$4.29
	Cost per rider	\$1,081	\$1,447	\$1,424



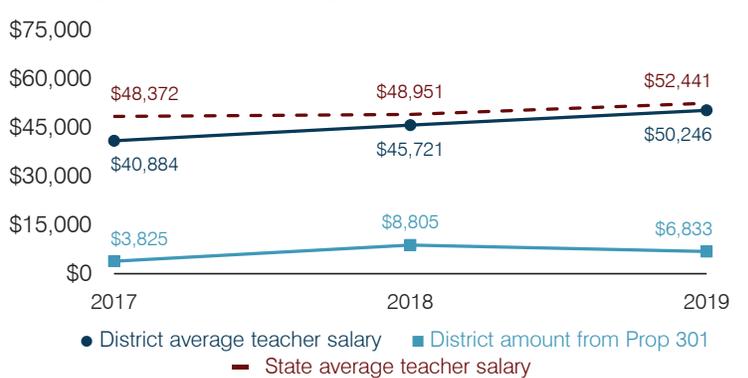
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,717	\$ 5,035	\$ 5,148	\$ 4,869
Student support	440	437	655	754
Instruction support	535	486	436	497
Administration	921	867	1,190	903
Plant operations	1,198	1,051	1,416	1,027
Food service	533	570	428	438
Transportation	465	469	546	417
Total operational	8,809	8,915	9,819	8,905
Land and buildings	501	221	1,012	1,086
Equipment	780	718	658	496
Interest	500	376	238	261
Other	61	24	84	180
Total nonoperational	1,842	1,339	1,992	2,023
Total per pupil spending	\$ 10,651	\$ 10,254	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

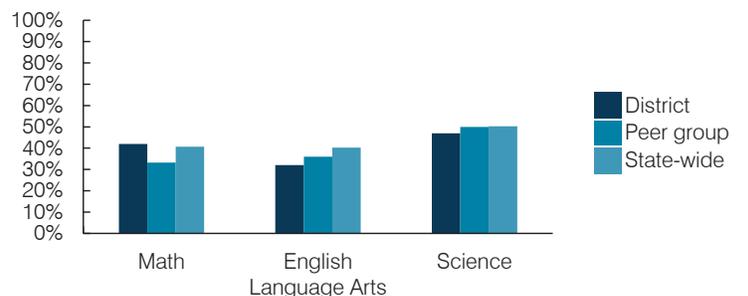


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.0	18.8	17.9
Average years of teacher experience	6.6	7.6	8.7
Percentage of teachers in first 3 years	31%	29%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Safford Unified School District

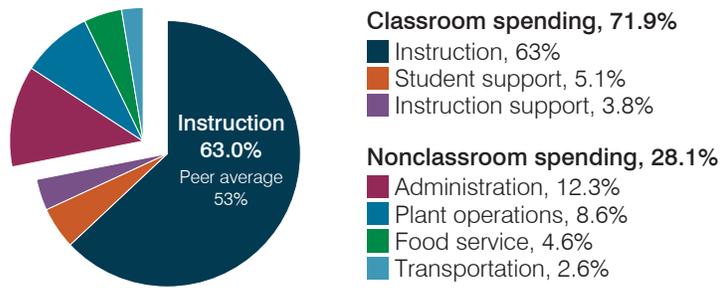
Graham County
 Peer groups: Operational 4 and T-6, Achievement 5¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 6
 Graduation rate (2018): 83%

Students attending; Size: 2,891; Medium-large
 5-year change in students attending: 9% decrease
 Special education population: 14%
 English learner population: 1%
 Poverty rate (2018): 22%
 Free/reduced meal eligibility: 49%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.3	59.8	58.7	59.1	58.1	60.4	60.0	62.7	63.1	60.9	62.8	61.2	63.5	65.1	66.2	63.3	64.5	65.0	63.0

Spending by operational area



Operational measures relative to peer averages

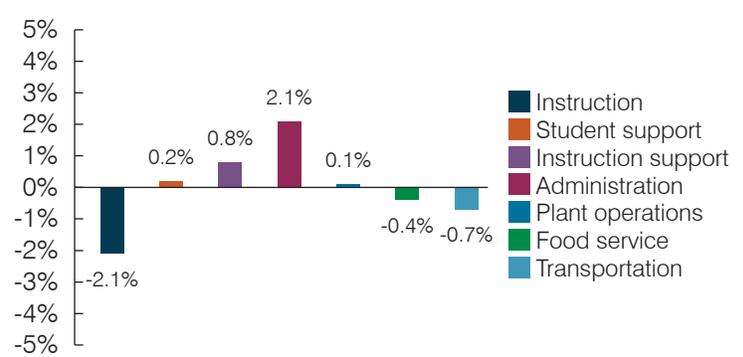
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$899	\$903
	Students per administrative position	71	68	66
Plant operations	Cost per square foot	\$4.14	\$5.82	\$6.49
	Square footage per student	166	180	158
Food service	Cost per meal	\$3.00	\$3.28	\$3.08
Transportation	Cost per mile	\$3.35	\$4.23	\$4.29
	Cost per rider	\$687	\$768	\$1,424



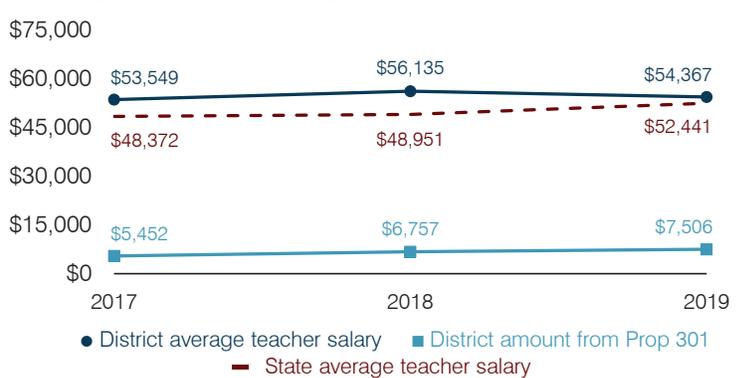
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,754	\$ 5,032	\$ 4,516	\$ 4,869
Student support	409	403	713	754
Instruction support	230	306	496	497
Administration	825	982	899	903
Plant operations	551	687	1,029	1,027
Food service	332	365	438	438
Transportation	211	210	444	417
Total operational	7,312	7,985	8,535	8,905
Land and buildings	920	1,502	565	1,086
Equipment	358	185	453	496
Interest	52	62	173	261
Other	32	43	70	180
Total nonoperational	1,362	1,792	1,261	2,023
Total per pupil spending	\$ 8,674	\$ 9,777	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

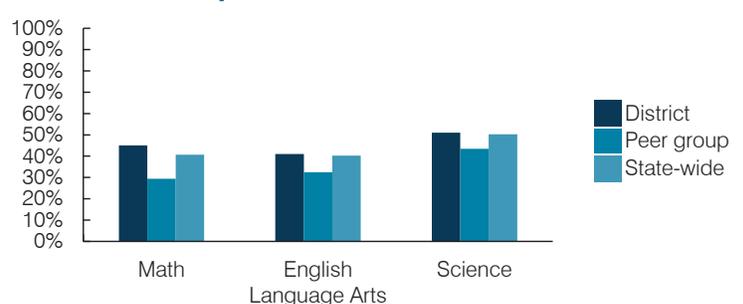


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	19.2	17.4
Average years of teacher experience	13.7	13.8	13.9
Percentage of teachers in first 3 years	15%	20%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Sahuarita Unified School District

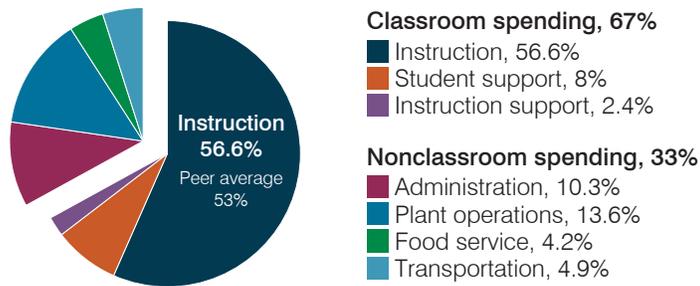
Pima County
 Peer groups: Operational 4 and T-6, Achievement 4¹
 Legislative district(s): 2 and 14
 District location: Town
 Number of schools: 9
 Graduation rate (2018): 86%

Students attending; Size: 6,171; Medium-large
 5-year change in students attending: 12% increase
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2018): 11%
 Free/reduced meal eligibility: 40%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.3	49.2	51.4	54.0	55.8	56.7	54.9	54.7	57.7	56.3	57.7	53.8	53.2	54.5	55.6	54.4	55.5	55.9	56.6

Spending by operational area



Operational measures relative to peer averages

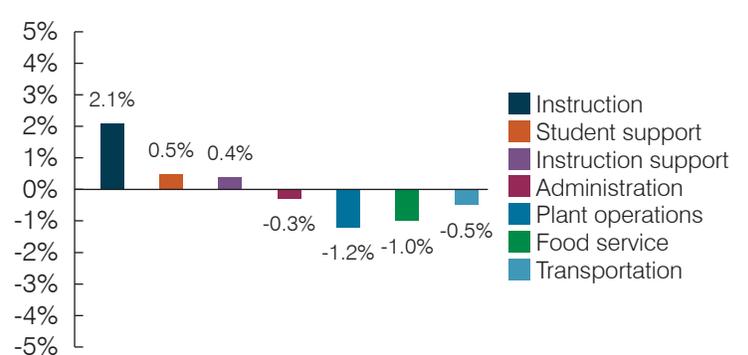
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$834	\$899	\$903
	Students per administrative position	63	68	66
Plant operations	Cost per square foot	\$7.71	\$5.82	\$6.49
	Square footage per student	143	180	158
Food service	Cost per meal	\$3.05	\$3.28	\$3.08
Transportation	Cost per mile	\$3.53	\$4.23	\$4.29
	Cost per rider	\$815	\$768	\$1,424



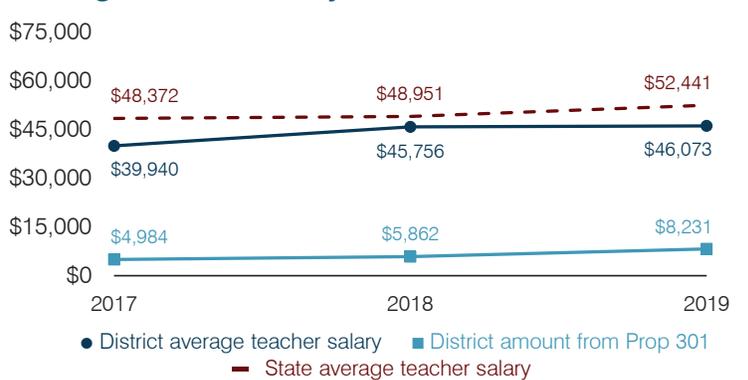
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,014	\$ 4,598	\$ 4,516	\$ 4,869
Student support	552	647	713	754
Instruction support	169	200	496	497
Administration	766	834	899	903
Plant operations	1,014	1,106	1,029	1,027
Food service	311	339	438	438
Transportation	357	400	444	417
Total operational	7,183	8,124	8,535	8,905
Land and buildings	2,409	2,123	565	1,086
Equipment	320	453	453	496
Interest	418	396	173	261
Other	187	219	70	180
Total nonoperational	3,334	3,191	1,261	2,023
Total per pupil spending	\$ 10,517	\$ 11,315	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

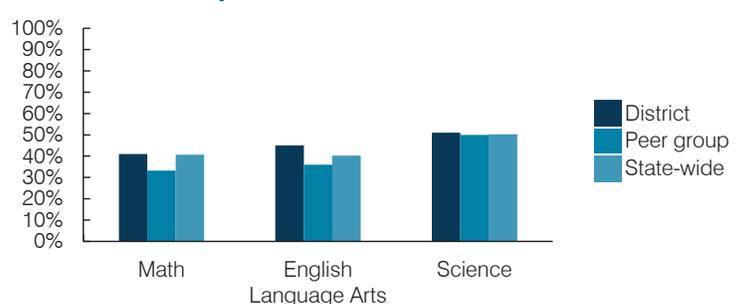


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.9	18.7	16.5
Average years of teacher experience	9.0	9.6	10.3
Percentage of teachers in first 3 years	21%	21%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Salome Consolidated Elementary School District

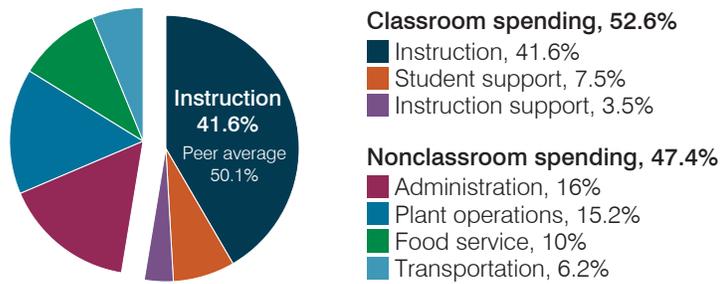
La Paz County
 Peer groups: Operational 11 and T-11, Achievement 20¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 104; Very small
 5-year change in students attending: 2% decrease
 Special education population: 17%
 English learner population: 37%
 Poverty rate (2018): 51%
 Free/reduced meal eligibility: 85%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.9	48.3	48.4	46.9	44.5	43.4	39.3	39.5	42.2	44.4	49.5	34.5	39.1	47.5	45.6	41.8	43.5	44.0	41.6

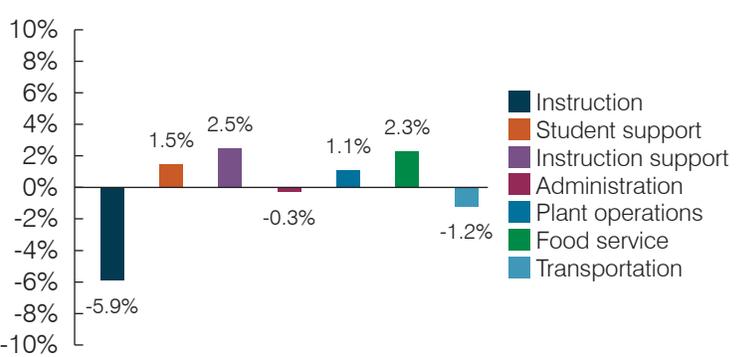
Spending by operational area



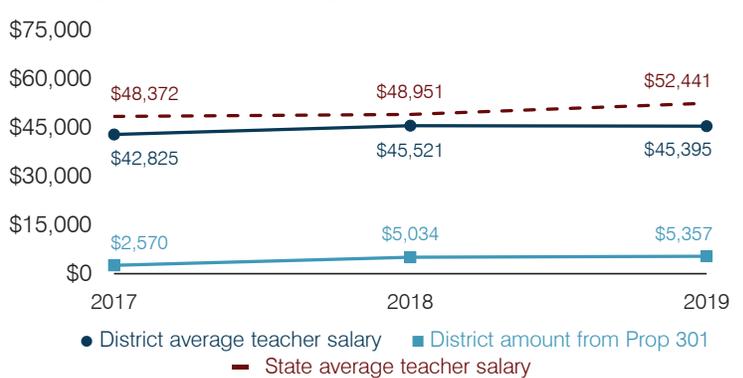
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,111	\$3,398	\$903
	Students per administrative position	52	32	66
Plant operations	Cost per square foot	\$7.09	\$7.70	\$6.49
	Square footage per student	282	382	158
Food service	Cost per meal	\$5.77	\$5.47	\$3.08
Transportation	Cost per mile	\$4.12	\$2.28	\$4.29
	Cost per rider	\$1,044	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

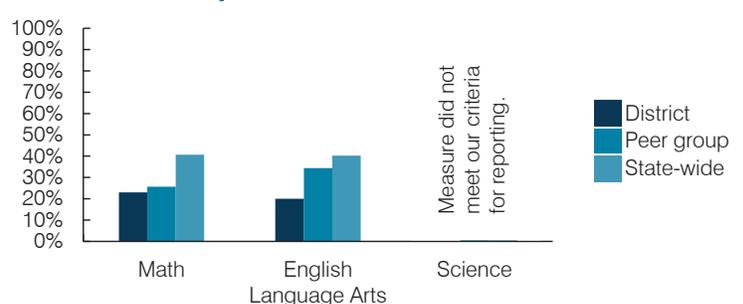


Measure	2017	2018	2019
Students per teacher	15.4	14.4	13.1
Average years of teacher experience	9.7	9.1	11.9
Percentage of teachers in first 3 years	11%	11%	0%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,146	\$ 5,485	\$ 9,084	\$ 4,869
Student support	817	991	756	754
Instruction support	379	466	438	497
Administration	1,730	2,111	3,398	903
Plant operations	1,748	2,001	2,665	1,027
Food service	1,179	1,317	917	438
Transportation	700	819	976	417
Total operational	11,699	13,190	18,234	8,905
Land and buildings	658	258	1,425	1,086
Equipment	132	514	1,013	496
Interest	40	7	28	261
Other	129	138	92	180
Total nonoperational	959	917	2,558	2,023
Total per pupil spending	\$ 12,658	\$ 14,107	\$ 20,792	\$ 10,928

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

San Carlos Unified School District

Gila County

Peer groups: Operational 5 and T-6, Achievement 7¹

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2018): 62%

Students attending; Size: 1,424; Medium

5-year change in students attending: 1% increase

Special education population: 14%

English learner population: 2%

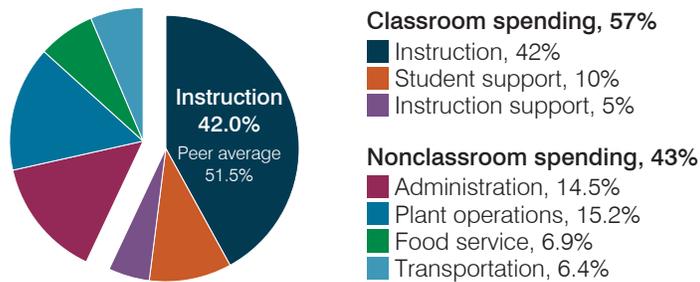
Poverty rate (2018): 38%

Free/reduced meal eligibility: 95%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
48.7	52.2	54.1	52.9	52.5	50.5	54.3	50.7	50.3	48.7	45.5	41.5	42.8	40.6	46.5	44.1	45.2	43.3	42.0

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,137	\$1,190	\$903
	Students per administrative position	47	60	66
Plant operations	Cost per square foot	\$8.60	\$5.67	\$6.49
	Square footage per student	260	257	158
Food service	Cost per meal	\$4.31	\$3.60	\$3.08
Transportation	Cost per mile	\$6.19	\$4.23	\$4.29
	Cost per rider	\$1,837	\$768	\$1,424



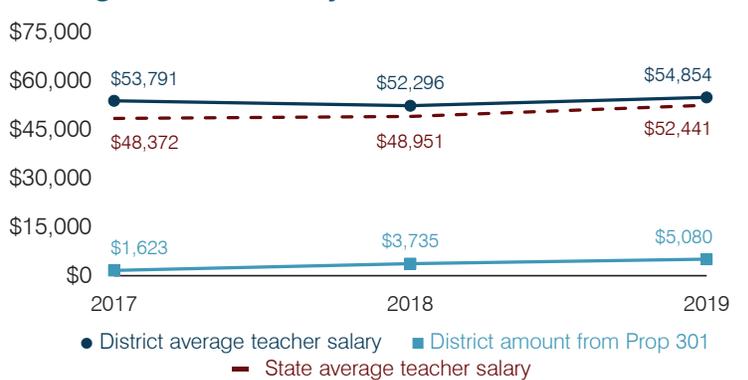
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,392	\$ 6,181	\$ 5,148	\$ 4,869
Student support	1,184	1,464	655	754
Instruction support	664	732	436	497
Administration	2,330	2,137	1,190	903
Plant operations	2,254	2,235	1,416	1,027
Food service	981	1,017	428	438
Transportation	968	935	546	417
Total operational	14,773	14,701	9,819	8,905
Land and buildings	114	253	1,012	1,086
Equipment	889	2,959	658	496
Interest	0	0	238	261
Other	0	0	84	180
Total nonoperational	1,003	3,212	1,992	2,023
Total per pupil spending	\$ 15,776	\$ 17,913	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

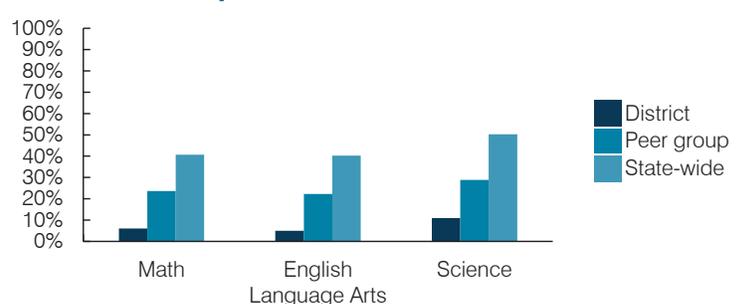


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.3	14.4	15.4
Average years of teacher experience	9.8	9.9	12.7
Percentage of teachers in first 3 years	26%	29%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

San Fernando Elementary School District

Pima County

Peer groups: Operational 11 and Achievement 16¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 14; Very small

5-year change in students attending: 43% decrease

Special education population: 0%

English learner population: 78%

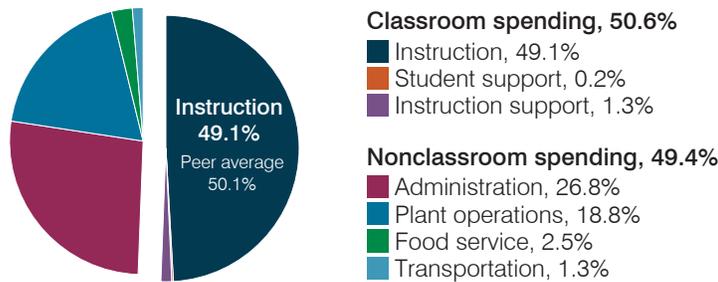
Poverty rate (2018): 0%

Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45.5	45.7	46.4	38.2	41.8	45.0	52.1	51.2	51.9	46.8	43.9	49.9	44.4	45.3	40.0	44.0	51.5	54.9	49.1

Spending by operational area



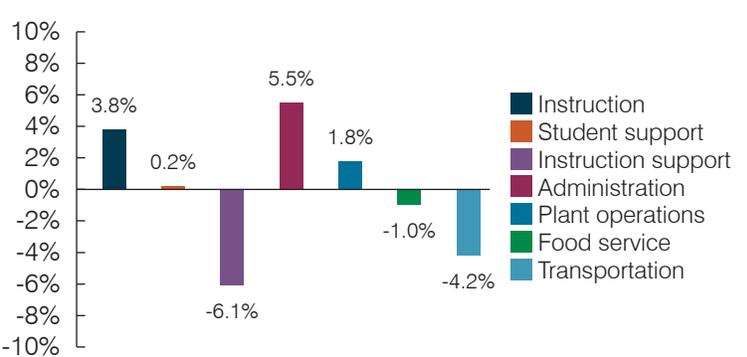
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,416	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$15.25	\$7.70	\$6.49
	Square footage per student	342	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

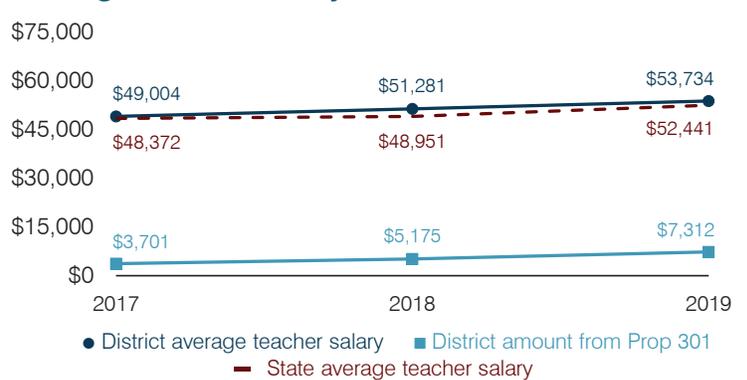
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,284	\$ 13,598	\$ 9,084	\$ 4,869
Student support	101	62	756	754
Instruction support	193	368	438	497
Administration	3,877	7,416	3,398	903
Plant operations	3,866	5,211	2,665	1,027
Food service	250	689	917	438
Transportation	146	341	976	417
Total operational	18,717	27,685	18,234	8,905
Land and buildings	77	99	1,425	1,086
Equipment	605	2,708	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	682	2,807	2,558	2,023
Total per pupil spending	\$ 19,399	\$ 30,492	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.5	8.8	9.0
Average years of teacher experience	23.5	24.5	25.5
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

San Simon Unified School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 4¹

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 120; Very small

5-year change in students attending: 17% decrease

Special education population: 7%

English learner population: 14%

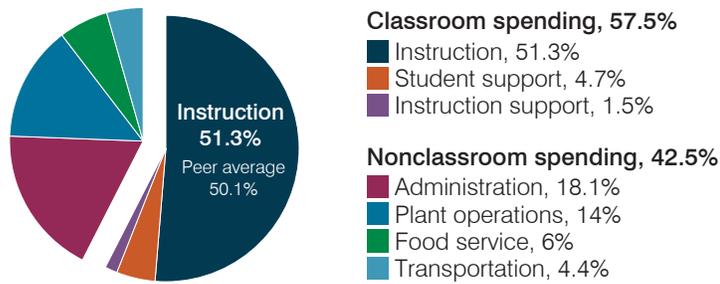
Poverty rate (2018): 11%

Free/reduced meal eligibility: 68%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
52.2	56.8	50.3	51.4	55.0	59.3	58.3	54.3	54.5	56.5	53.1	52.2	53.6	55.6	53.0	47.1	50.8	50.2	51.3

Spending by operational area



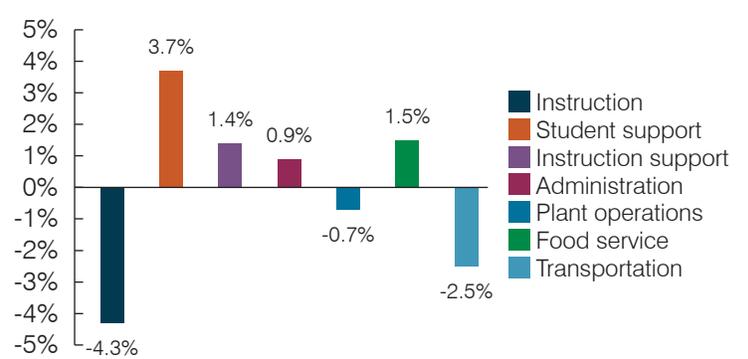
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,009	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$6.23	\$7.70	\$6.49
	Square footage per student	375	382	158
Food service	Cost per meal	\$7.00	\$5.47	\$3.08
Transportation	Cost per mile	\$0.74	\$2.28	\$4.29
	Cost per rider	\$846	\$1,665	\$1,424

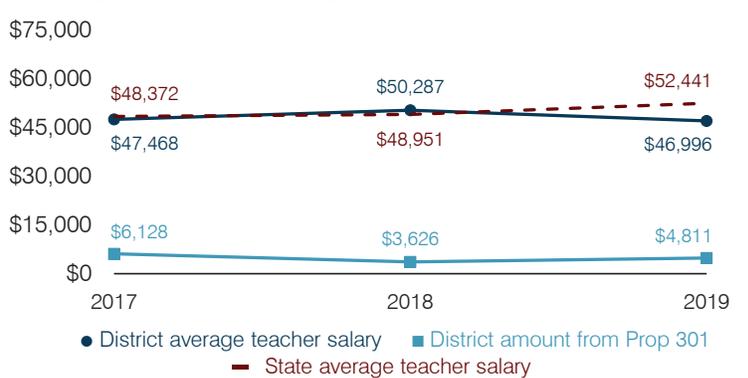
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,033	\$ 8,543	\$ 9,084	\$ 4,869
Student support	534	786	756	754
Instruction support	151	251	438	497
Administration	2,928	3,009	3,398	903
Plant operations	2,534	2,335	2,665	1,027
Food service	865	990	917	438
Transportation	970	725	976	417
Total operational	16,015	16,639	18,234	8,905
Land and buildings	365	196	1,425	1,086
Equipment	671	501	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	1,036	697	2,558	2,023
Total per pupil spending	\$ 17,051	\$ 17,336	\$20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

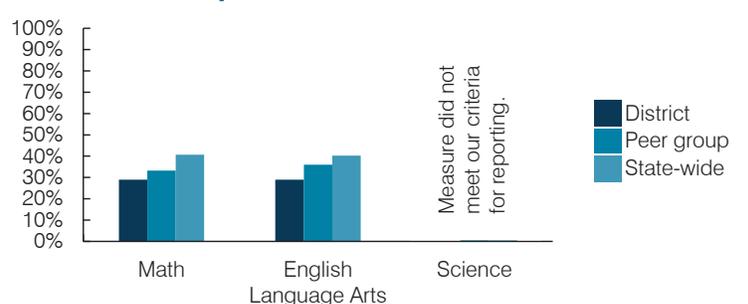


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.2	11.2	10.0
Average years of teacher experience	16.7	17.7	16.7
Percentage of teachers in first 3 years	0%	0%	4%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Sanders Unified School District

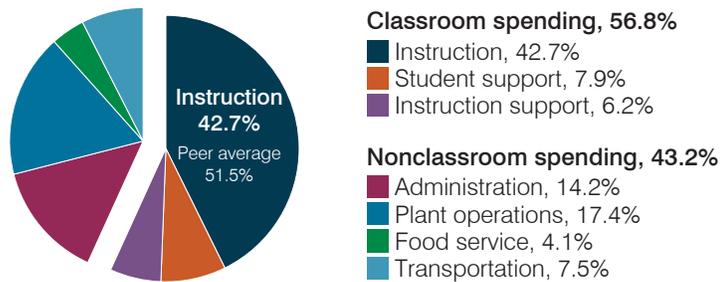
Apache County
 Peer groups: Operational 5 and T-10, Achievement 7¹
 Legislative district(s): 7
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): 57%

Students attending; Size: 662; Medium
 5-year change in students attending: 14% decrease
 Special education population: 13%
 English learner population: 11%
 Poverty rate (2018): 46%
 Free/reduced meal eligibility: N/A

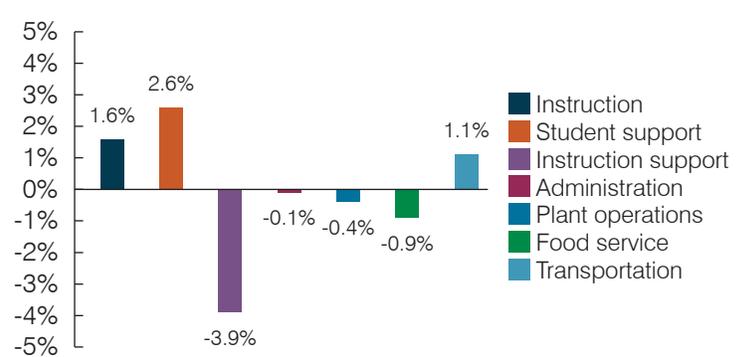
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
41.3	46.3	48.8	52.0	49.0	47.8	50.8	49.1	49.0	48.4	46.5	42.1	42.3	41.1	40.7	41.5	42.7	39.6	42.7

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

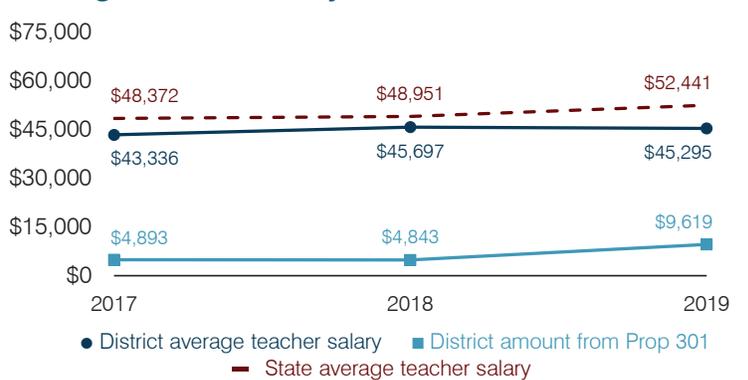
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,474	\$1,190	\$903
	Students per administrative position	30	60	66
Plant operations	Cost per square foot	\$5.93	\$5.67	\$6.49
	Square footage per student	512	257	158
Food service	Cost per meal	\$3.38	\$3.60	\$3.08
Transportation	Cost per mile	\$2.63	\$2.20	\$4.29
	Cost per rider	\$1,909	\$1,962	\$1,424



Per pupil spending

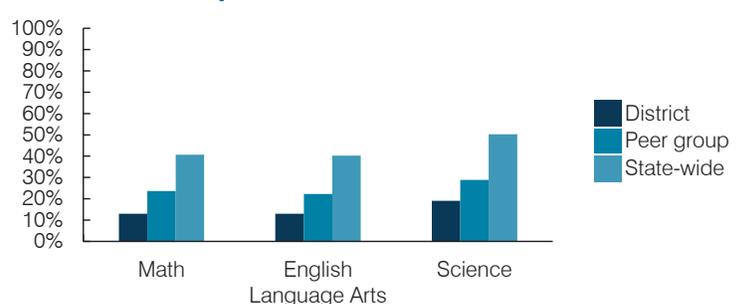
Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,624	\$ 7,439	\$ 5,148	\$ 4,869
Student support	1,281	1,367	655	754
Instruction support	1,425	1,081	436	497
Administration	2,440	2,474	1,190	903
Plant operations	2,946	3,036	1,416	1,027
Food service	744	708	428	438
Transportation	1,259	1,312	546	417
Total operational	16,719	17,417	9,819	8,905
Land and buildings	213	270	1,012	1,086
Equipment	358	441	658	496
Interest	0	0	238	261
Other	1	2	84	180
Total nonoperational	572	713	1,992	2,023
Total per pupil spending	\$ 17,291	\$ 18,130	\$ 11,811	\$ 10,928

Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.8	12.1	11.8
Average years of teacher experience	7.5	10.2	11.1
Percentage of teachers in first 3 years	44%	29%	26%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Santa Cruz Elementary School District

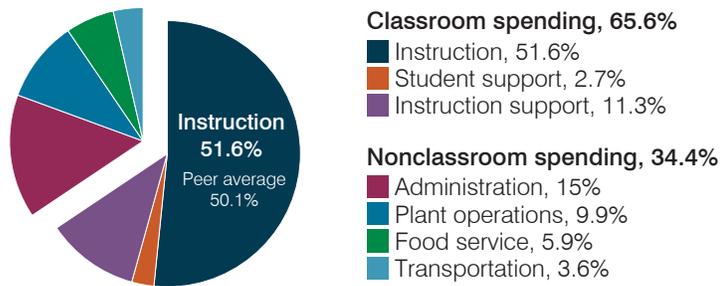
Santa Cruz County
 Peer groups: Operational 11 and T-11, Achievement 18¹
 Legislative district(s): 2
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 188; Very small
 5-year change in students attending: 19% increase
 Special education population: 7%
 English learner population: 22%
 Poverty rate (2018): 25%
 Free/reduced meal eligibility: 75%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
68.6	70.4	68.6	65.7	70.4	60.9	56.8	58.8	59.7	54.7	52.1	51.5	55.2	54.7	49.2	49.1	49.7	50.0	51.6

Spending by operational area



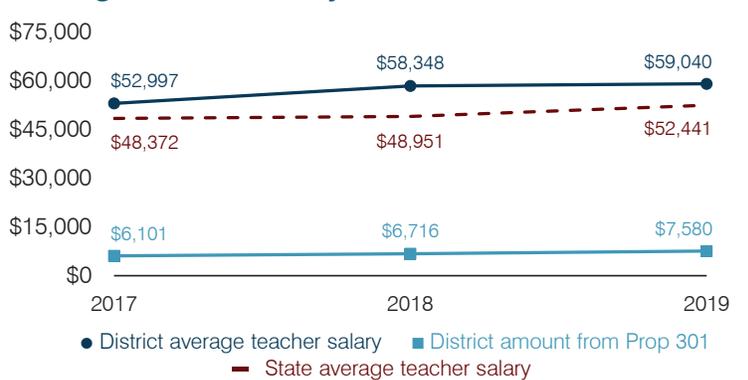
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,847	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$8.94	\$7.70	\$6.49
	Square footage per student	137	382	158
Food service	Cost per meal	\$5.80	\$5.47	\$3.08
Transportation	Cost per mile	\$2.24	\$2.28	\$4.29
	Cost per rider	\$891	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

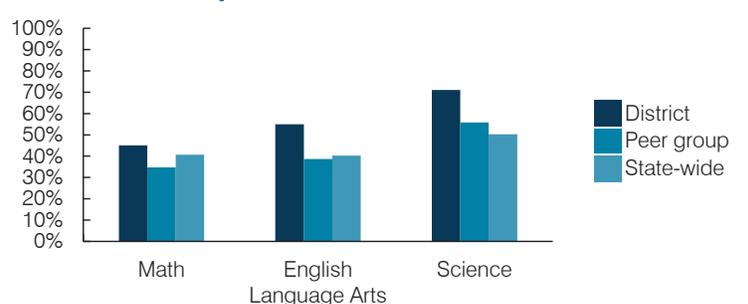


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,127	\$ 6,368	\$ 9,084	\$ 4,869
Student support	261	333	756	754
Instruction support	982	1,397	438	497
Administration	1,735	1,847	3,398	903
Plant operations	1,069	1,230	2,665	1,027
Food service	673	728	917	438
Transportation	407	446	976	417
Total operational	10,254	12,349	18,234	8,905
Land and buildings	561	859	1,425	1,086
Equipment	354	611	1,013	496
Interest	18	21	28	261
Other	0	0	92	180
Total nonoperational	933	1,491	2,558	2,023
Total per pupil spending	\$ 11,187	\$ 13,840	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	16.5	15.8	13.4
Average years of teacher experience	13.5	14.5	15.9
Percentage of teachers in first 3 years	0%	7%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Santa Cruz Valley Unified School District

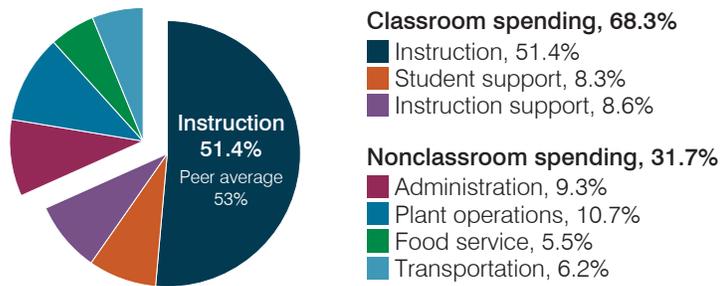
Santa Cruz County
 Peer groups: Operational 4 and T-7, Achievement 6¹
 Legislative district(s): 2
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 95%

Students attending; Size: 3,291; Medium-large
 5-year change in students attending: 3% increase
 Special education population: 10%
 English learner population: 13%
 Poverty rate (2018): 27%
 Free/reduced meal eligibility: 75%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.2	58.7	55.6	53.8	58.2	59.0	57.4	56.7	55.5	53.3	54.5	53.5	48.7	50.6	50.4	50.5	50.2	51.5	51.4

Spending by operational area



Operational measures relative to peer averages

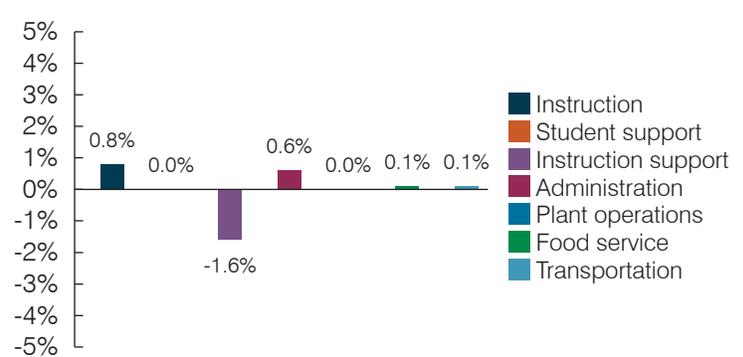
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$899	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.98	\$5.82	\$6.49
	Square footage per student	150	180	158
Food service	Cost per meal	\$2.80	\$3.28	\$3.08
Transportation	Cost per mile	\$3.58	\$3.70	\$4.29
	Cost per rider	\$887	\$1,127	\$1,424



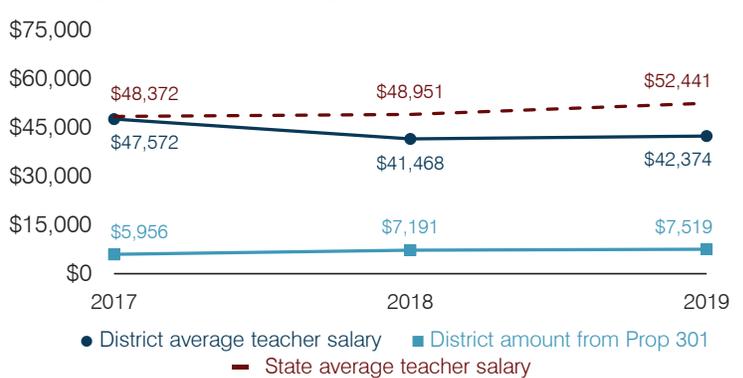
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,238	\$ 4,309	\$ 4,516	\$ 4,869
Student support	674	701	713	754
Instruction support	698	720	496	497
Administration	761	779	899	903
Plant operations	915	899	1,029	1,027
Food service	472	461	438	438
Transportation	475	518	444	417
Total operational	8,233	8,387	8,535	8,905
Land and buildings	7	131	565	1,086
Equipment	158	189	453	496
Interest	56	38	173	261
Other	35	39	70	180
Total nonoperational	256	397	1,261	2,023
Total per pupil spending	\$ 8,489	\$ 8,784	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

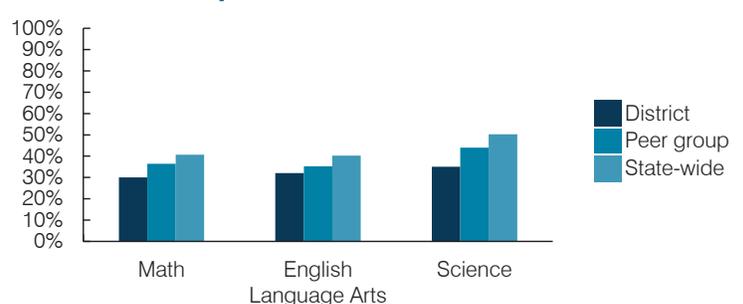


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.0	16.6	16.5
Average years of teacher experience	10.6	10.5	11.4
Percentage of teachers in first 3 years	14%	18%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Santa Cruz Valley Union High School District

Pinal County

Peer groups: Operational 6 and T-10, Achievement 11¹

Legislative district(s): 8 and 11

District location: Town

Number of schools: 1

Graduation rate (2018): 81%

Students attending; Size: 402; Small

5-year change in students attending: 5% increase

Special education population: 13%

English learner population: 5%

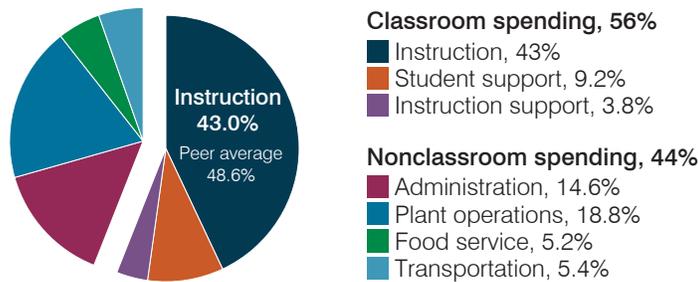
Poverty rate (2018): 21%

Free/reduced meal eligibility: 86%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.7	54.3	52.8	52.2	49.6	49.0	47.6	41.5	44.2	36.1	41.7	43.2	39.8	40.3	41.1	41.7	43.7	41.6	43.0

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,732	\$1,750	\$903
	Students per administrative position	41	45	66
Plant operations	Cost per square foot	\$5.91	\$5.35	\$6.49
	Square footage per student	377	315	158
Food service	Cost per meal	\$4.50	\$3.77	\$3.08
Transportation	Cost per mile	\$3.63	\$2.20	\$4.29
	Cost per rider	\$3,121	\$1,962	\$1,424



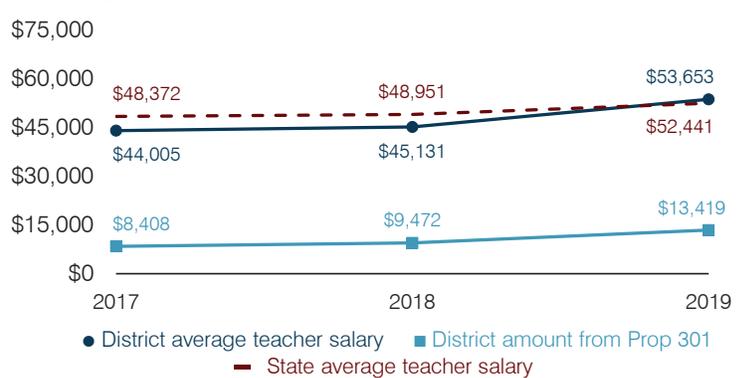
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,578	\$ 5,089	\$ 5,732	\$ 4,869
Student support	1,045	1,091	763	754
Instruction support	487	442	364	497
Administration	1,579	1,732	1,750	903
Plant operations	2,100	2,229	1,697	1,027
Food service	568	612	545	438
Transportation	656	644	616	417
Total operational	11,013	11,839	11,467	8,905
Land and buildings	5,279	2,727	757	1,086
Equipment	1,246	1,334	692	496
Interest	467	352	152	261
Other	9	13	64	180
Total nonoperational	7,001	4,426	1,665	2,023
Total per pupil spending	\$ 18,014	\$ 16,265	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

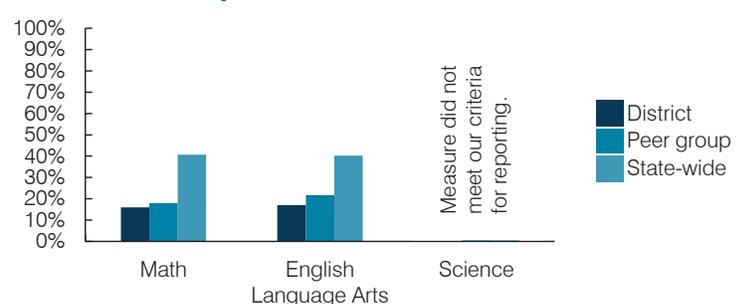


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.3	21.7	20.1
Average years of teacher experience	10.2	9.6	11.1
Percentage of teachers in first 3 years	5%	0%	6%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Scottsdale Unified School District

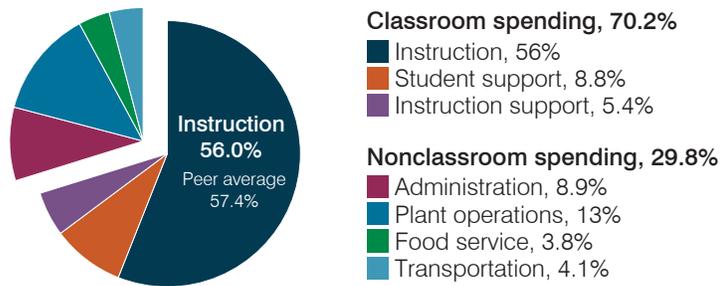
Maricopa County
 Peer groups: Operational 1 and T-4, Achievement 2¹
 Legislative district(s): 23, 24, 26, and 28
 District location: City
 Number of schools: 29
 Graduation rate (2018): 92%

Students attending; Size: 21,643; Very large
 5-year change in students attending: 10% decrease
 Special education population: 10%
 English learner population: 3%
 Poverty rate (2018): 8%
 Free/reduced meal eligibility: 24%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.6	59.0	61.5	63.7	62.3	60.5	61.3	60.4	57.7	59.5	57.7	58.7	57.9	54.5	53.9	53.6	53.6	54.4	56.0

Spending by operational area



Operational measures relative to peer averages

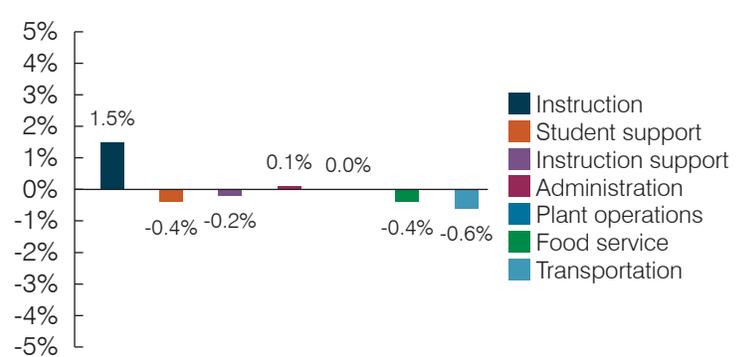
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$787	\$746	\$903
	Students per administrative position	77	78	66
Plant operations	Cost per square foot	\$6.01	\$6.37	\$6.49
	Square footage per student	191	150	158
Food service	Cost per meal	\$2.54	\$2.92	\$3.08
Transportation	Cost per mile	\$4.59	\$4.02	\$4.29
	Cost per rider	\$1,564	\$1,407	\$1,424



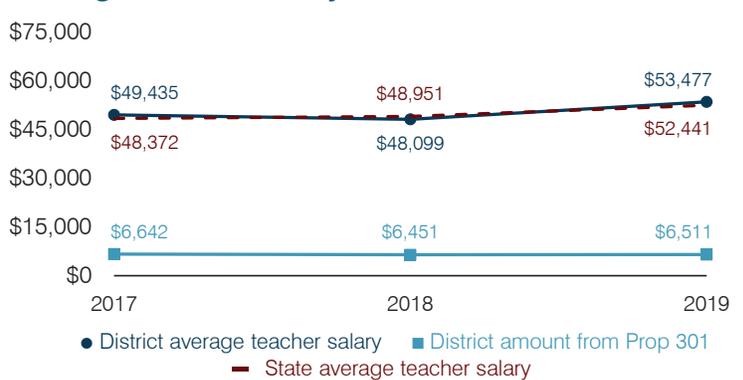
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,400	\$ 4,945	\$ 4,901	\$ 4,869
Student support	706	779	773	754
Instruction support	431	472	427	497
Administration	762	787	746	903
Plant operations	1,160	1,147	949	1,027
Food service	318	338	341	438
Transportation	317	360	381	417
Total operational	8,094	8,828	8,518	8,905
Land and buildings	1,764	1,316	658	1,086
Equipment	551	563	376	496
Interest	363	603	288	261
Other	236	264	217	180
Total nonoperational	2,914	2,746	1,539	2,023
Total per pupil spending	\$ 11,008	\$ 11,574	\$ 10,057	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

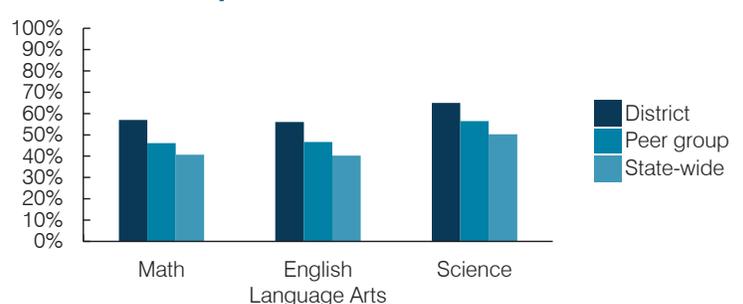


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.3	17.3	17.2
Average years of teacher experience	13.9	13.5	13.6
Percentage of teachers in first 3 years	13%	20%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Sedona-Oak Creek Joint Unified School District

Yavapai County

Peer groups: Operational 5 and T-7, Achievement 4¹

Legislative district(s): 6

District location: Town

Number of schools: 2

Graduation rate (2018): 86%

Students attending; Size: 773; Medium

5-year change in students attending: 34% decrease

Special education population: 9%

English learner population: 10%

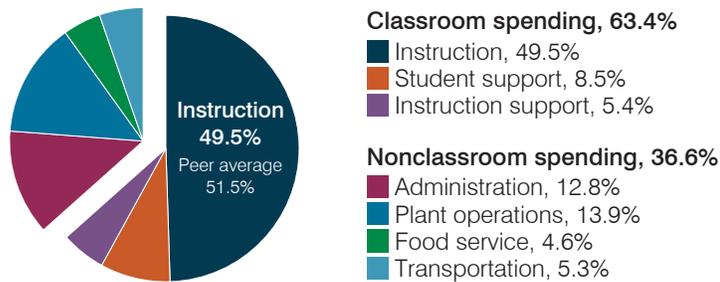
Poverty rate (2018): 13%

Free/reduced meal eligibility: 57%

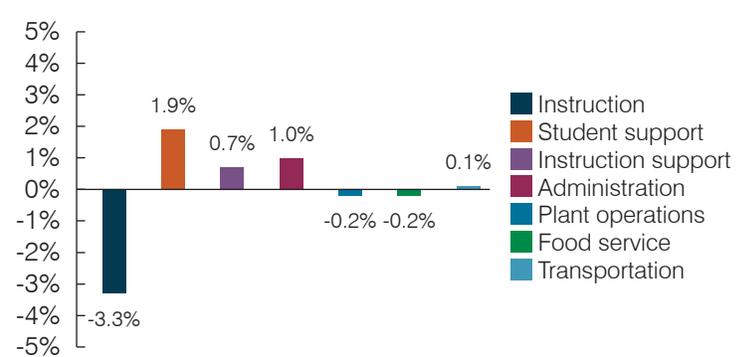
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.0	50.5	53.4	52.3	52.7	54.6	54.9	55.1	54.4	53.2	54.4	53.4	54.4	52.8	52.6	51.7	51.0	52.3	49.5

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

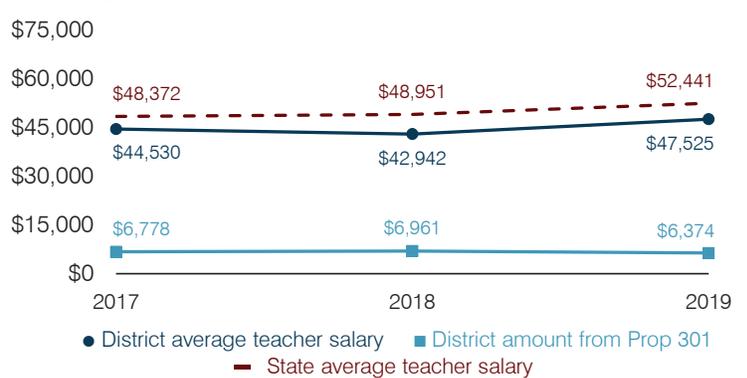


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,315	\$1,190	\$903
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$3.15	\$5.67	\$6.49
	Square footage per student	453	257	158
Food service	Cost per meal	\$4.76	\$3.60	\$3.08
Transportation	Cost per mile	\$4.29	\$3.70	\$4.29
	Cost per rider	\$1,436	\$1,127	\$1,424



Average teacher salary and other measures

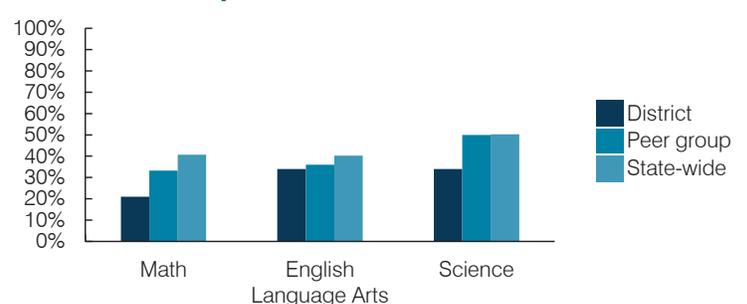


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,477	\$ 5,077	\$ 5,148	\$ 4,869
Student support	761	868	655	754
Instruction support	508	556	436	497
Administration	1,283	1,315	1,190	903
Plant operations	1,510	1,429	1,416	1,027
Food service	416	468	428	438
Transportation	508	541	546	417
Total operational	10,463	10,254	9,819	8,905
Land and buildings	81	124	1,012	1,086
Equipment	449	209	658	496
Interest	2,658	2,644	238	261
Other	187	387	84	180
Total nonoperational	3,375	3,364	1,992	2,023
Total per pupil spending	\$ 13,838	\$ 13,618	\$11,811	\$10,928

Measure	2017	2018	2019
Students per teacher	17.7	14.5	16.5
Average years of teacher experience	13.8	14.8	11.7
Percentage of teachers in first 3 years	11%	6%	24%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Seligman Unified School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 5¹

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 75%

Students attending; Size: 101; Very small

5-year change in students attending: 28% decrease

Special education population: 16%

English learner population: 0%

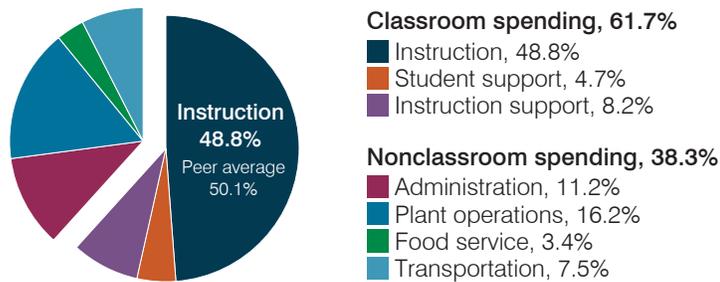
Poverty rate (2018): 25%

Free/reduced meal eligibility: 65%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.8	60.2	58.3	53.6	53.9	51.8	53.5	54.2	54.4	52.6	53.0	51.8	50.6	50.7	47.6	46.7	46.8	46.6	48.8

Spending by operational area



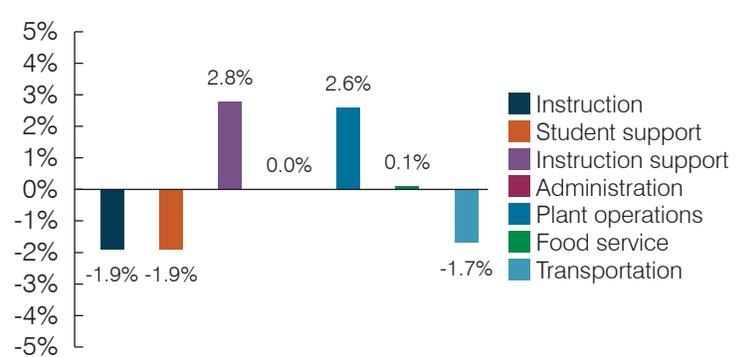
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,923	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.75	\$7.70	\$6.49
	Square footage per student	891	382	158
Food service	Cost per meal	\$5.46	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$2,707	\$1,665	\$1,424

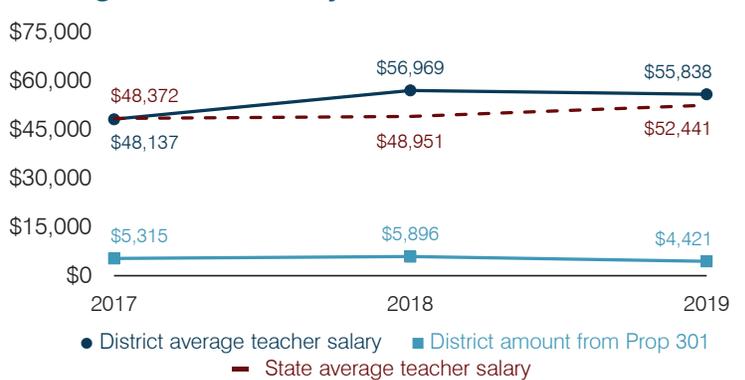
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,492	\$ 12,768	\$ 9,084	\$ 4,869
Student support	995	1,241	756	754
Instruction support	1,667	2,151	438	497
Administration	2,416	2,923	3,398	903
Plant operations	3,547	4,232	2,665	1,027
Food service	835	879	917	438
Transportation	1,433	1,950	976	417
Total operational	20,385	26,144	18,234	8,905
Land and buildings	1,443	4,574	1,425	1,086
Equipment	882	1,885	1,013	496
Interest	42	37	28	261
Other	121	219	92	180
Total nonoperational	2,488	6,715	2,558	2,023
Total per pupil spending	\$ 22,873	\$ 32,859	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

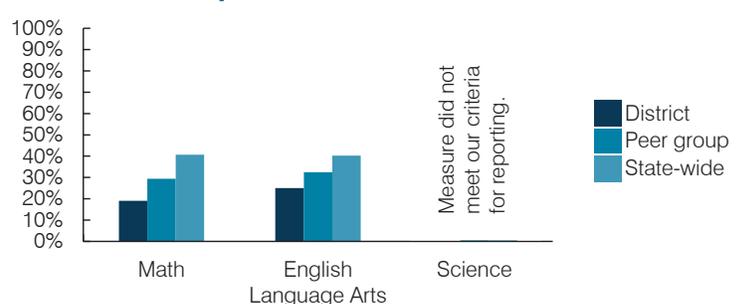


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.6	11.2	7.8
Average years of teacher experience	12.6	11.9	16.9
Percentage of teachers in first 3 years	0%	8%	38%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Sentinel Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 34; Very small

5-year change in students attending: 17% increase

Special education population: 9%

English learner population: 0%

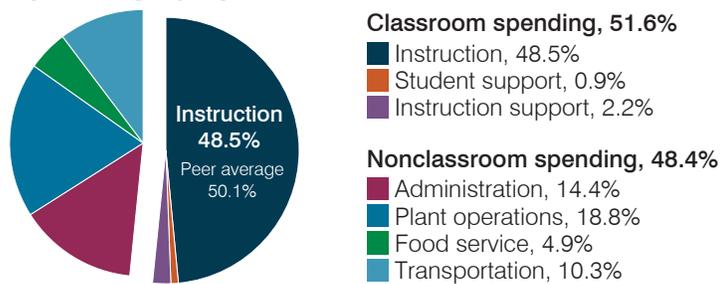
Poverty rate (2018): 0%

Free/reduced meal eligibility: 74%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
42.6	43.5	42.6	45.7	42.7	47.8	55.2	53.0	50.7	50.0	49.4	50.2	49.9	53.1	53.2	50.8	50.4	48.7	48.5

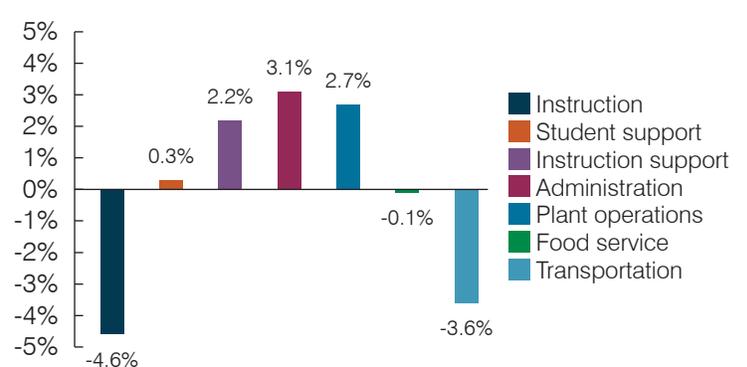
Spending by operational area



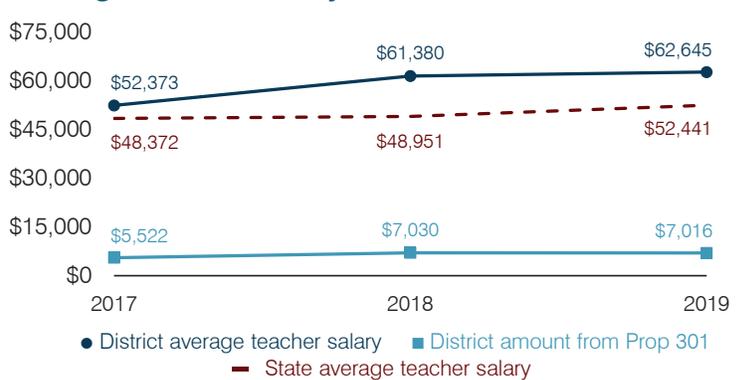
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,619	\$3,398	\$903
	Students per administrative position	17	32	66
Plant operations	Cost per square foot	\$15.28	\$7.70	\$6.49
	Square footage per student	394	382	158
Food service	Cost per meal	\$6.78	\$5.47	\$3.08
Transportation	Cost per mile	\$2.28	\$2.28	\$4.29
	Cost per rider	\$3,065	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

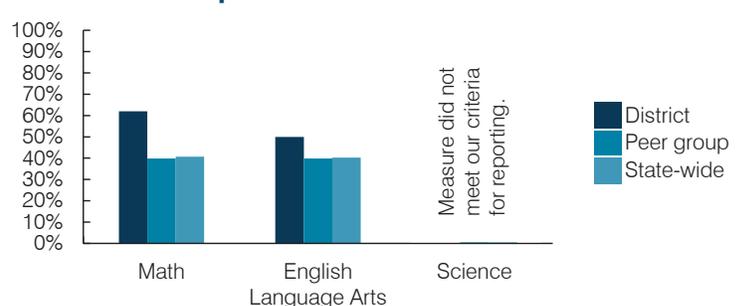


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 14,749	\$ 15,504	\$ 9,084	\$ 4,869
Student support	140	290	756	754
Instruction support	682	711	438	497
Administration	4,031	4,619	3,398	903
Plant operations	5,780	6,021	2,665	1,027
Food service	1,812	1,554	917	438
Transportation	3,071	3,290	976	417
Total operational	30,265	31,989	18,234	8,905
Land and buildings	0	3,489	1,425	1,086
Equipment	1,815	1,903	1,013	496
Interest	15	7	28	261
Other	0	0	92	180
Total nonoperational	1,830	5,399	2,558	2,023
Total per pupil spending	\$ 32,095	\$ 37,388	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	6.9	8.6	9.8
Average years of teacher experience	16.7	17.1	17.7
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Show Low Unified School District

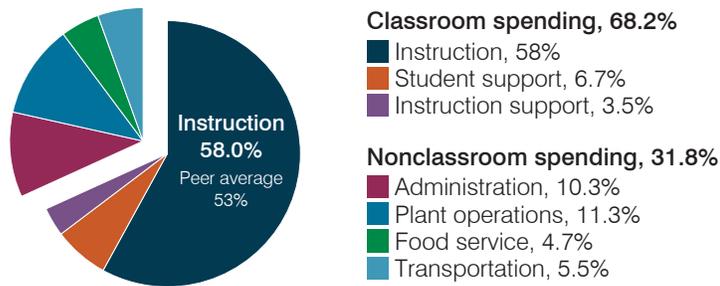
Navajo County
 Peer groups: Operational 4 and T-8, Achievement 7¹
 Legislative district(s): 6 and 7
 District location: Rural
 Number of schools: 5
 Graduation rate (2018): 82%

Students attending; Size: 2,408; Medium-large
 5-year change in students attending: 3% increase
 Special education population: 14%
 English learner population: 2%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 49%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.9	61.4	59.4	60.3	59.1	56.7	55.0	56.5	54.9	55.6	54.3	52.8	55.4	57.0	56.2	56.9	58.5	58.7	58.0

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$831	\$899	\$903
	Students per administrative position	67	68	66
Plant operations	Cost per square foot	\$4.90	\$5.82	\$6.49
	Square footage per student	185	180	158
Food service	Cost per meal	\$4.04	\$3.28	\$3.08
Transportation	Cost per mile	NR	\$3.26	\$4.29
	Cost per rider	NR	\$1,447	\$1,424



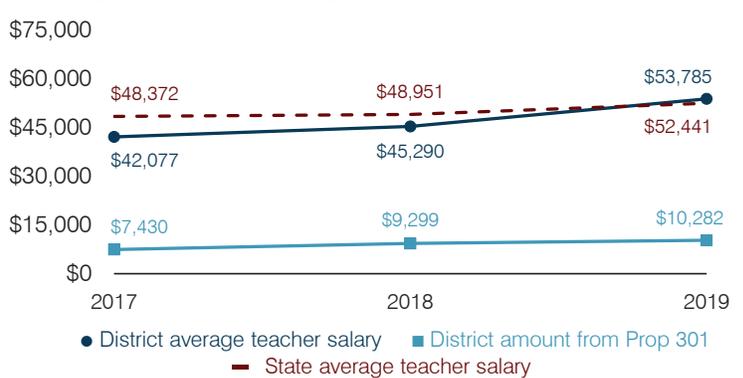
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,421	\$ 4,648	\$ 4,516	\$ 4,869
Student support	507	537	713	754
Instruction support	334	281	496	497
Administration	691	831	899	903
Plant operations	867	907	1,029	1,027
Food service	345	376	438	438
Transportation	361	440	444	417
Total operational	7,526	8,020	8,535	8,905
Land and buildings	133	2,372	565	1,086
Equipment	764	375	453	496
Interest	151	213	173	261
Other	51	27	70	180
Total nonoperational	1,099	2,987	1,261	2,023
Total per pupil spending	\$ 8,625	\$ 11,007	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

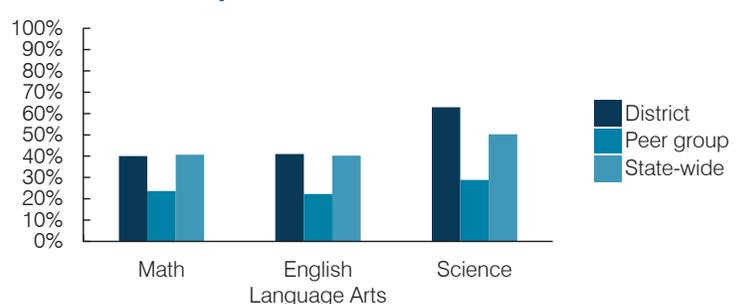


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.0	19.3	20.2
Average years of teacher experience	10.3	10.8	11.2
Percentage of teachers in first 3 years	21%	18%	15%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Sierra Vista Unified School District

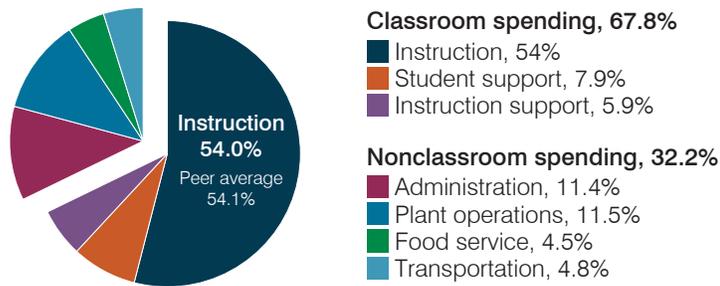
Cochise County
 Peer groups: Operational 3 and T-3, Achievement 3¹
 Legislative district(s): 14
 District location: City
 Number of schools: 8
 Graduation rate (2018): 91%

Students attending; Size: 5,335; Medium-large
 5-year change in students attending: 2% decrease
 Special education population: 12%
 English learner population: 2%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 45%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.4	56.1	56.4	55.4	56.8	56.9	55.5	54.3	54.4	53.2	53.6	53.2	53.8	53.7	54.3	53.9	54.3	54.5	54.0

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$887	\$903
	Students per administrative position	61	68	66
Plant operations	Cost per square foot	\$5.79	\$5.90	\$6.49
	Square footage per student	161	159	158
Food service	Cost per meal	\$3.36	\$3.35	\$3.08
Transportation	Cost per mile	\$3.42	\$4.60	\$4.29
	Cost per rider	\$1,048	\$1,224	\$1,424



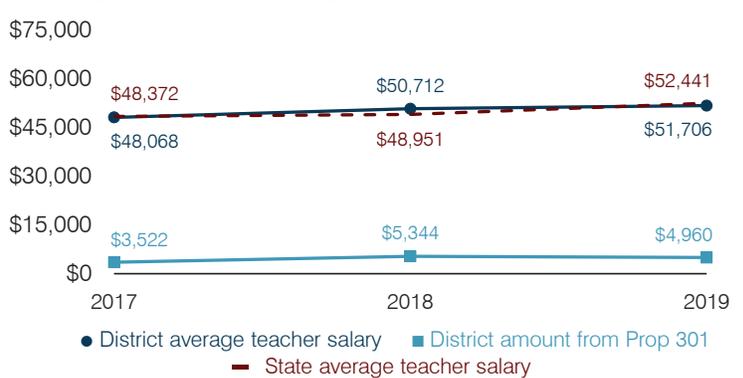
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,181	\$ 4,385	\$ 4,496	\$ 4,869
Student support	612	642	730	754
Instruction support	467	481	377	497
Administration	847	926	887	903
Plant operations	863	930	977	1,027
Food service	347	365	353	438
Transportation	355	392	428	417
Total operational	7,672	8,121	8,248	8,905
Land and buildings	850	902	1,367	1,086
Equipment	1,134	568	508	496
Interest	78	129	319	261
Other	61	59	194	180
Total nonoperational	2,123	1,658	2,388	2,023
Total per pupil spending	\$ 9,795	\$ 9,779	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

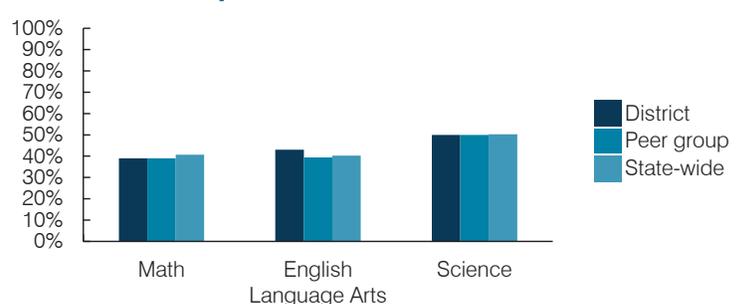


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.0	20.7	19.4
Average years of teacher experience	12.4	12.9	12.2
Percentage of teachers in first 3 years	8%	6%	10%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Skull Valley Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 16¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 19; Very small

5-year change in students attending: 8% decrease

Special education population: 54%

English learner population: 0%

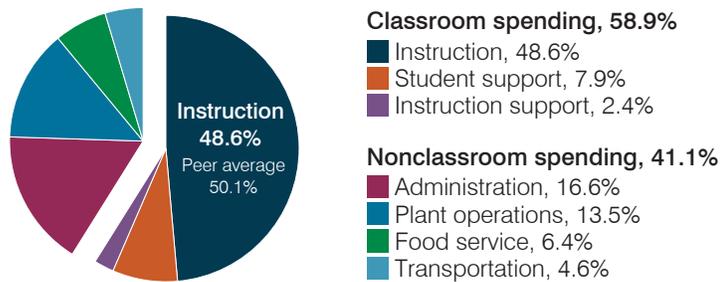
Poverty rate (2018): 11%

Free/reduced meal eligibility: 45%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.3	51.7	52.0	56.4	49.6	54.6	53.6	57.1	52.0	53.1	51.8	54.3	47.9	48.1	52.5	46.4	42.7	47.9	48.6

Spending by operational area



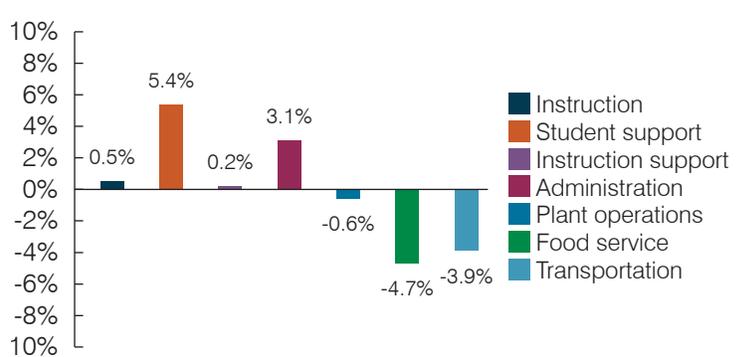
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,567	\$3,398	\$903
	Students per administrative position	14	32	66
Plant operations	Cost per square foot	\$8.23	\$7.70	\$6.49
	Square footage per student	451	382	158
Food service	Cost per meal	\$11.96	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,317	\$1,665	\$1,424

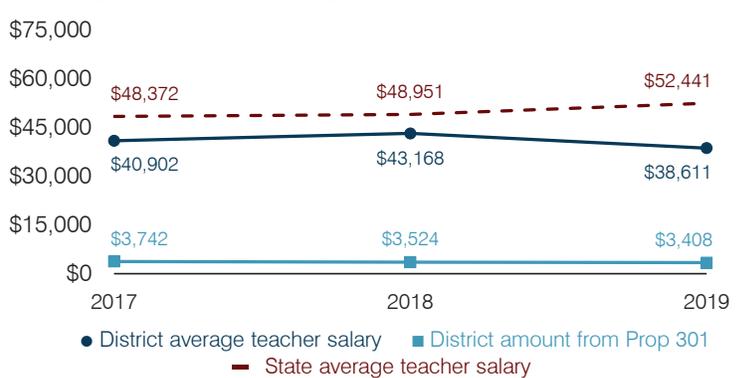
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,446	\$ 13,368	\$ 9,084	\$ 4,869
Student support	1,330	2,185	756	754
Instruction support	402	659	438	497
Administration	3,354	4,567	3,398	903
Plant operations	2,595	3,717	2,665	1,027
Food service	1,702	1,761	917	438
Transportation	870	1,252	976	417
Total operational	19,699	27,509	18,234	8,905
Land and buildings	185	300	1,425	1,086
Equipment	19	1,735	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	204	2,035	2,558	2,023
Total per pupil spending	\$ 19,903	\$ 29,544	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.2	10.1	7.2
Average years of teacher experience	13.5	17.0	7.4
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Snowflake Unified School District

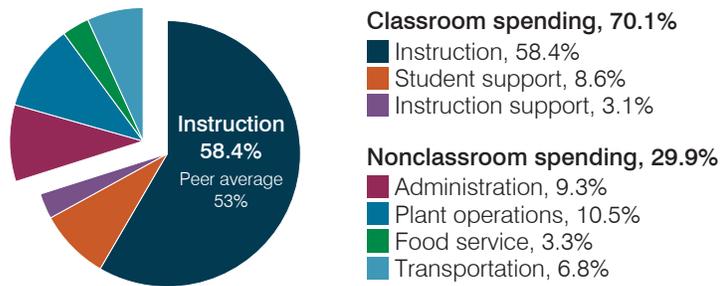
Navajo County
 Peer groups: Operational 4 and T-7, Achievement 6¹
 Legislative district(s): 6
 District location: Town
 Number of schools: 6
 Graduation rate (2018): 92%

Students attending; Size: 2,492; Medium-large
 5-year change in students attending: 6% increase
 Special education population: 14%
 English learner population: 1%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: 42%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.1	60.9	60.7	57.3	58.4	58.0	59.4	59.6	59.5	59.3	59.0	56.1	56.5	57.8	57.9	55.8	57.1	56.8	58.4

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$673	\$899	\$903
	Students per administrative position	122	68	66
Plant operations	Cost per square foot	\$4.41	\$5.82	\$6.49
	Square footage per student	172	180	158
Food service	Cost per meal	\$3.76	\$3.28	\$3.08
Transportation	Cost per mile	\$5.50	\$3.70	\$4.29
	Cost per rider	\$1,892	\$1,127	\$1,424



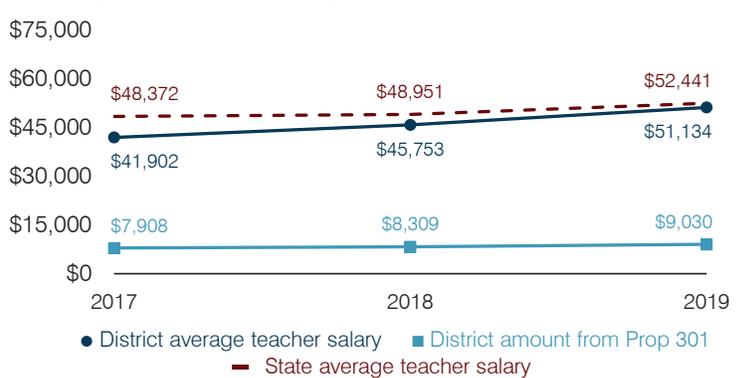
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,691	\$ 4,222	\$ 4,516	\$ 4,869
Student support	547	623	713	754
Instruction support	200	228	496	497
Administration	619	673	899	903
Plant operations	772	758	1,029	1,027
Food service	229	236	438	438
Transportation	444	495	444	417
Total operational	6,502	7,235	8,535	8,905
Land and buildings	89	73	565	1,086
Equipment	209	237	453	496
Interest	97	85	173	261
Other	5	3	70	180
Total nonoperational	400	398	1,261	2,023
Total per pupil spending	\$ 6,902	\$ 7,633	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

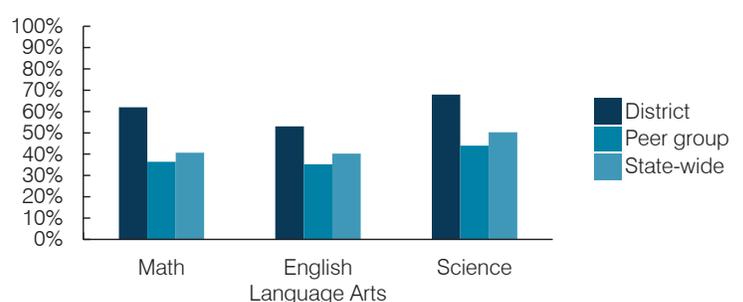


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.2	22.3	21.0
Average years of teacher experience	12.9	12.8	12.5
Percentage of teachers in first 3 years	14%	21%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Solomon Elementary School District

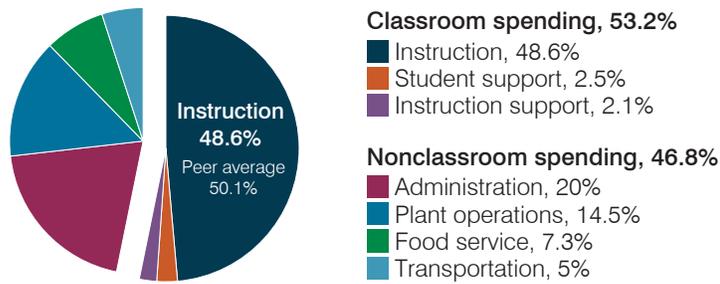
Graham County
 Peer groups: Operational 11 and T-11, Achievement 17¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 181; Very small
 5-year change in students attending: 3% decrease
 Special education population: 10%
 English learner population: 0%
 Poverty rate (2018): 15%
 Free/reduced meal eligibility: 64%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.0	52.1	54.5	50.9	55.1	54.1	55.3	53.8	51.6	52.9	54.1	52.3	53.3	52.8	51.2	45.6	50.0	49.3	48.6

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,000	\$3,398	\$903
	Students per administrative position	46	32	66
Plant operations	Cost per square foot	\$5.93	\$7.70	\$6.49
	Square footage per student	245	382	158
Food service	Cost per meal	\$3.65	\$5.47	\$3.08
Transportation	Cost per mile	\$2.78	\$2.28	\$4.29
	Cost per rider	NR	\$1,665	\$1,424

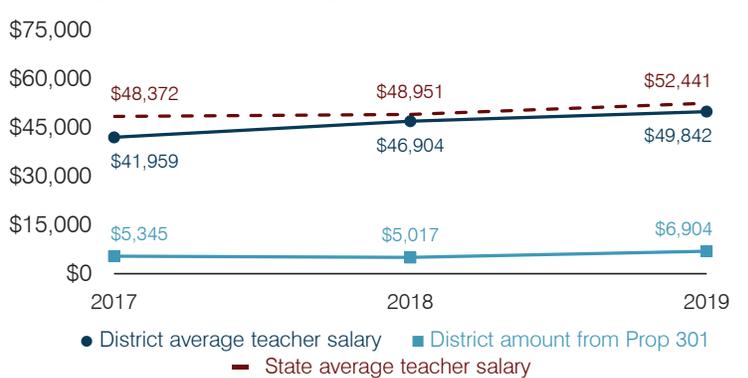
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,562	\$ 4,864	\$ 9,084	\$ 4,869
Student support	251	254	756	754
Instruction support	155	206	438	497
Administration	1,942	2,000	3,398	903
Plant operations	1,085	1,453	2,665	1,027
Food service	774	733	917	438
Transportation	486	495	976	417
Total operational	9,255	10,005	18,234	8,905
Land and buildings	2,526	1,691	1,425	1,086
Equipment	287	906	1,013	496
Interest	0	0	28	261
Other	1	16	92	180
Total nonoperational	2,814	2,613	2,558	2,023
Total per pupil spending	\$ 12,069	\$ 12,618	\$20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

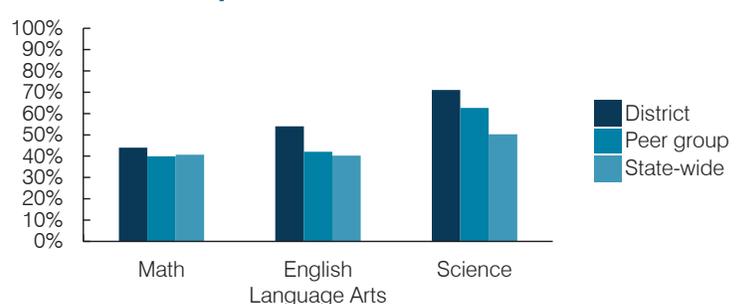


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.6	20.9	16.9
Average years of teacher experience	15.2	15.7	16.7
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Somerton Elementary School District

Yuma County

Peer groups: Operational 9 and T-6, Achievement 20¹

Legislative district(s): 4

District location: Town

Number of schools: 5

Graduation rate (2018): N/A

Students attending; Size: 2,841; Medium-large

5-year change in students attending: 7% increase

Special education population: 11%

English learner population: 25%

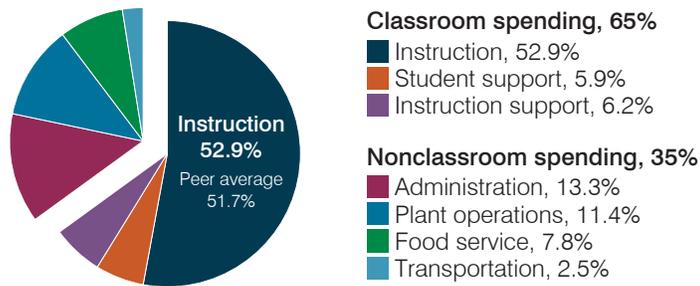
Poverty rate (2018): 33%

Free/reduced meal eligibility: 87%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.4	51.4	52.1	51.7	50.7	50.5	50.6	47.9	49.6	49.7	47.1	46.6	47.1	47.7	48.9	49.1	50.0	49.5	52.9

Spending by operational area



Operational measures relative to peer averages

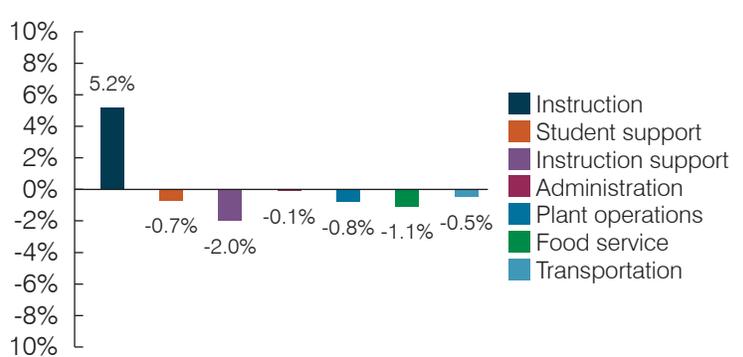
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,054	\$1,141	\$903
	Students per administrative position	58	60	66
Plant operations	Cost per square foot	\$7.33	\$6.68	\$6.49
	Square footage per student	123	161	158
Food service	Cost per meal	\$2.78	\$3.16	\$3.08
Transportation	Cost per mile	\$3.60	\$4.23	\$4.29
	Cost per rider	\$629	\$768	\$1,424



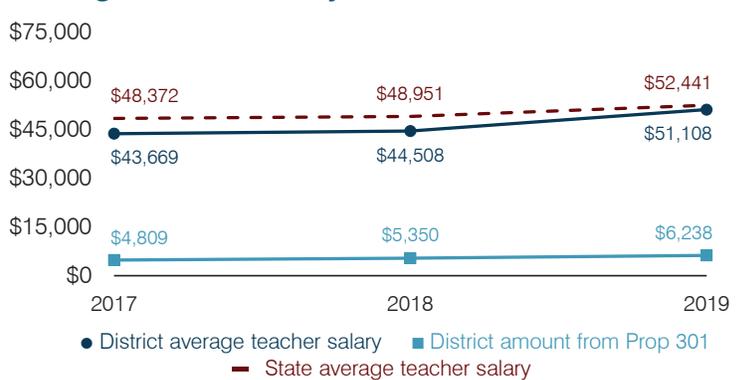
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,584	\$ 4,187	\$ 4,638	\$ 4,869
Student support	486	469	567	754
Instruction support	450	492	481	497
Administration	1,033	1,054	1,141	903
Plant operations	917	898	1,054	1,027
Food service	590	618	599	438
Transportation	174	194	498	417
Total operational	7,234	7,912	8,978	8,905
Land and buildings	646	454	265	1,086
Equipment	282	358	486	496
Interest	59	64	72	261
Other	140	126	134	180
Total nonoperational	1,127	1,002	957	2,023
Total per pupil spending	\$ 8,361	\$ 8,914	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

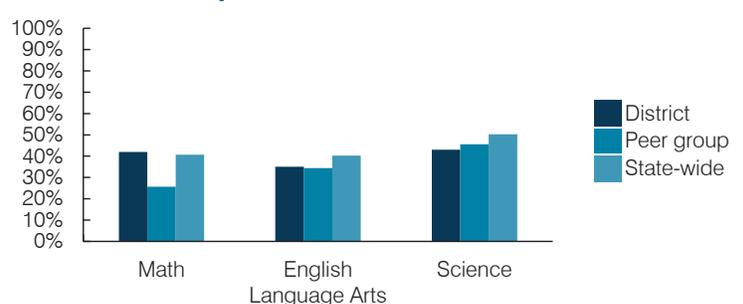


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.6	20.8	19.3
Average years of teacher experience	9.2	9.8	9.9
Percentage of teachers in first 3 years	14%	15%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Sonoita Elementary School District

Santa Cruz County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 122; Very small

5-year change in students attending: 15% increase

Special education population: 19%

English learner population: 0%

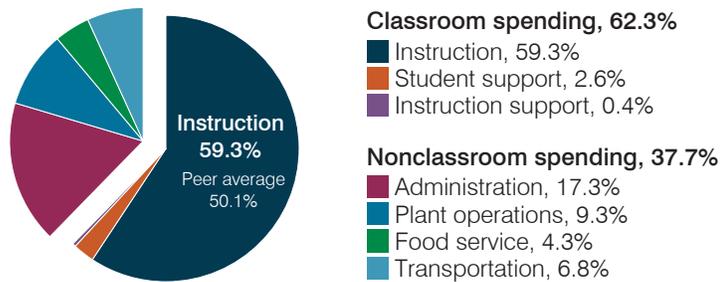
Poverty rate (2018): 21%

Free/reduced meal eligibility: 24%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
65.5	63.7	68.3	74.2	68.1	66.7	68.5	65.7	69.6	64.7	59.7	57.9	61.0	58.9	55.1	56.0	61.2	59.5	59.3

Spending by operational area



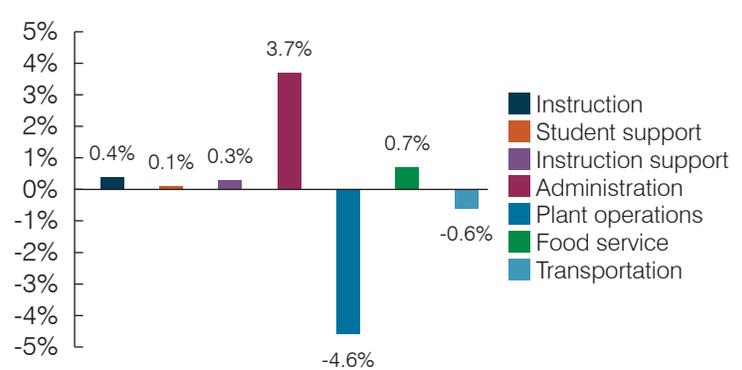
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,693	\$3,398	\$903
	Students per administrative position	31	32	66
Plant operations	Cost per square foot	\$5.55	\$7.70	\$6.49
	Square footage per student	260	382	158
Food service	Cost per meal	\$5.90	\$5.47	\$3.08
Transportation	Cost per mile	\$4.64	\$2.28	\$4.29
	Cost per rider	\$2,351	\$1,665	\$1,424

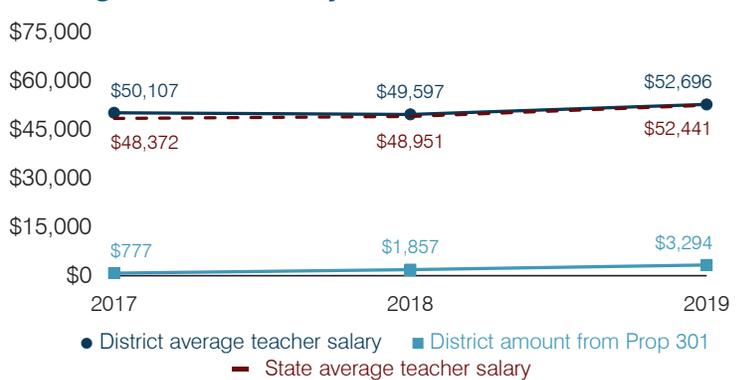
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,655	\$ 9,222	\$ 9,084	\$ 4,869
Student support	507	400	756	754
Instruction support	93	73	438	497
Administration	4,014	2,693	3,398	903
Plant operations	1,891	1,442	2,665	1,027
Food service	769	667	917	438
Transportation	672	1,057	976	417
Total operational	19,601	15,554	18,234	8,905
Land and buildings	217	107	1,425	1,086
Equipment	401	449	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	618	556	2,558	2,023
Total per pupil spending	\$ 20,219	\$ 16,110	\$20,792	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

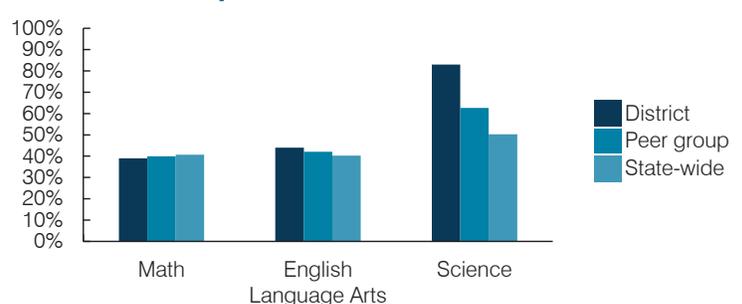


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.7	7.6	10.2
Average years of teacher experience	9.6	10.4	12.5
Percentage of teachers in first 3 years	30%	30%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

St. David Unified School District

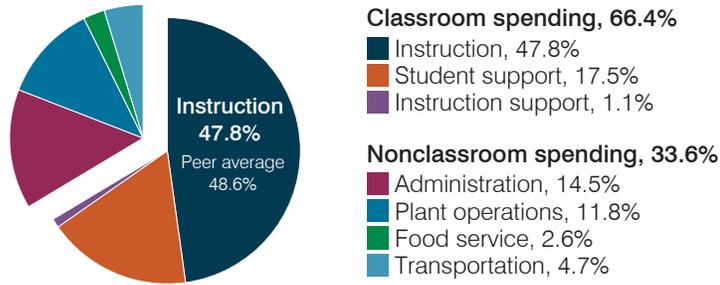
Cochise County
 Peer groups: Operational 6 and T-8, Achievement 4¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 2
 Graduation rate (2018): 97%

Students attending; Size: 341; Small
 5-year change in students attending: 16% decrease
 Special education population: 19%
 English learner population: 0%
 Poverty rate (2018): 18%
 Free/reduced meal eligibility: 53%

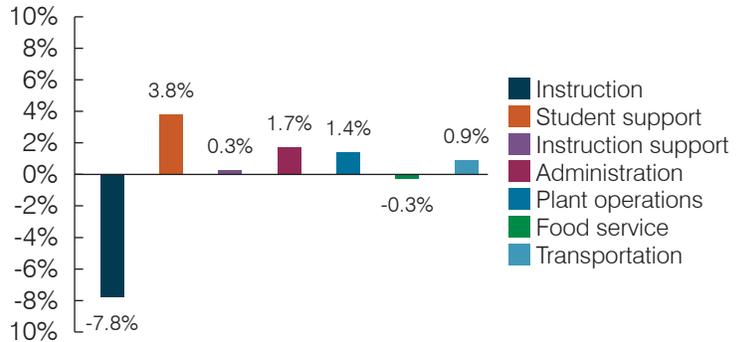
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
49.1	67.1	60.5	54.5	58.8	56.9	58.6	57.5	57.9	56.0	57.4	54.9	52.8	55.6	50.6	52.6	52.4	53.7	47.8

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

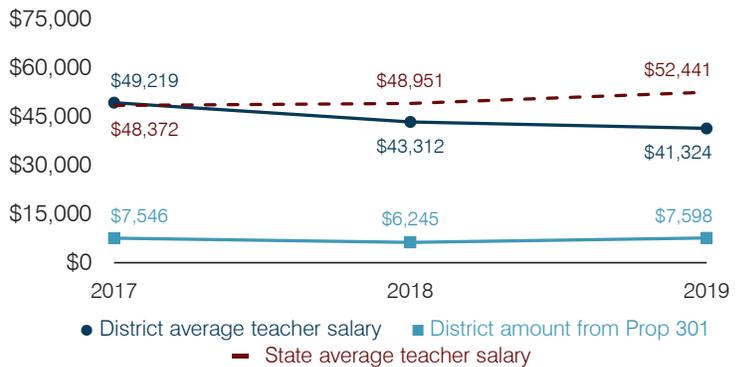


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,561	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$5.48	\$5.35	\$6.49
	Square footage per student	233	315	158
Food service	Cost per meal	\$3.48	\$3.77	\$3.08
Transportation	Cost per mile	\$3.09	\$3.26	\$4.29
	Cost per rider	\$1,450	\$1,447	\$1,424



Average teacher salary and other measures

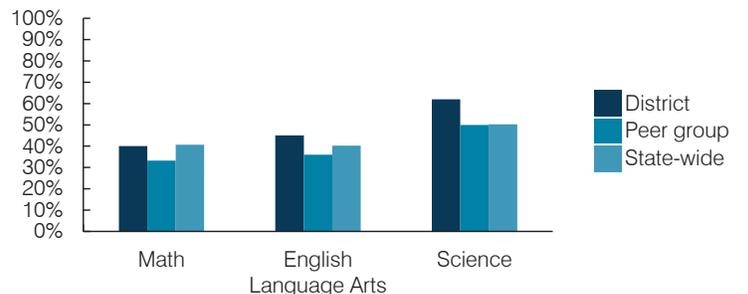


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,169	\$ 5,163	\$ 5,732	\$ 4,869
Student support	986	1,891	763	754
Instruction support	86	122	364	497
Administration	1,383	1,561	1,750	903
Plant operations	1,304	1,278	1,697	1,027
Food service	252	283	545	438
Transportation	443	506	616	417
Total operational	9,623	10,804	11,467	8,905
Land and buildings	500	34	757	1,086
Equipment	137	359	692	496
Interest	11	2	152	261
Other	9	78	64	180
Total nonoperational	657	473	1,665	2,023
Total per pupil spending	\$ 10,280	\$ 11,277	\$ 13,132	\$ 10,928

Measure	2017	2018	2019
Students per teacher	15.1	14.0	15.3
Average years of teacher experience	14.6	14.9	14.4
Percentage of teachers in first 3 years	12%	13%	10%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

St. Johns Unified School District

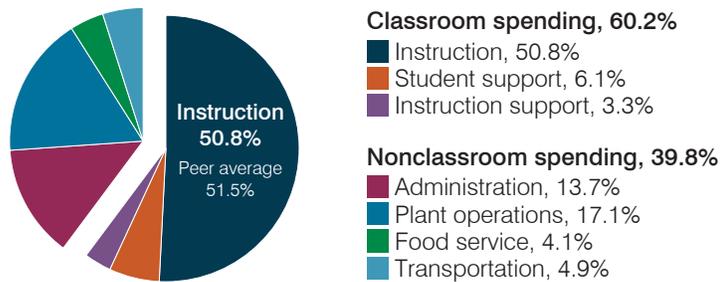
Apache County
 Peer groups: Operational 5 and T-10, Achievement 6¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 87%

Students attending; Size: 827; Medium
 5-year change in students attending: 3% increase
 Special education population: 16%
 English learner population: 0%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: 51%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.3	57.5	57.9	57.9	55.2	57.2	53.3	53.6	56.4	56.2	51.3	49.0	49.0	49.5	47.1	48.3	49.6	50.0	50.8

Spending by operational area



Operational measures relative to peer averages

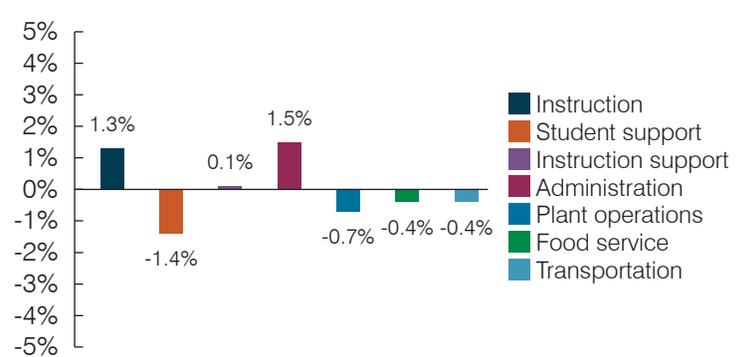
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,293	\$1,190	\$903
	Students per administrative position	40	60	66
Plant operations	Cost per square foot	\$4.50	\$5.67	\$6.49
	Square footage per student	359	257	158
Food service	Cost per meal	\$4.94	\$3.60	\$3.08
Transportation	Cost per mile	\$1.33	\$2.20	\$4.29
	Cost per rider	\$1,826	\$1,962	\$1,424



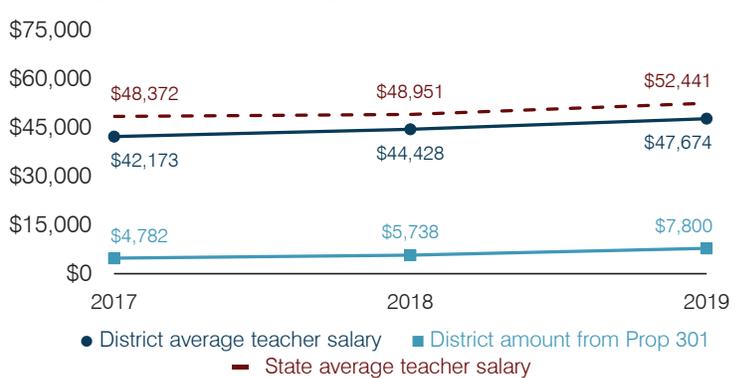
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,741	\$ 4,800	\$ 5,148	\$ 4,869
Student support	499	580	655	754
Instruction support	222	314	436	497
Administration	1,617	1,293	1,190	903
Plant operations	1,624	1,615	1,416	1,027
Food service	366	392	428	438
Transportation	414	461	546	417
Total operational	9,483	9,455	9,819	8,905
Land and buildings	940	215	1,012	1,086
Equipment	401	1,034	658	496
Interest	0	0	238	261
Other	4	7	84	180
Total nonoperational	1,345	1,256	1,992	2,023
Total per pupil spending	\$ 10,828	\$ 10,711	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

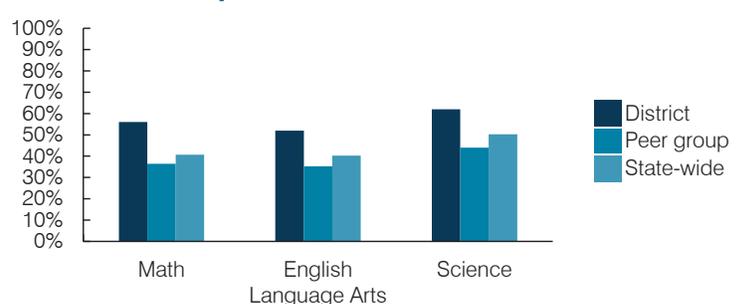


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.8	17.3	17.6
Average years of teacher experience	16.8	16.9	14.7
Percentage of teachers in first 3 years	6%	11%	9%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Stanfield Elementary School District

Pinal County

Peer groups: Operational 10 and T-8, Achievement 16¹

Legislative district(s): 4 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 442; Small

5-year change in students attending: 11% decrease

Special education population: 14%

English learner population: 15%

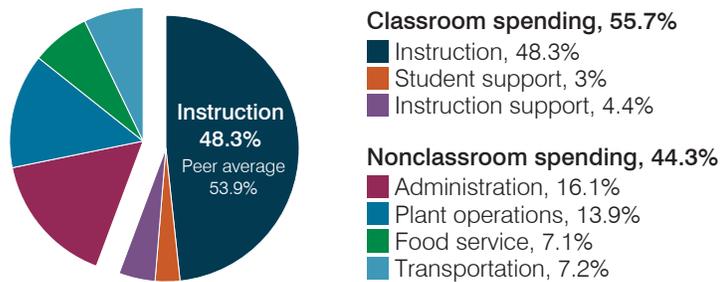
Poverty rate (2018): 14%

Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.0	54.3	52.0	46.9	48.9	46.3	44.6	47.2	47.8	48.2	49.1	51.8	51.5	50.2	45.8	46.4	43.9	44.8	48.3

Spending by operational area



Operational measures relative to peer averages

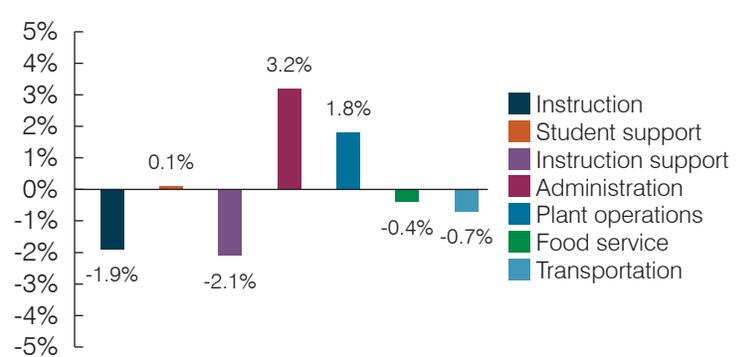
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,801	\$1,326	\$903
	Students per administrative position	44	52	66
Plant operations	Cost per square foot	\$7.04	\$6.87	\$6.49
	Square footage per student	220	196	158
Food service	Cost per meal	\$2.97	\$3.37	\$3.08
Transportation	Cost per mile	\$2.96	\$3.26	\$4.29
	Cost per rider	\$1,110	\$1,447	\$1,424



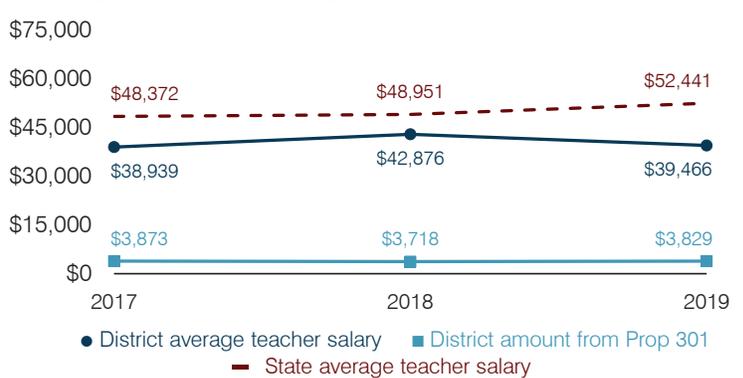
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,766	\$ 5,409	\$ 5,443	\$ 4,869
Student support	432	337	538	754
Instruction support	645	498	403	497
Administration	1,915	1,801	1,326	903
Plant operations	1,355	1,553	1,175	1,027
Food service	736	801	588	438
Transportation	785	803	681	417
Total operational	10,634	11,202	10,154	8,905
Land and buildings	62	404	215	1,086
Equipment	747	2,779	769	496
Interest	0	0	129	261
Other	0	0	126	180
Total nonoperational	809	3,183	1,239	2,023
Total per pupil spending	\$ 11,443	\$ 14,385	\$ 11,393	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

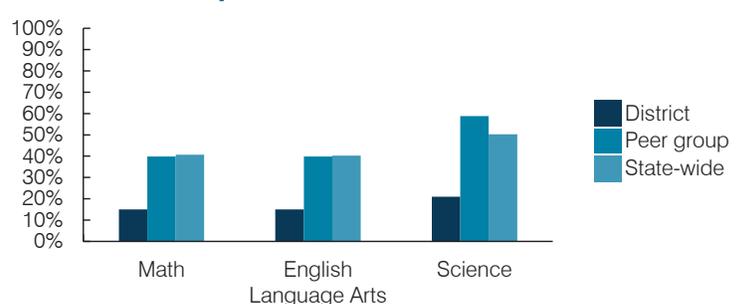


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.5	14.5	13.0
Average years of teacher experience	13.0	11.9	12.3
Percentage of teachers in first 3 years	10%	18%	13%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Sunnyside Unified School District

Pima County

Peer groups: Operational 2 and T-2, Achievement 6¹

Legislative district(s): 2, 3, and 4

District location: City

Number of schools: 21

Graduation rate (2018): 78%

Students attending; Size: 15,333; Large

5-year change in students attending: 8% decrease

Special education population: 11%

English learner population: 13%

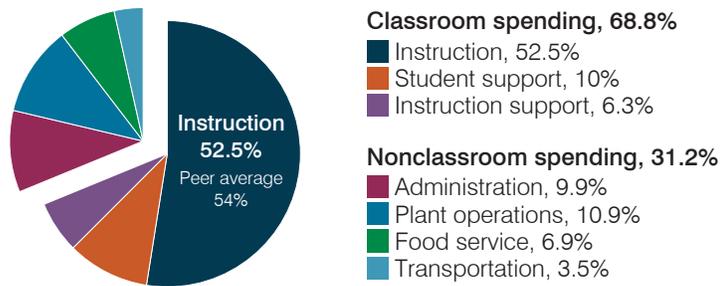
Poverty rate (2018): 31%

Free/reduced meal eligibility: 81%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.0	57.4	59.0	58.7	57.8	56.7	57.0	55.2	53.9	52.3	51.5	50.4	48.9	48.6	48.8	48.5	49.5	51.0	52.5

Spending by operational area



Operational measures relative to peer averages

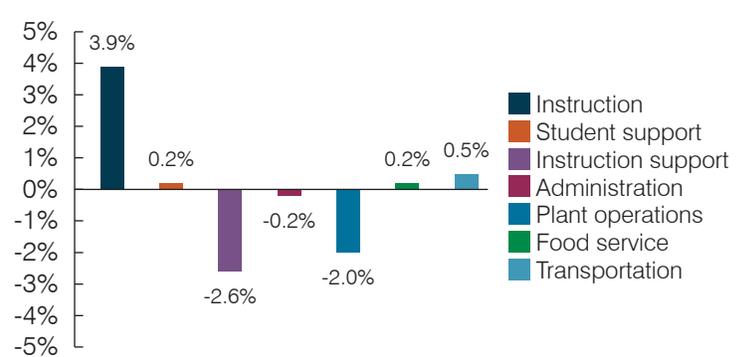
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$842	\$903
	Students per administrative position	58	66	66
Plant operations	Cost per square foot	\$6.78	\$6.59	\$6.49
	Square footage per student	127	150	158
Food service	Cost per meal	\$3.34	\$3.25	\$3.08
Transportation	Cost per mile	\$4.75	\$6.82	\$4.29
	Cost per rider	\$1,040	\$1,386	\$1,424



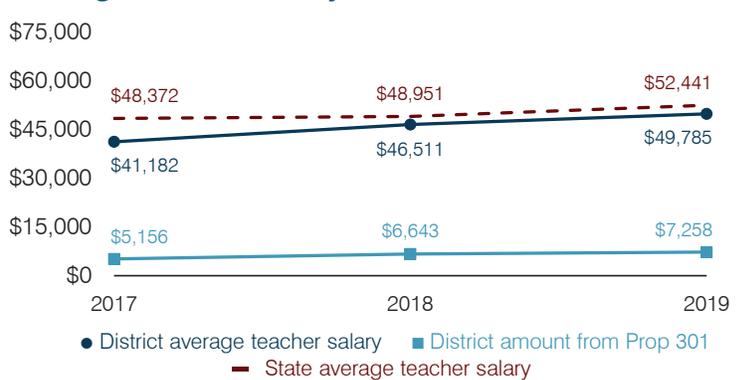
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,763	\$ 4,169	\$ 4,521	\$ 4,869
Student support	737	793	688	754
Instruction support	509	500	540	497
Administration	801	785	842	903
Plant operations	811	863	976	1,027
Food service	525	551	358	438
Transportation	230	282	457	417
Total operational	7,376	7,943	8,382	8,905
Land and buildings	299	169	1,683	1,086
Equipment	267	357	540	496
Interest	166	169	254	261
Other	77	85	172	180
Total nonoperational	809	780	2,649	2,023
Total per pupil spending	\$ 8,185	\$ 8,723	\$11,031	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

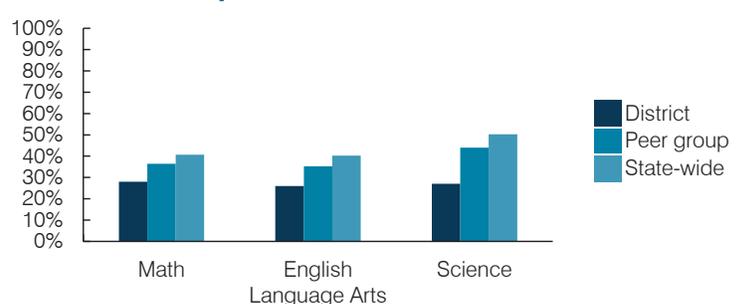


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	20.5	18.9
Average years of teacher experience	11.7	12.1	12.1
Percentage of teachers in first 3 years	20%	19%	17%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Superior Unified School District

Pinal County

Peer groups: Operational 6 and T-7, Achievement 5¹

Legislative district(s): 8

District location: Town

Number of schools: 2

Graduation rate (2018): 97%

Students attending; Size: 343; Small

5-year change in students attending: 15% decrease

Special education population: 12%

English learner population: 3%

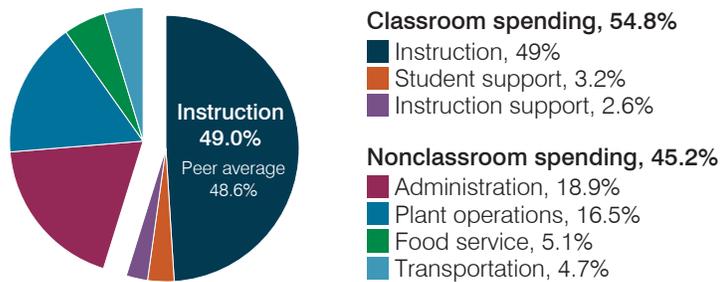
Poverty rate (2018): 24%

Free/reduced meal eligibility: 74%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.7	56.6	55.3	53.5	53.8	52.3	52.2	54.2	55.1	55.0	52.2	52.2	50.9	51.9	48.8	49.5	48.4	50.2	49.0

Spending by operational area



Operational measures relative to peer averages

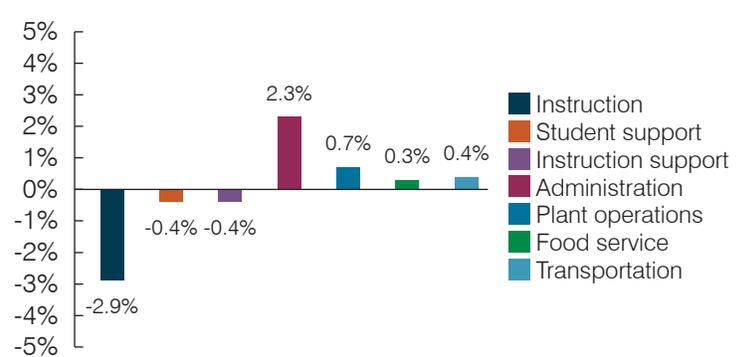
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,142	\$1,750	\$903
	Students per administrative position	33	45	66
Plant operations	Cost per square foot	\$6.42	\$5.35	\$6.49
	Square footage per student	291	315	158
Food service	Cost per meal	\$3.06	\$3.77	\$3.08
Transportation	Cost per mile	\$4.28	\$3.70	\$4.29
	Cost per rider	\$1,857	\$1,127	\$1,424



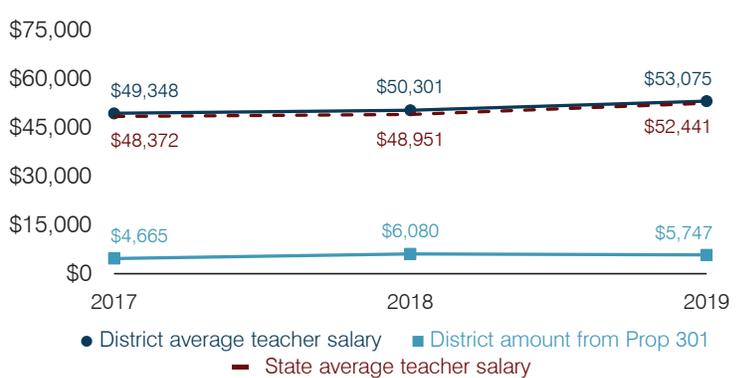
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,324	\$ 5,561	\$ 5,732	\$ 4,869
Student support	374	363	763	754
Instruction support	344	300	364	497
Administration	1,888	2,142	1,750	903
Plant operations	1,772	1,871	1,697	1,027
Food service	507	579	545	438
Transportation	398	530	616	417
Total operational	10,607	11,346	11,467	8,905
Land and buildings	50	386	757	1,086
Equipment	485	674	692	496
Interest	237	213	152	261
Other	49	130	64	180
Total nonoperational	821	1,403	1,665	2,023
Total per pupil spending	\$ 11,428	\$ 12,749	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

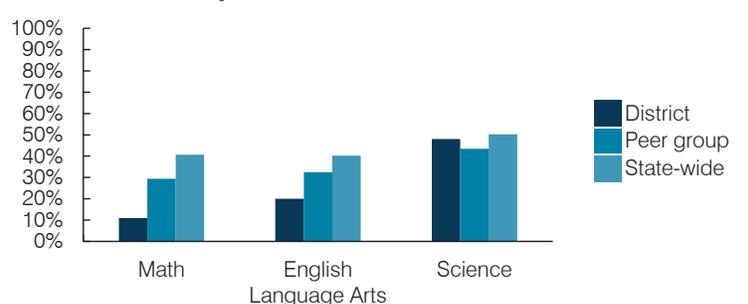


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.9	21.1	18.1
Average years of teacher experience	9.1	9.1	8.6
Percentage of teachers in first 3 years	5%	12%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Tanque Verde Unified School District

Pima County

Peer groups: Operational 3 and T-4, Achievement 1¹

Legislative district(s): 10 and 14

District location: Suburb

Number of schools: 4

Graduation rate (2018): 96%

Students attending; Size: 2,017; Medium-large

5-year change in students attending: 5% increase

Special education population: 14%

English learner population: 0%

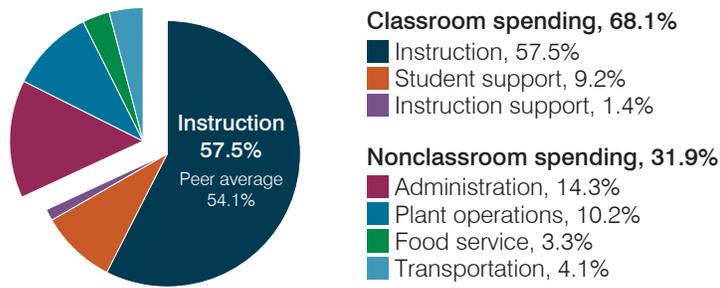
Poverty rate (2018): 5%

Free/reduced meal eligibility: 12%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.5	60.7	58.9	60.9	57.6	58.8	56.7	59.3	60.8	55.0	57.5	57.9	59.1	60.8	59.9	58.5	56.0	58.0	57.5

Spending by operational area



Operational measures relative to peer averages

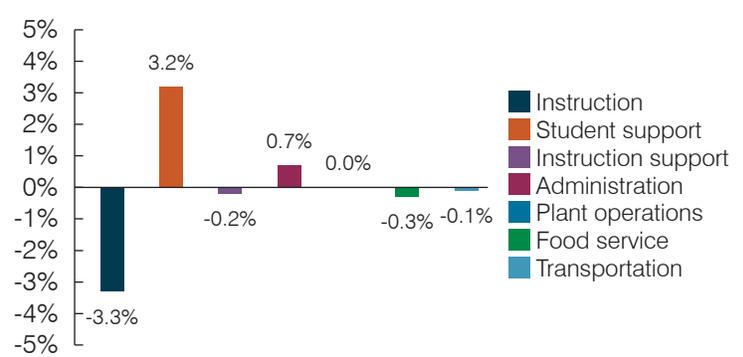
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,145	\$887	\$903
	Students per administrative position	72	68	66
Plant operations	Cost per square foot	\$5.88	\$5.90	\$6.49
	Square footage per student	139	159	158
Food service	Cost per meal	\$3.61	\$3.35	\$3.08
Transportation	Cost per mile	\$3.78	\$4.02	\$4.29
	Cost per rider	\$1,262	\$1,407	\$1,424



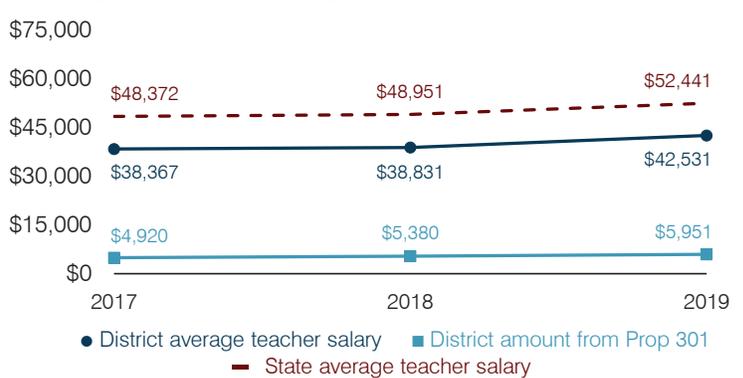
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,534	\$ 4,598	\$ 4,496	\$ 4,869
Student support	871	738	730	754
Instruction support	98	109	377	497
Administration	982	1,145	887	903
Plant operations	811	817	977	1,027
Food service	252	264	353	438
Transportation	268	325	428	417
Total operational	7,816	7,996	8,248	8,905
Land and buildings	63	676	1,367	1,086
Equipment	230	253	508	496
Interest	313	302	319	261
Other	170	291	194	180
Total nonoperational	776	1,522	2,388	2,023
Total per pupil spending	\$ 8,592	\$ 9,518	\$10,636	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

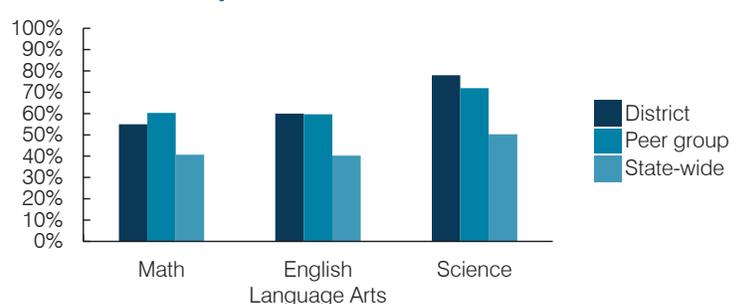


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.3	14.9	16.4
Average years of teacher experience	14.8	14.2	15.3
Percentage of teachers in first 3 years	9%	15%	6%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Tempe Elementary School District

Maricopa County

Peer groups: Operational 7 and T-1, Achievement 13¹

Legislative district(s): 18, 26, and 27

District location: City

Number of schools: 22

Graduation rate (2018): N/A

Students attending; Size: 11,191; Large

5-year change in students attending: 1% increase

Special education population: 13%

English learner population: 10%

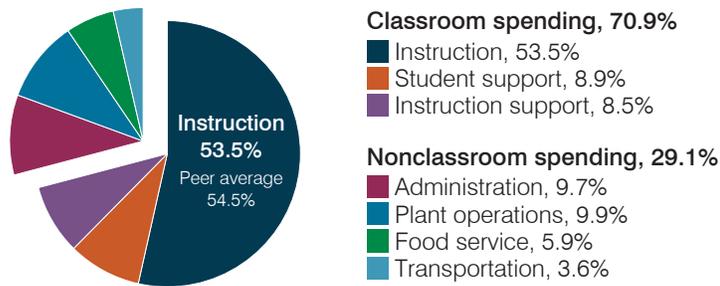
Poverty rate (2018): 21%

Free/reduced meal eligibility: 68%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.7	54.9	55.6	56.3	55.9	55.5	55.4	55.3	56.0	54.2	53.6	52.7	52.3	53.4	52.8	52.5	52.1	52.4	53.5

Spending by operational area



Operational measures relative to peer averages

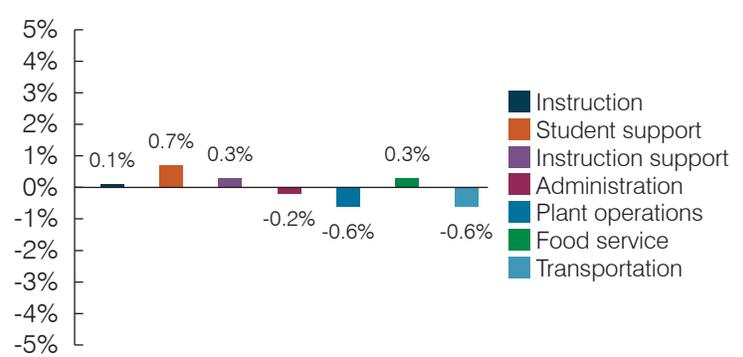
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$935	\$887	\$903
	Students per administrative position	58	73	66
Plant operations	Cost per square foot	\$6.02	\$6.31	\$6.49
	Square footage per student	159	142	158
Food service	Cost per meal	\$3.09	\$2.97	\$3.08
Transportation	Cost per mile	\$5.20	\$7.55	\$4.29
	Cost per rider	\$981	\$1,108	\$1,424



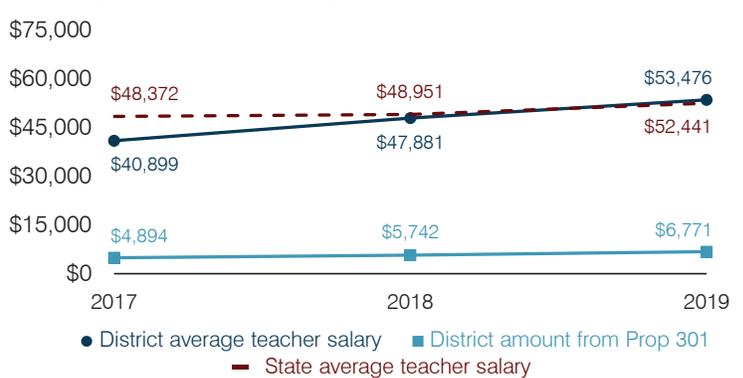
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,721	\$ 5,165	\$ 4,824	\$ 4,869
Student support	825	862	760	754
Instruction support	782	823	554	497
Administration	880	935	887	903
Plant operations	925	960	892	1,027
Food service	529	565	608	438
Transportation	341	348	342	417
Total operational	9,003	9,658	8,867	8,905
Land and buildings	1,220	3,351	1,189	1,086
Equipment	620	518	508	496
Interest	487	538	230	261
Other	145	138	177	180
Total nonoperational	2,472	4,545	2,104	2,023
Total per pupil spending	\$ 11,475	\$ 14,203	\$ 10,971	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

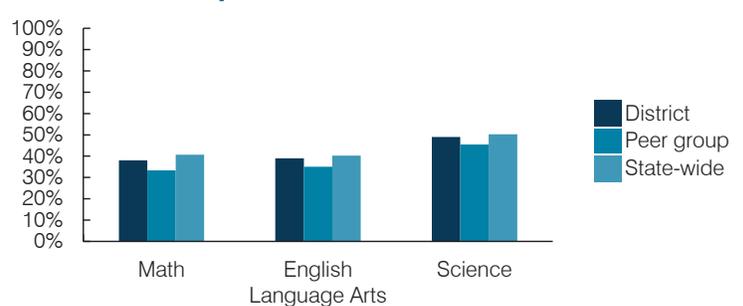


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.1	16.7	16.9
Average years of teacher experience	9.3	9.5	9.6
Percentage of teachers in first 3 years	26%	24%	25%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Tempe Union High School District

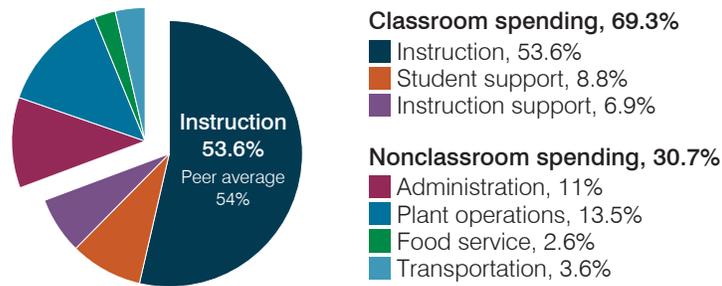
Maricopa County
 Peer groups: Operational 2 and T-3, Achievement 8¹
 Legislative district(s): 18, 26, and 27
 District location: City
 Number of schools: 7
 Graduation rate (2018): 89%

Students attending; Size: 13,346; Large
 5-year change in students attending: 3% decrease
 Special education population: 8%
 English learner population: 1%
 Poverty rate (2018): 10%
 Free/reduced meal eligibility: 29%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.0	57.1	58.0	58.6	58.9	59.6	59.7	59.9	56.8	56.7	56.4	53.8	53.5	52.7	53.3	54.1	54.0	53.4	53.6

Spending by operational area



Operational measures relative to peer averages

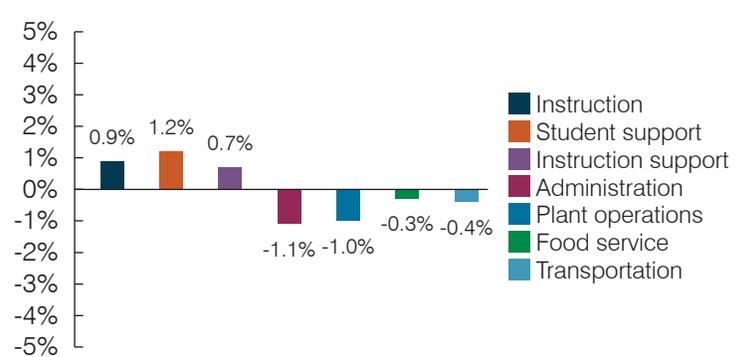
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$949	\$842	\$903
	Students per administrative position	67	66	66
Plant operations	Cost per square foot	\$6.66	\$6.59	\$6.49
	Square footage per student	174	150	158
Food service	Cost per meal	\$3.51	\$3.25	\$3.08
Transportation	Cost per mile	\$4.40	\$4.60	\$4.29
	Cost per rider	\$1,516	\$1,224	\$1,424



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,201	\$ 4,612	\$ 4,521	\$ 4,869
Student support	687	757	688	754
Instruction support	487	589	540	497
Administration	908	949	842	903
Plant operations	1,095	1,161	976	1,027
Food service	210	222	358	438
Transportation	284	308	457	417
Total operational	7,872	8,598	8,382	8,905
Land and buildings	268	132	1,683	1,086
Equipment	506	513	540	496
Interest	220	218	254	261
Other	131	158	172	180
Total nonoperational	1,125	1,021	2,649	2,023
Total per pupil spending	\$ 8,997	\$ 9,619	\$11,031	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

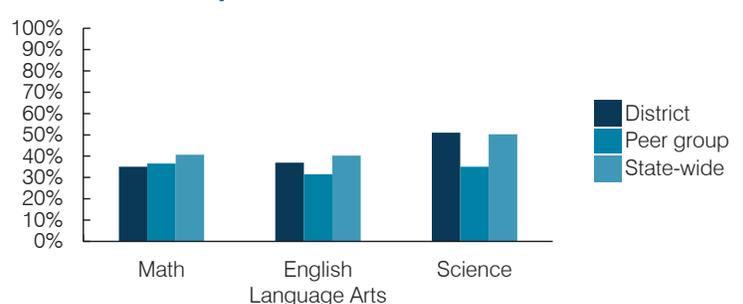


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.6	22.2	21.5
Average years of teacher experience	14.0	14.6	14.7
Percentage of teachers in first 3 years	7%	7%	7%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Thatcher Unified School District

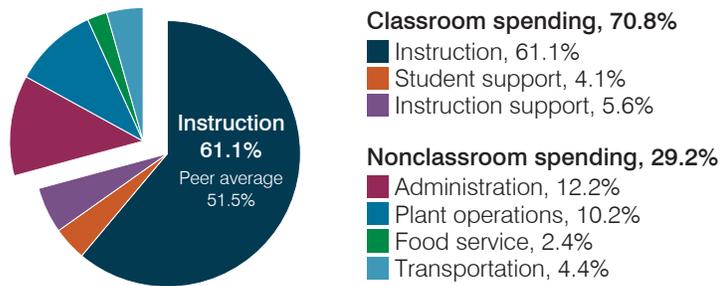
Graham County
 Peer groups: Operational 5 and T-6, Achievement 4¹
 Legislative district(s): 14
 District location: Town
 Number of schools: 4
 Graduation rate (2018): 97%

Students attending; Size: 1,718; Medium
 5-year change in students attending: 7% increase
 Special education population: 15%
 English learner population: 0%
 Poverty rate (2018): 19%
 Free/reduced meal eligibility: 34%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.8	60.1	59.1	56.6	61.1	59.9	61.6	62.2	62.4	60.8	58.8	57.7	59.8	60.5	62.0	61.6	61.1	60.6	61.1

Spending by operational area



Operational measures relative to peer averages

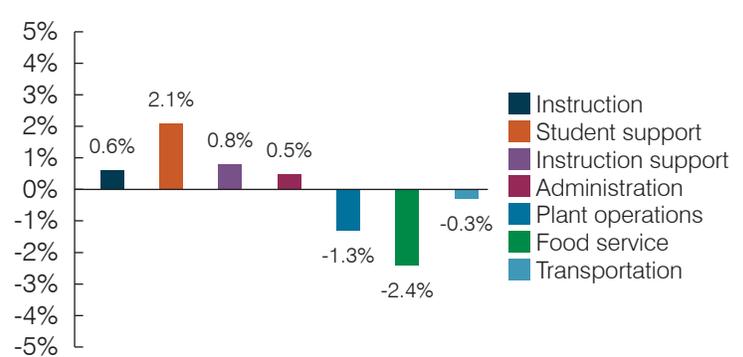
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$1,190	\$903
	Students per administrative position	75	60	66
Plant operations	Cost per square foot	\$4.20	\$5.67	\$6.49
	Square footage per student	166	257	158
Food service	Cost per meal	\$2.80	\$3.60	\$3.08
Transportation	Cost per mile	\$4.22	\$4.23	\$4.29
	Cost per rider	\$739	\$768	\$1,424



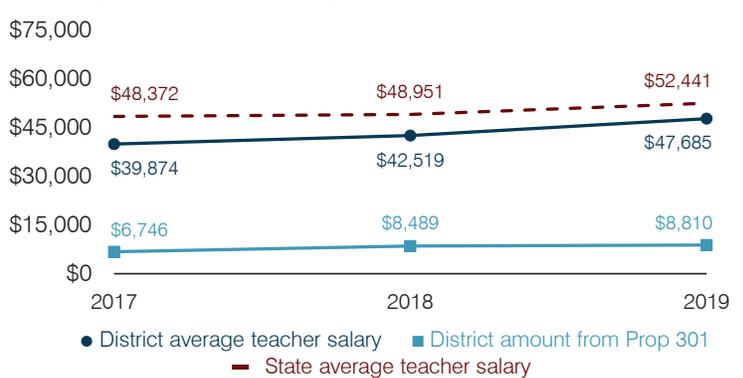
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,932	\$ 4,163	\$ 5,148	\$ 4,869
Student support	259	278	655	754
Instruction support	311	380	436	497
Administration	765	827	1,190	903
Plant operations	678	697	1,416	1,027
Food service	263	166	428	438
Transportation	286	299	546	417
Total operational	6,494	6,810	9,819	8,905
Land and buildings	549	47	1,012	1,086
Equipment	178	206	658	496
Interest	81	65	238	261
Other	12	17	84	180
Total nonoperational	820	335	1,992	2,023
Total per pupil spending	\$ 7,314	\$ 7,145	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

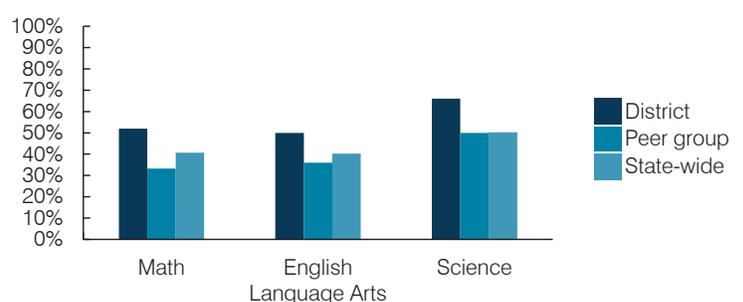


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.8	19.3	19.7
Average years of teacher experience	10.7	11.6	12.2
Percentage of teachers in first 3 years	24%	17%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Tolleson Elementary School District

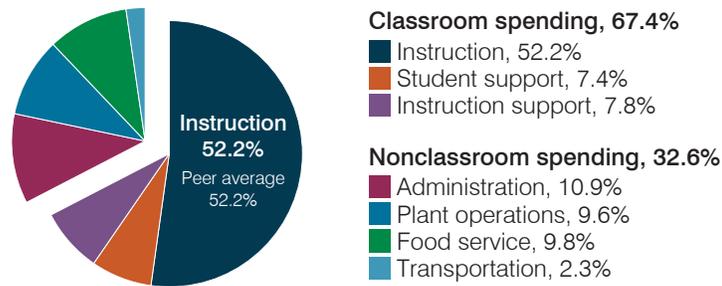
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 14¹
 Legislative district(s): 19
 District location: City
 Number of schools: 4
 Graduation rate (2018): N/A

Students attending; Size: 2,925; Medium-large
 5-year change in students attending: 11% increase
 Special education population: 12%
 English learner population: 12%
 Poverty rate (2018): 26%
 Free/reduced meal eligibility: 85%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.9	57.7	56.9	57.1	57.2	53.5	54.9	52.3	54.8	55.1	56.5	50.2	49.6	50.8	51.8	52.3	52.9	51.9	52.2

Spending by operational area



Operational measures relative to peer averages

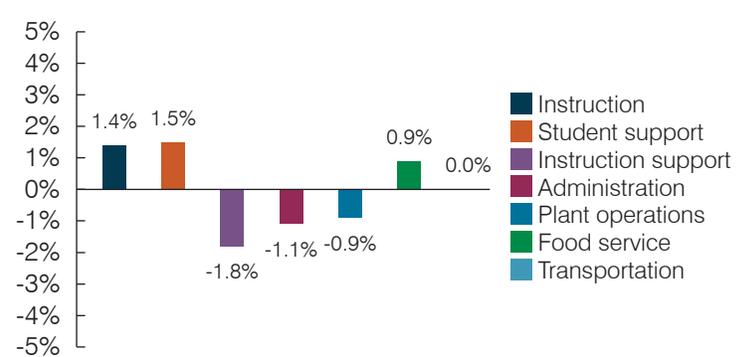
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$992	\$1,047	\$903
	Students per administrative position	82	65	66
Plant operations	Cost per square foot	\$6.56	\$6.60	\$6.49
	Square footage per student	134	145	158
Food service	Cost per meal	\$2.54	\$2.91	\$3.08
Transportation	Cost per mile	\$11.19	\$6.82	\$4.29
	Cost per rider	\$2,287	\$1,386	\$1,424



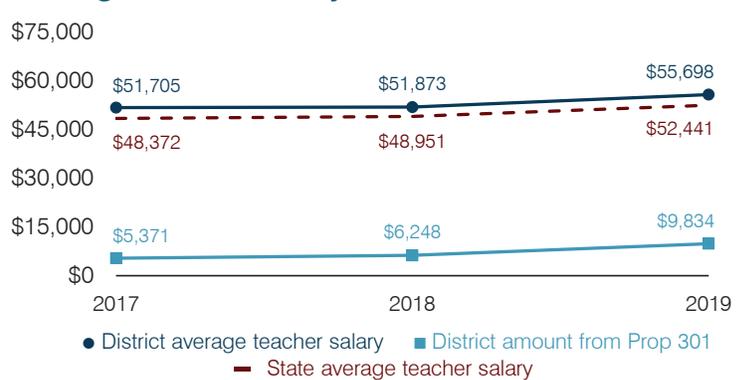
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,262	\$ 4,751	\$ 4,648	\$ 4,869
Student support	616	674	678	754
Instruction support	662	707	551	497
Administration	922	992	1,047	903
Plant operations	792	879	972	1,027
Food service	773	892	672	438
Transportation	188	214	345	417
Total operational	8,215	9,109	8,913	8,905
Land and buildings	161	3,173	1,393	1,086
Equipment	487	575	556	496
Interest	90	237	344	261
Other	243	220	203	180
Total nonoperational	981	4,205	2,496	2,023
Total per pupil spending	\$ 9,196	\$ 13,314	\$ 11,409	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

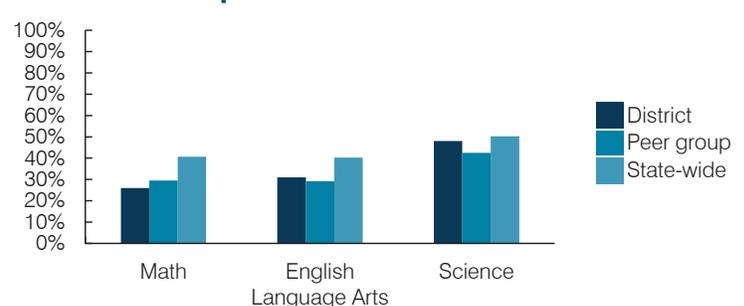


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	19.6	18.2
Average years of teacher experience	9.6	11.0	11.3
Percentage of teachers in first 3 years	28%	13%	19%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Tolleson Union High School District

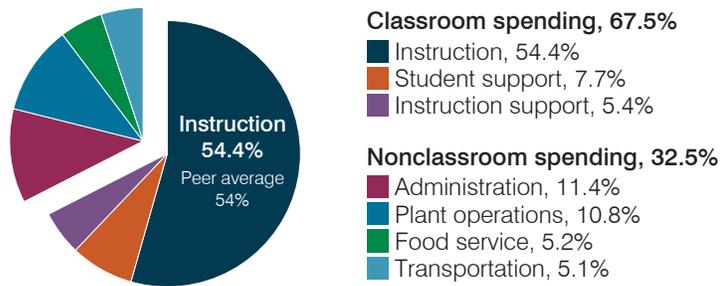
Maricopa County
 Peer groups: Operational 2 and T-3, Achievement 8¹
 Legislative district(s): 19, 27, and 29
 District location: City
 Number of schools: 6
 Graduation rate (2018): 90%

Students attending; Size: 11,678; Large
 5-year change in students attending: 11% increase
 Special education population: 11%
 English learner population: 4%
 Poverty rate (2018): 17%
 Free/reduced meal eligibility: 65%

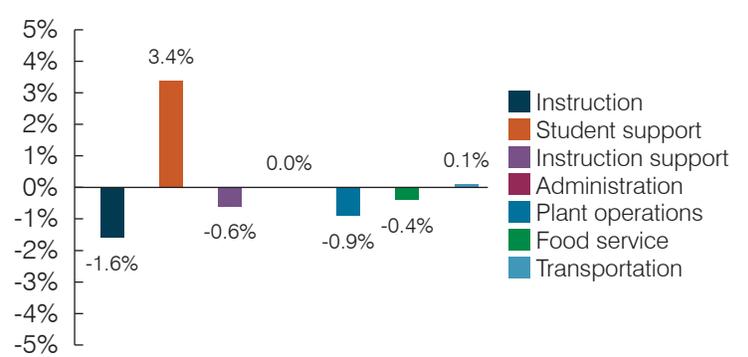
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.7	53.9	57.0	59.0	59.9	61.4	57.3	55.3	54.7	57.9	57.3	56.4	54.6	56.0	53.8	55.3	53.3	52.9	54.4

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

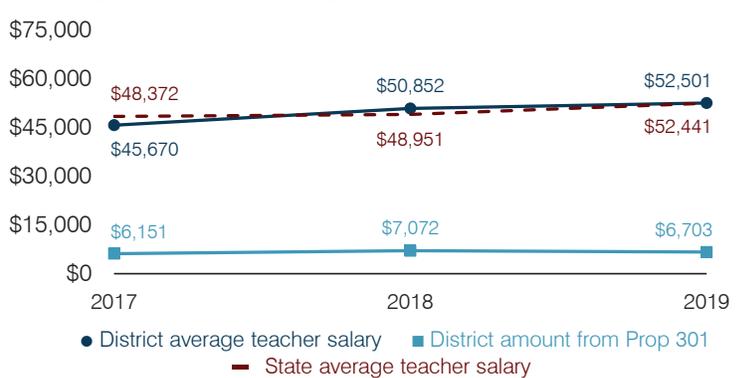


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$842	\$903
	Students per administrative position	80	66	66
Plant operations	Cost per square foot	\$7.21	\$6.59	\$6.49
	Square footage per student	112	150	158
Food service	Cost per meal	\$2.79	\$3.25	\$3.08
Transportation	Cost per mile	\$5.29	\$4.60	\$4.29
	Cost per rider	\$1,345	\$1,224	\$1,424



Average teacher salary and other measures

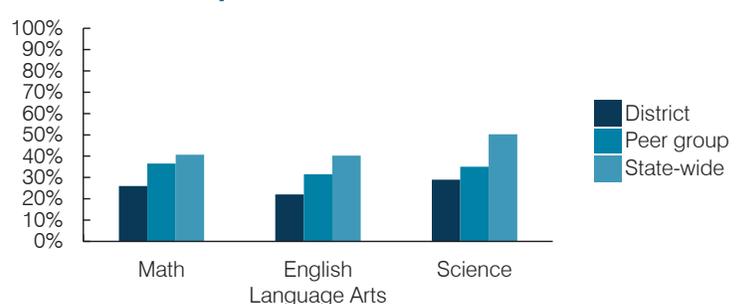


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,576	\$ 4,058	\$ 4,521	\$ 4,869
Student support	502	577	688	754
Instruction support	380	405	540	497
Administration	759	847	842	903
Plant operations	802	808	976	1,027
Food service	367	384	358	438
Transportation	373	384	457	417
Total operational	6,759	7,463	8,382	8,905
Land and buildings	544	9,486	1,683	1,086
Equipment	990	1,342	540	496
Interest	76	201	254	261
Other	41	38	172	180
Total nonoperational	1,651	11,067	2,649	2,023
Total per pupil spending	\$ 8,410	\$ 18,530	\$ 11,031	\$ 10,928

Measure	2017	2018	2019
Students per teacher	20.5	22.4	20.6
Average years of teacher experience	7.1	7.1	8.0
Percentage of teachers in first 3 years	39%	40%	33%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Toltec Elementary School District

Pinal County

Peer groups: Operational 9 and T-6, Achievement 17¹

Legislative district(s): 11

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 975; Medium

5-year change in students attending: 13% decrease

Special education population: 18%

English learner population: 6%

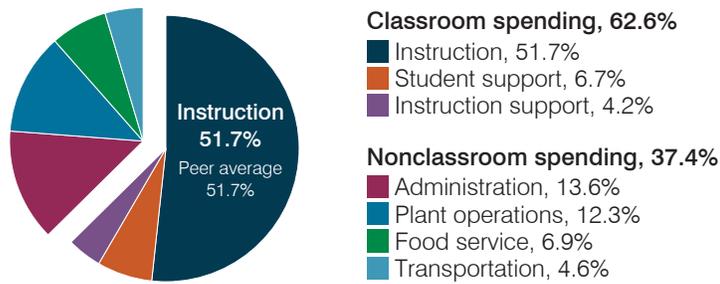
Poverty rate (2018): 21%

Free/reduced meal eligibility: 86%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.0	60.0	58.1	57.5	62.3	64.6	59.0	58.0	59.0	53.9	49.9	44.9	45.4	49.2	53.5	45.2	53.7	51.9	51.7

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,094	\$1,141	\$903
	Students per administrative position	81	60	66
Plant operations	Cost per square foot	\$5.64	\$6.68	\$6.49
	Square footage per student	175	161	158
Food service	Cost per meal	\$2.73	\$3.16	\$3.08
Transportation	Cost per mile	\$4.75	\$4.23	\$4.29
	Cost per rider	\$930	\$768	\$1,424



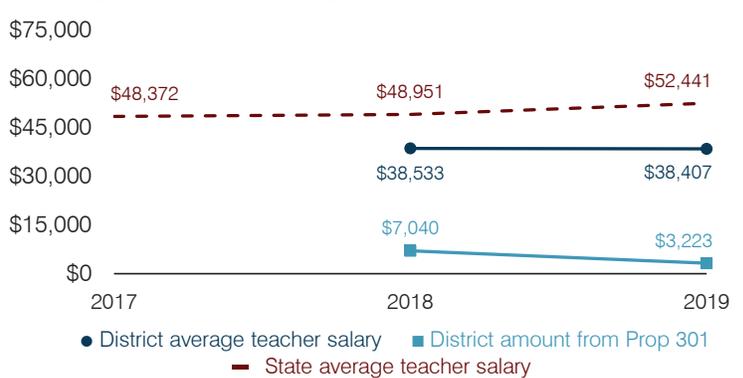
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,739	\$ 4,153	\$ 4,638	\$ 4,869
Student support	518	535	567	754
Instruction support	367	335	481	497
Administration	798	1,094	1,141	903
Plant operations	970	986	1,054	1,027
Food service	524	558	599	438
Transportation	289	367	498	417
Total operational	7,205	8,028	8,978	8,905
Land and buildings	845	182	265	1,086
Equipment	222	558	486	496
Interest	111	91	72	261
Other	3	0	134	180
Total nonoperational	1,181	831	957	2,023
Total per pupil spending	\$ 8,386	\$ 8,859	\$ 9,935	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

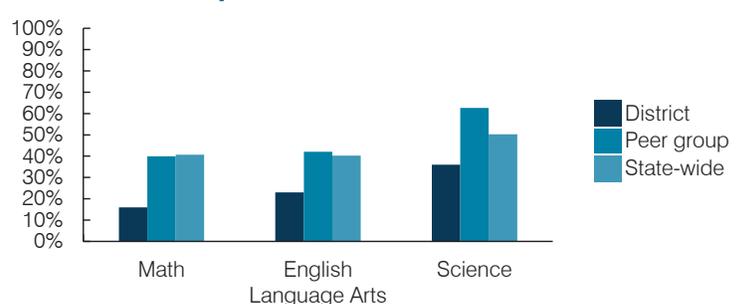


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	NR	18.1	17.1
Average years of teacher experience	10.1	5.3	7.0
Percentage of teachers in first 3 years	21%	57%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Tombstone Unified School District

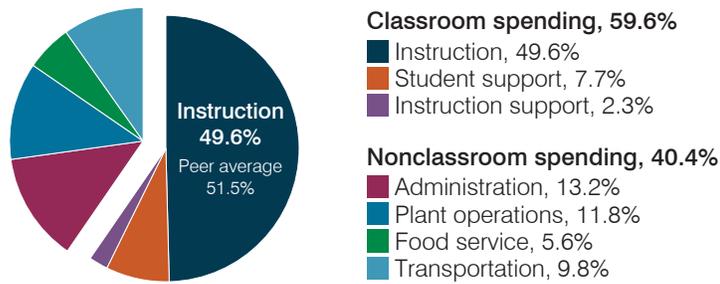
Cochise County
 Peer groups: Operational 5 and T-9, Achievement 5¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): 94%

Students attending; Size: 805; Medium
 5-year change in students attending: 14% decrease
 Special education population: 18%
 English learner population: 1%
 Poverty rate (2018): 23%
 Free/reduced meal eligibility: 65%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.6	55.0	55.5	56.4	56.2	50.9	47.7	47.2	52.2	47.5	46.5	47.3	50.2	47.7	47.7	47.5	44.9	46.5	49.6

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,295	\$1,190	\$903
	Students per administrative position	46	60	66
Plant operations	Cost per square foot	\$4.04	\$5.67	\$6.49
	Square footage per student	288	257	158
Food service	Cost per meal	\$3.48	\$3.60	\$3.08
Transportation	Cost per mile	\$2.13	\$2.74	\$4.29
	Cost per rider	\$1,355	\$1,641	\$1,424



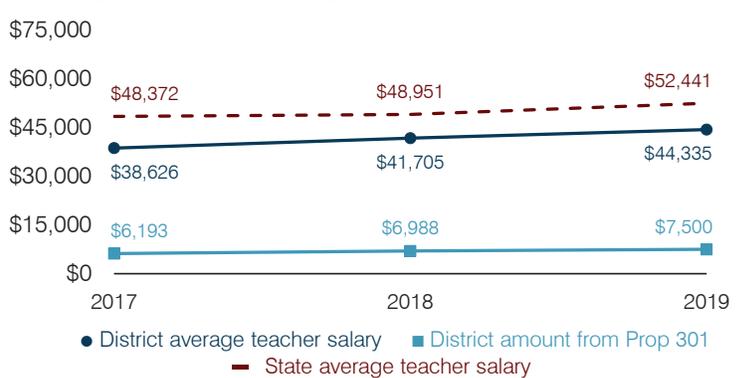
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,230	\$ 4,867	\$ 5,148	\$ 4,869
Student support	647	754	655	754
Instruction support	266	227	436	497
Administration	1,537	1,295	1,190	903
Plant operations	917	1,163	1,416	1,027
Food service	566	549	428	438
Transportation	940	968	546	417
Total operational	9,103	9,823	9,819	8,905
Land and buildings	96	282	1,012	1,086
Equipment	531	546	658	496
Interest	253	14	238	261
Other	0	(64)	84	180
Total nonoperational	880	778	1,992	2,023
Total per pupil spending	\$ 9,983	\$ 10,601	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

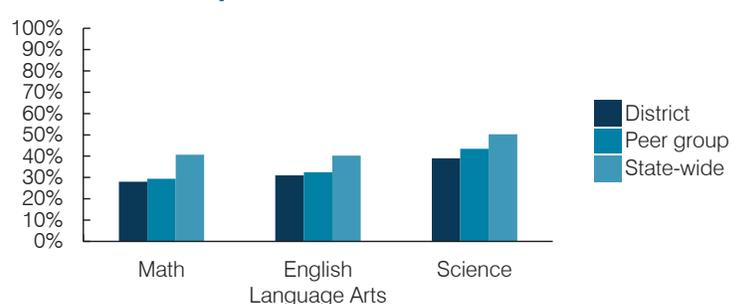


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	17.0	16.1
Average years of teacher experience	10.9	13.0	11.8
Percentage of teachers in first 3 years	9%	14%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Tonto Basin Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 19¹

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 67; Very small

5-year change in students attending: 19% increase

Special education population: 12%

English learner population: 0%

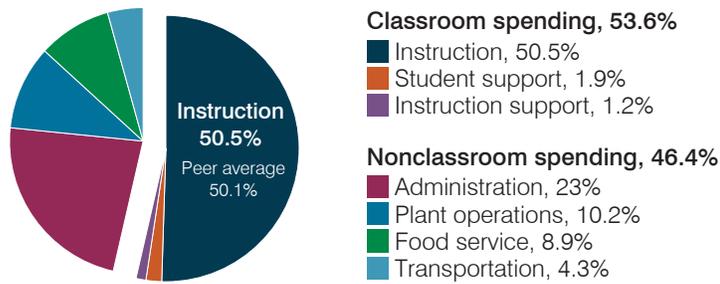
Poverty rate (2018): 29%

Free/reduced meal eligibility: 73%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
59.3	65.3	53.8	57.3	56.2	54.0	53.0	54.0	53.5	52.5	52.2	52.0	53.0	50.8	45.5	47.7	43.2	45.5	50.5

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,410	\$3,398	\$903
	Students per administrative position	16	32	66
Plant operations	Cost per square foot	\$9.57	\$7.70	\$6.49
	Square footage per student	252	382	158
Food service	Cost per meal	\$7.05	\$5.47	\$3.08
Transportation	Cost per mile	\$1.40	\$2.28	\$4.29
	Cost per rider	\$1,981	\$1,665	\$1,424

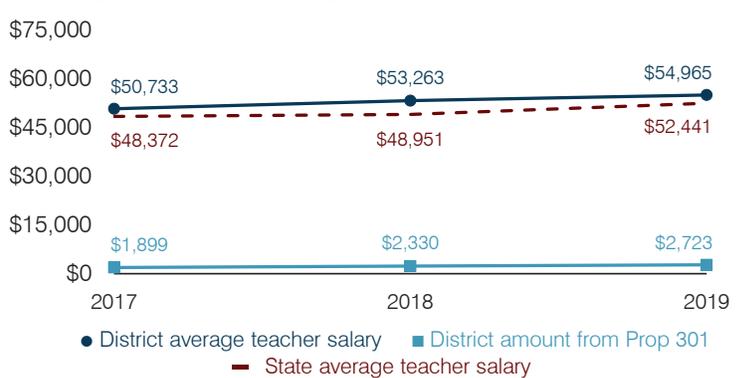
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,778	\$ 11,891	\$ 9,084	\$ 4,869
Student support	549	456	756	754
Instruction support	348	292	438	497
Administration	6,673	5,410	3,398	903
Plant operations	2,979	2,411	2,665	1,027
Food service	2,207	2,099	917	438
Transportation	1,344	1,004	976	417
Total operational	25,878	23,563	18,234	8,905
Land and buildings	995	15	1,425	1,086
Equipment	1,089	519	1,013	496
Interest	1	0	28	261
Other	37	533	92	180
Total nonoperational	2,122	1,067	2,558	2,023
Total per pupil spending	\$ 28,000	\$ 24,630	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

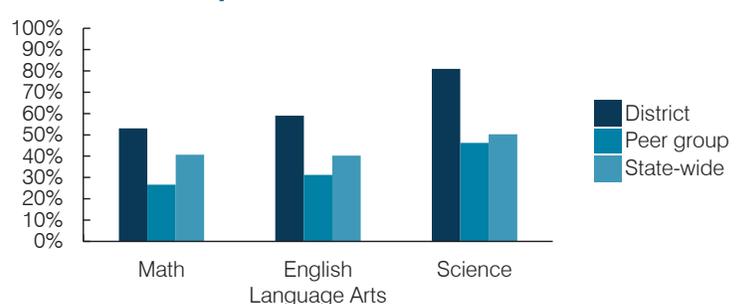


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.0	9.3	9.6
Average years of teacher experience	14.9	16.9	18.9
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Topock Elementary School District

Mohave County

Peer groups: Operational 11 and T-11, Achievement 17¹

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 92; Very small

5-year change in students attending: 19% decrease

Special education population: 10%

English learner population: 0%

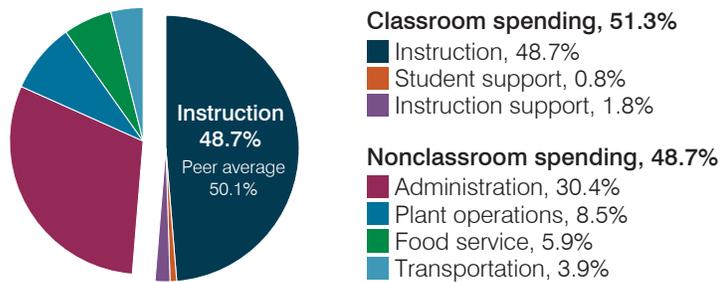
Poverty rate (2018): 21%

Free/reduced meal eligibility: 59%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
62.3	60.7	58.8	59.1	54.5	56.4	56.2	52.4	58.3	51.0	55.6	58.7	54.9	53.3	45.4	46.5	46.1	49.5	48.7

Spending by operational area



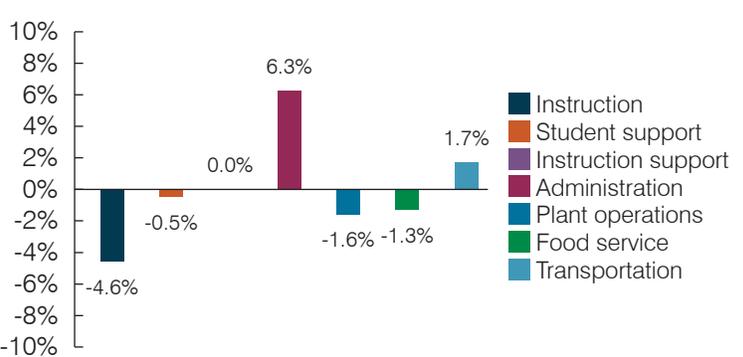
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,284	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.24	\$7.70	\$6.49
	Square footage per student	283	382	158
Food service	Cost per meal	\$3.20	\$5.47	\$3.08
Transportation	Cost per mile	\$3.32	\$2.28	\$4.29
	Cost per rider	\$561	\$1,665	\$1,424

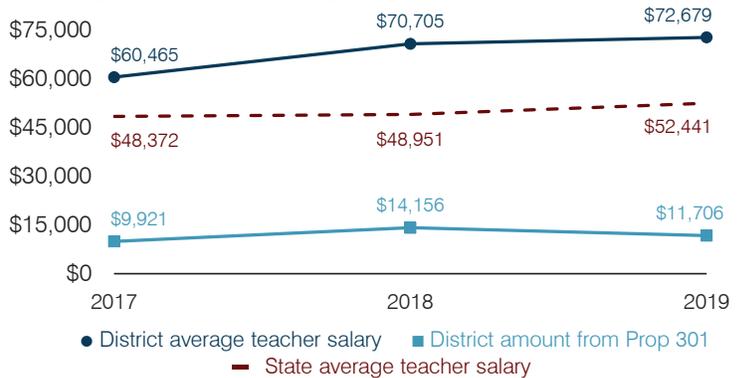
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,435	\$ 6,865	\$ 9,084	\$ 4,869
Student support	89	115	756	754
Instruction support	238	254	438	497
Administration	3,348	4,284	3,398	903
Plant operations	694	1,203	2,665	1,027
Food service	662	840	917	438
Transportation	523	546	976	417
Total operational	10,989	14,107	18,234	8,905
Land and buildings	234	374	1,425	1,086
Equipment	263	225	1,013	496
Interest	0	0	28	261
Other	792	871	92	180
Total nonoperational	1,289	1,470	2,558	2,023
Total per pupil spending	\$ 12,278	\$ 15,577	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

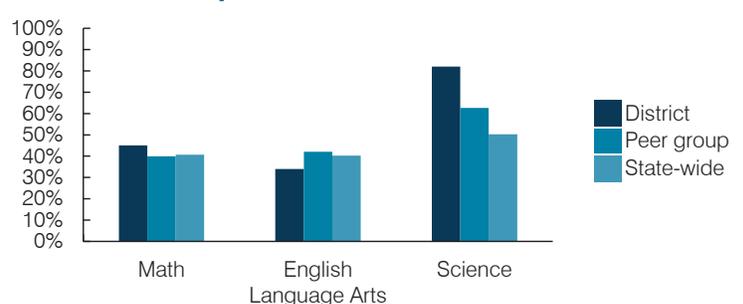


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	24.3	25.4	23.1
Average years of teacher experience	12.3	13.8	10.0
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Tuba City Unified School District

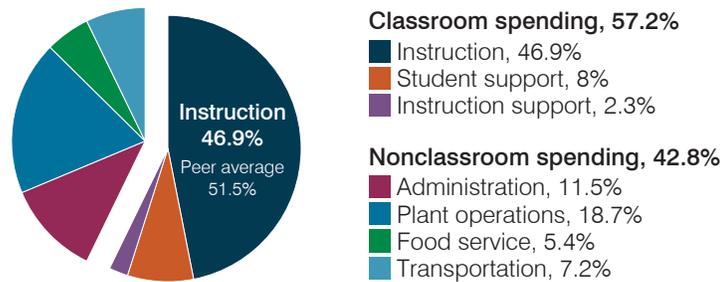
Coconino County
 Peer groups: Operational 5 and T-10, Achievement 6¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 6
 Graduation rate (2018): 72%

Students attending; Size: 1,558; Medium
 5-year change in students attending: Less than 1%
 Special education population: 13%
 English learner population: 5%
 Poverty rate (2018): 32%
 Free/reduced meal eligibility: 93%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
47.4	47.7	47.4	47.5	47.7	47.9	44.8	43.7	44.5	43.3	41.1	42.7	42.2	42.4	41.6	41.2	42.2	43.7	46.9

Spending by operational area



Operational measures relative to peer averages

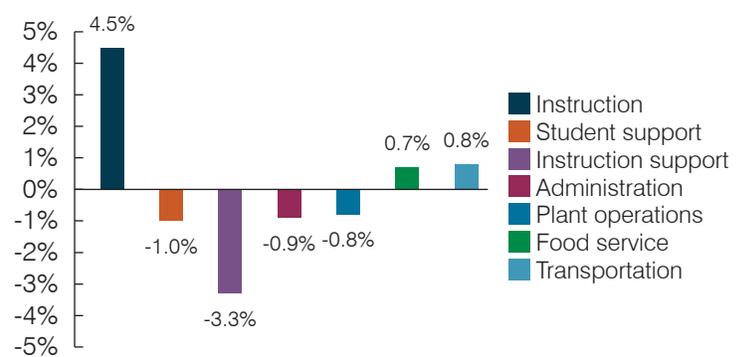
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,611	\$1,190	\$903
	Students per administrative position	53	60	66
Plant operations	Cost per square foot	\$7.13	\$5.67	\$6.49
	Square footage per student	368	257	158
Food service	Cost per meal	\$4.00	\$3.60	\$3.08
Transportation	Cost per mile	\$3.28	\$2.20	\$4.29
	Cost per rider	\$2,212	\$1,962	\$1,424



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,927	\$ 6,570	\$ 5,148	\$ 4,869
Student support	1,177	1,120	655	754
Instruction support	245	328	436	497
Administration	1,666	1,611	1,190	903
Plant operations	2,864	2,620	1,416	1,027
Food service	718	756	428	438
Transportation	960	1,013	546	417
Total operational	13,557	14,018	9,819	8,905
Land and buildings	2,659	470	1,012	1,086
Equipment	1,083	583	658	496
Interest	140	130	238	261
Other	29	11	84	180
Total nonoperational	3,911	1,194	1,992	2,023
Total per pupil spending	\$ 17,468	\$ 15,212	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

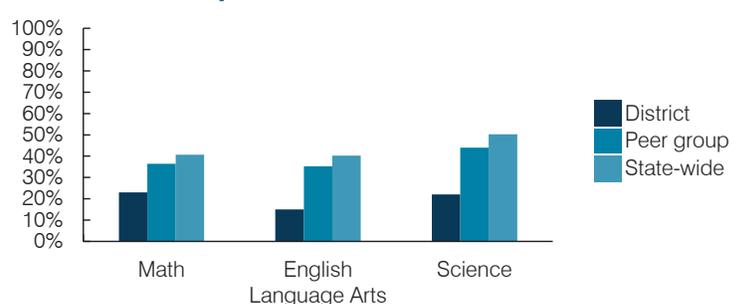


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	15.1	14.0
Average years of teacher experience	13.8	14.8	7.4
Percentage of teachers in first 3 years	9%	10%	30%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Tucson Unified School District

Pima County

Peer groups: Operational 1 and T-5, Achievement 3¹

Legislative district(s): 2, 3, 4, 9, and 10

District location: City

Number of schools: 86

Graduation rate (2018): 84%

Students attending; Size: 42,551; Very large

5-year change in students attending: 9% decrease

Special education population: 14%

English learner population: 8%

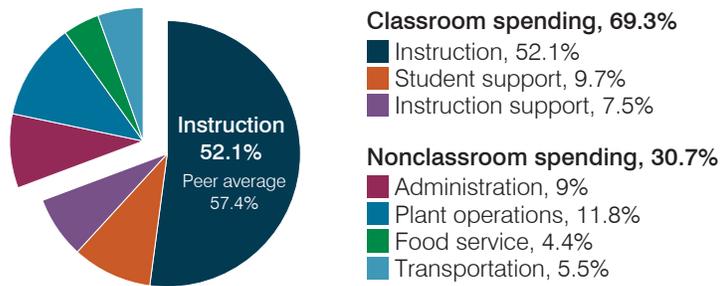
Poverty rate (2018): 24%

Free/reduced meal eligibility: 62%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.9	54.7	54.9	55.0	55.4	54.9	54.3	53.4	53.5	53.9	50.4	50.6	49.2	48.7	48.7	48.8	50.9	51.1	52.1

Spending by operational area



Operational measures relative to peer averages

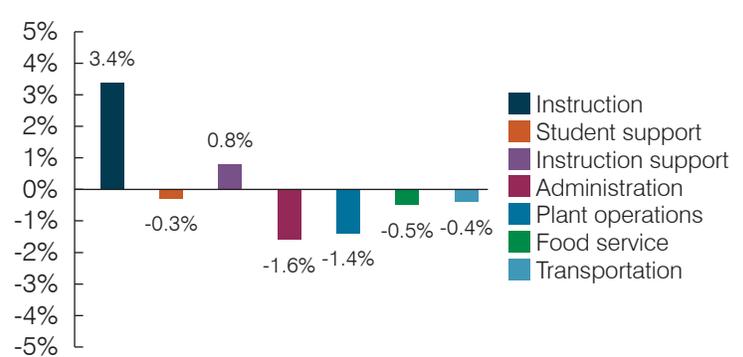
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$895	\$746	\$903
	Students per administrative position	48	78	66
Plant operations	Cost per square foot	\$6.11	\$6.37	\$6.49
	Square footage per student	192	150	158
Food service	Cost per meal	\$3.30	\$2.92	\$3.08
Transportation	Cost per mile	\$5.16	\$4.10	\$4.29
	Cost per rider	NR	\$1,775	\$1,424



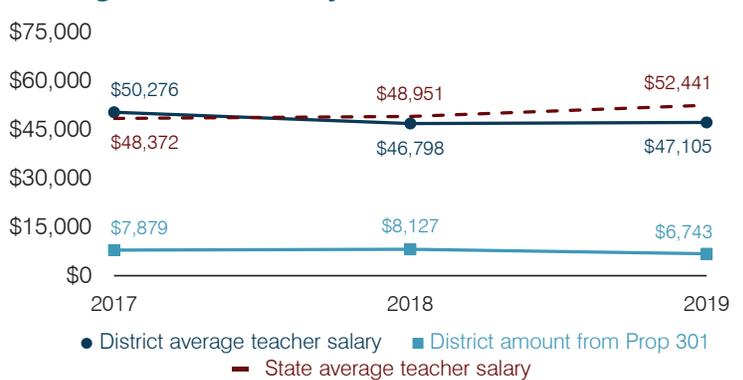
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,808	\$ 5,180	\$ 4,901	\$ 4,869
Student support	884	962	773	754
Instruction support	720	741	427	497
Administration	929	895	746	903
Plant operations	1,157	1,172	949	1,027
Food service	417	435	341	438
Transportation	486	549	381	417
Total operational	9,401	9,934	8,518	8,905
Land and buildings	192	251	658	1,086
Equipment	349	318	376	496
Interest	219	221	288	261
Other	177	160	217	180
Total nonoperational	937	950	1,539	2,023
Total per pupil spending	\$ 10,338	\$ 10,884	\$10,057	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

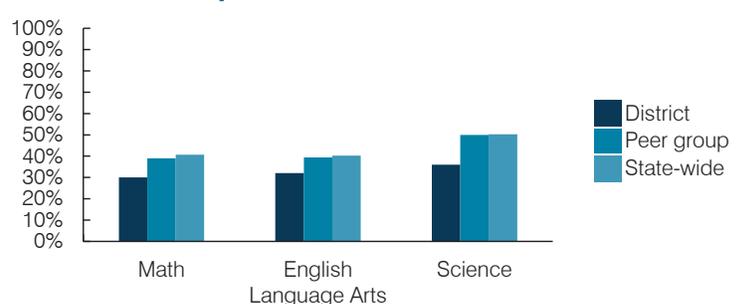


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.7	16.0	14.8
Average years of teacher experience	12.6	12.5	12.6
Percentage of teachers in first 3 years	16%	13%	16%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Union Elementary School District

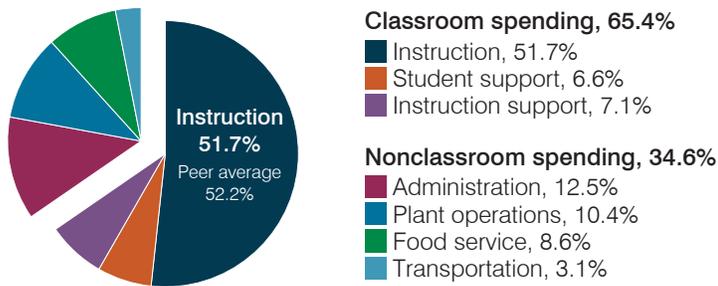
Maricopa County
 Peer groups: Operational 8 and T-2, Achievement 13¹
 Legislative district(s): 19
 District location: City
 Number of schools: 3
 Graduation rate (2018): N/A

Students attending; Size: 1,770; Medium
 5-year change in students attending: 1% increase
 Special education population: 13%
 English learner population: 15%
 Poverty rate (2018): 18%
 Free/reduced meal eligibility: 84%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
51.5	46.9	47.4	50.2	49.6	50.1	55.6	55.0	56.3	54.0	50.4	53.8	51.4	52.5	52.3	51.0	53.0	52.5	51.7

Spending by operational area



Operational measures relative to peer averages

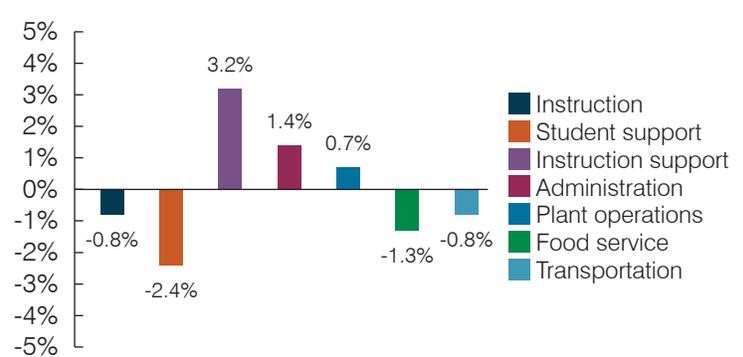
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$995	\$1,047	\$903
	Students per administrative position	74	65	66
Plant operations	Cost per square foot	\$7.25	\$6.60	\$6.49
	Square footage per student	114	145	158
Food service	Cost per meal	\$2.80	\$2.91	\$3.08
Transportation	Cost per mile	\$7.65	\$6.82	\$4.29
	Cost per rider	\$1,689	\$1,386	\$1,424



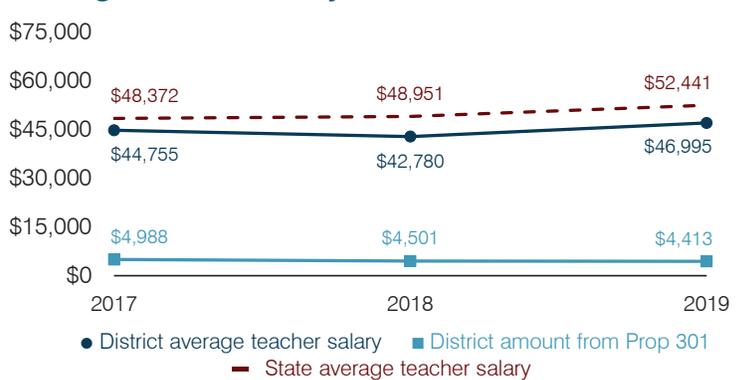
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,936	\$ 4,110	\$ 4,648	\$ 4,869
Student support	478	524	678	754
Instruction support	509	566	551	497
Administration	912	995	1,047	903
Plant operations	808	830	972	1,027
Food service	614	679	672	438
Transportation	241	247	345	417
Total operational	7,498	7,951	8,913	8,905
Land and buildings	201	1,008	1,393	1,086
Equipment	1,053	510	556	496
Interest	91	107	344	261
Other	0	0	203	180
Total nonoperational	1,345	1,625	2,496	2,023
Total per pupil spending	\$ 8,843	\$ 9,576	\$11,409	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

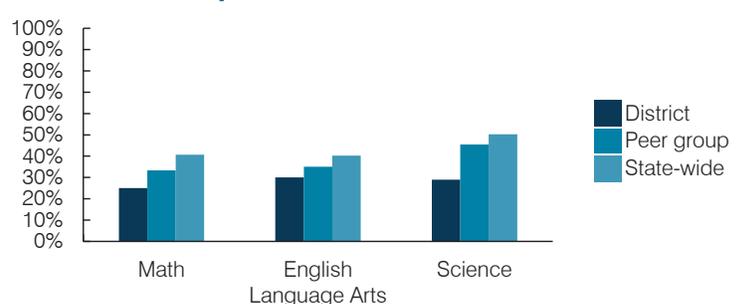


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.5	20.6	21.3
Average years of teacher experience	3.7	3.7	2.5
Percentage of teachers in first 3 years	66%	67%	80%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Vail Unified School District

Pima County

Peer groups: Operational 2 and T-4, Achievement 1¹

Legislative district(s): 2, 10, and 14

District location: City

Number of schools: 20

Graduation rate (2018): 90%

Students attending; Size: 12,808; Large

5-year change in students attending: 13% increase

Special education population: 11%

English learner population: 1%

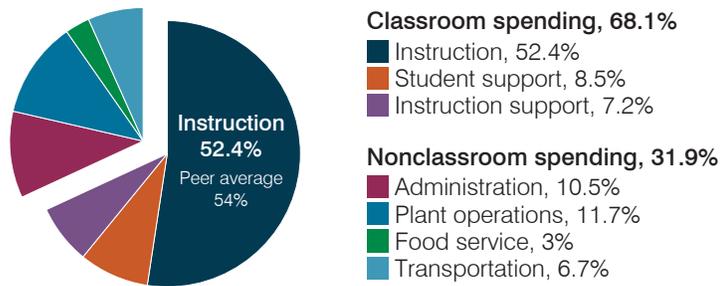
Poverty rate (2018): 7%

Free/reduced meal eligibility: 24%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.4	55.8	58.6	59.0	58.5	60.2	59.3	59.9	59.9	59.7	57.6	55.8	56.0	54.1	53.7	51.4	51.4	52.6	52.4

Spending by operational area



Operational measures relative to peer averages

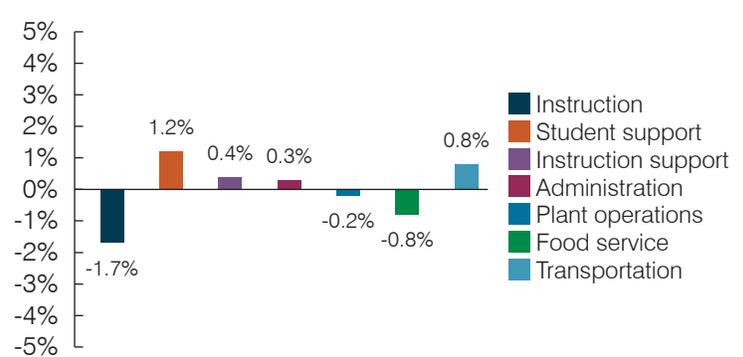
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$873	\$842	\$903
	Students per administrative position	58	66	66
Plant operations	Cost per square foot	\$8.38	\$6.59	\$6.49
	Square footage per student	116	150	158
Food service	Cost per meal	\$3.35	\$3.25	\$3.08
Transportation	Cost per mile	\$3.95	\$4.02	\$4.29
	Cost per rider	\$1,859	\$1,407	\$1,424



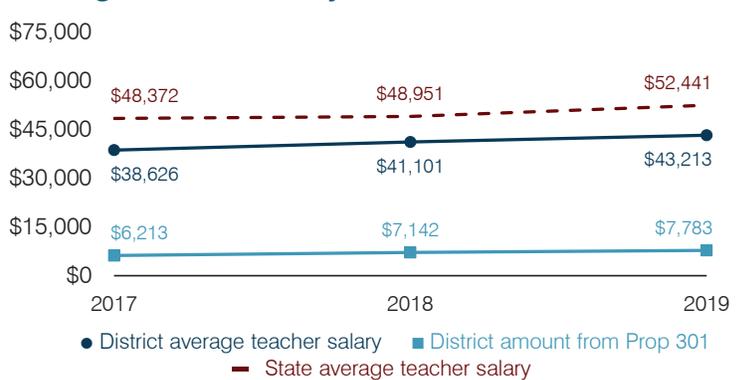
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,112	\$ 4,331	\$ 4,521	\$ 4,869
Student support	636	700	688	754
Instruction support	533	589	540	497
Administration	841	873	842	903
Plant operations	960	968	976	1,027
Food service	256	248	358	438
Transportation	486	552	457	417
Total operational	7,824	8,261	8,382	8,905
Land and buildings	226	934	1,683	1,086
Equipment	249	272	540	496
Interest	227	217	254	261
Other	347	397	172	180
Total nonoperational	1,049	1,820	2,649	2,023
Total per pupil spending	\$ 8,873	\$ 10,081	\$ 11,031	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

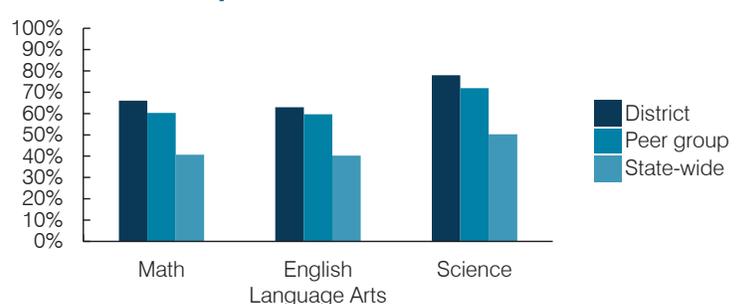


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.8	19.3	19.0
Average years of teacher experience	8.9	8.8	9.1
Percentage of teachers in first 3 years	23%	26%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Valentine Elementary School District

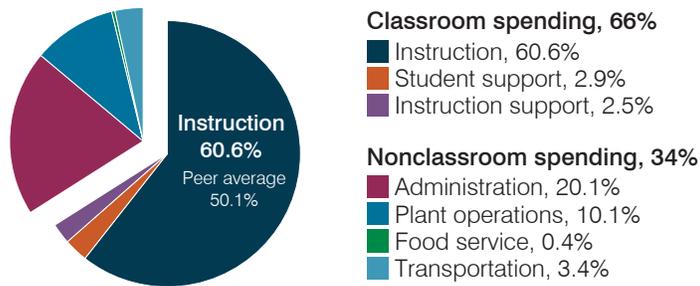
Mohave County
 Peer groups: Operational 11 and T-11, Achievement 18¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 86; Very small
 5-year change in students attending: 30% increase
 Special education population: 19%
 English learner population: 0%
 Poverty rate (2018): 25%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
72.3	72.6	71.4	68.3	75.6	76.3	77.3	77.3	78.7	81.0	60.1	68.9	54.5	58.3	56.6	55.4	57.3	54.3	60.6

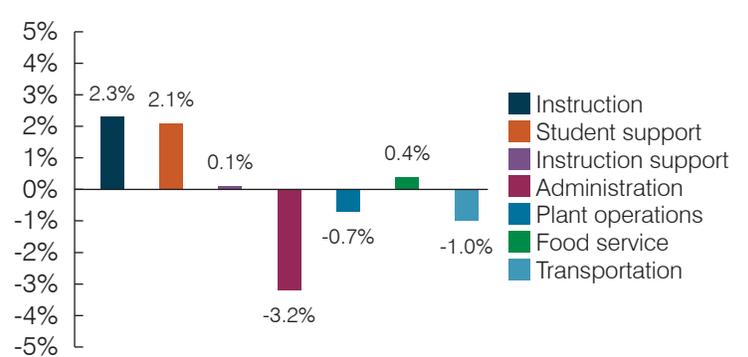
Spending by operational area



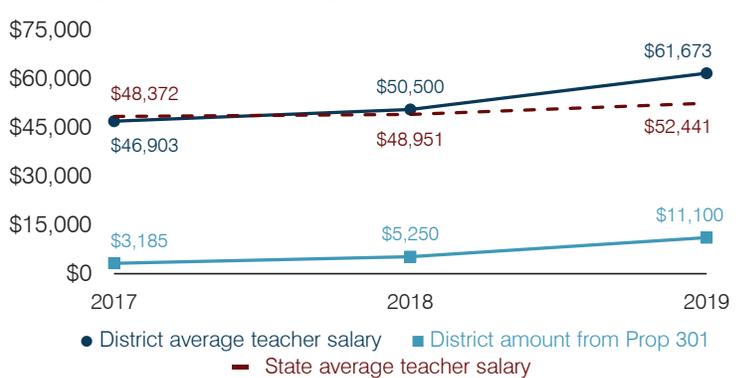
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,299	\$3,398	\$903
	Students per administrative position	43	32	66
Plant operations	Cost per square foot	\$7.36	\$7.70	\$6.49
	Square footage per student	156	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$2.20	\$2.28	\$4.29
	Cost per rider	\$540	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.3	18.3	17.2
Average years of teacher experience	15.2	16.2	17.2
Percentage of teachers in first 3 years	0%	0%	0%

Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,375	\$ 6,927	\$ 9,084	\$ 4,869
Student support	222	330	756	754
Instruction support	307	288	438	497
Administration	2,081	2,299	3,398	903
Plant operations	1,473	1,148	2,665	1,027
Food service	0	46	917	438
Transportation	433	389	976	417
Total operational	9,891	11,427	18,234	8,905
Land and buildings	342	0	1,425	1,086
Equipment	100	314	1,013	496
Interest	6	0	28	261
Other	0	0	92	180
Total nonoperational	448	314	2,558	2,023
Total per pupil spending	\$ 10,339	\$ 11,741	\$ 20,792	\$ 10,928

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Valley Union High School District

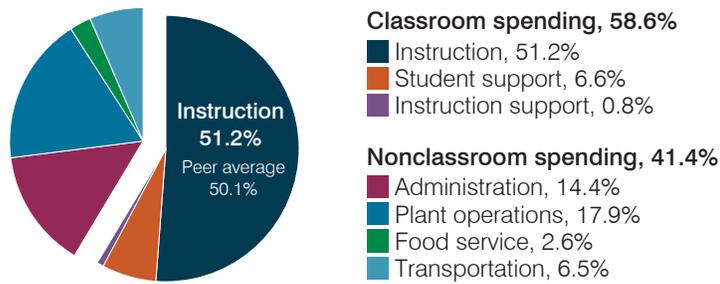
Cochise County
 Peer groups: Operational 11 and T-11, Achievement 10¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): 97%

Students attending; Size: 123; Very small
 5-year change in students attending: 2% increase
 Special education population: 16%
 English learner population: 0%
 Poverty rate (2018): 8%
 Free/reduced meal eligibility: 49%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
53.2	54.5	57.2	53.1	55.4	56.3	49.9	50.3	47.2	51.5	46.0	46.0	46.4	48.8	50.1	52.8	53.5	55.5	51.2

Spending by operational area



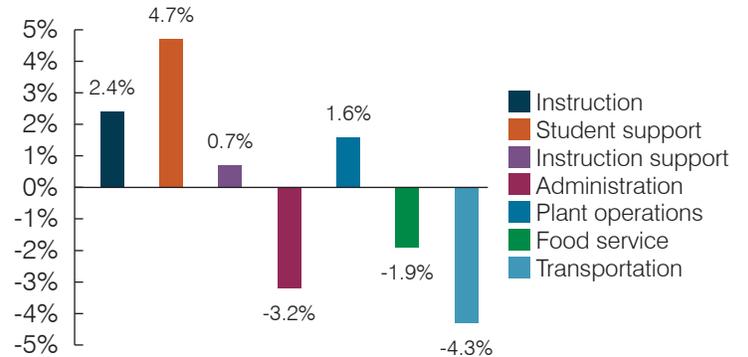
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,235	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$5.70	\$7.70	\$6.49
	Square footage per student	487	382	158
Food service	Cost per meal	\$6.64	\$5.47	\$3.08
Transportation	Cost per mile	\$2.57	\$2.28	\$4.29
	Cost per rider	\$2,824	\$1,665	\$1,424

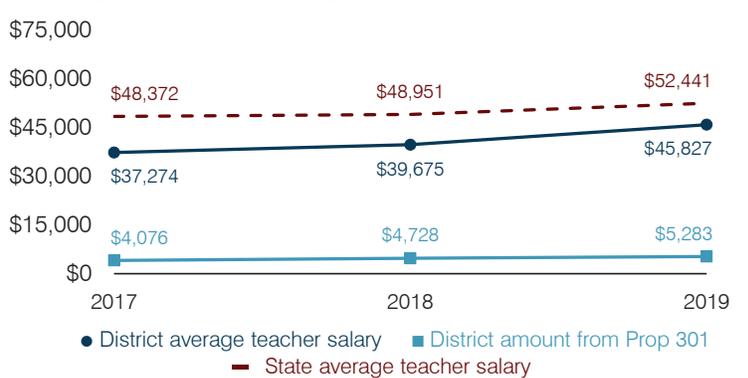
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,208	\$ 7,927	\$ 9,084	\$ 4,869
Student support	344	1,013	756	754
Instruction support	34	118	438	497
Administration	1,756	2,235	3,398	903
Plant operations	2,695	2,775	2,665	1,027
Food service	413	398	917	438
Transportation	1,328	1,011	976	417
Total operational	14,778	15,477	18,234	8,905
Land and buildings	1,646	1,294	1,425	1,086
Equipment	709	1,618	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	2,355	2,912	2,558	2,023
Total per pupil spending	\$ 17,133	\$ 18,389	\$20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

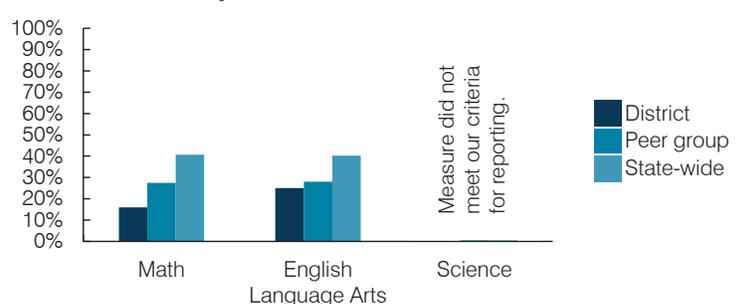


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.9	9.3	12.9
Average years of teacher experience	8.1	8.8	11.9
Percentage of teachers in first 3 years	32%	22%	11%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Vernon Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 18¹

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 99; Very small

5-year change in students attending: 11% increase

Special education population: 19%

English learner population: 1%

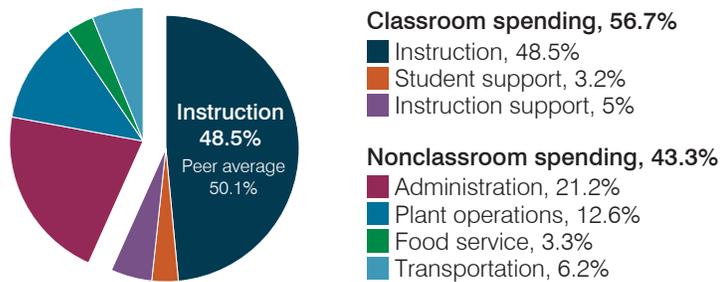
Poverty rate (2018): 26%

Free/reduced meal eligibility: 84%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45.6	41.5	46.5	46.0	51.6	43.3	39.8	38.3	44.0	45.2	43.6	45.9	48.4	41.9	44.2	43.1	46.5	46.5	48.5

Spending by operational area



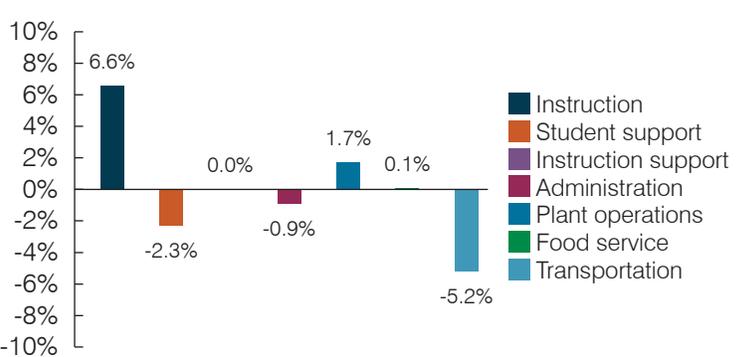
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,504	\$3,398	\$903
	Students per administrative position	25	32	66
Plant operations	Cost per square foot	\$8.78	\$7.70	\$6.49
	Square footage per student	238	382	158
Food service	Cost per meal	\$3.04	\$5.47	\$3.08
Transportation	Cost per mile	\$1.37	\$2.28	\$4.29
	Cost per rider	\$934	\$1,665	\$1,424

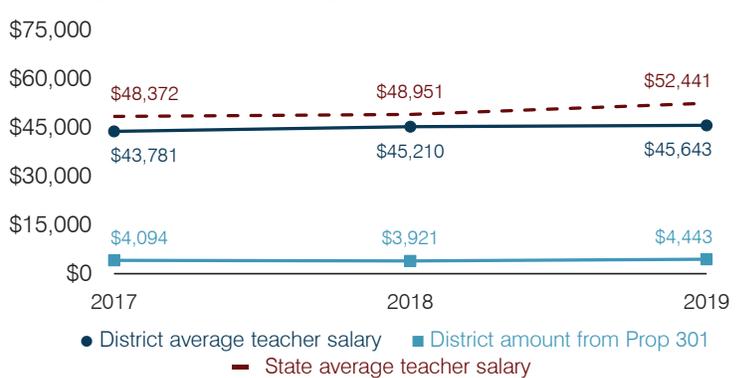
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,728	\$ 8,015	\$ 9,084	\$ 4,869
Student support	573	527	756	754
Instruction support	577	822	438	497
Administration	2,935	3,504	3,398	903
Plant operations	1,967	2,089	2,665	1,027
Food service	519	545	917	438
Transportation	1,155	1,031	976	417
Total operational	14,454	16,533	18,234	8,905
Land and buildings	0	128	1,425	1,086
Equipment	868	1,930	1,013	496
Interest	1	0	28	261
Other	16	0	92	180
Total nonoperational	885	2,058	2,558	2,023
Total per pupil spending	\$ 15,339	\$ 18,591	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

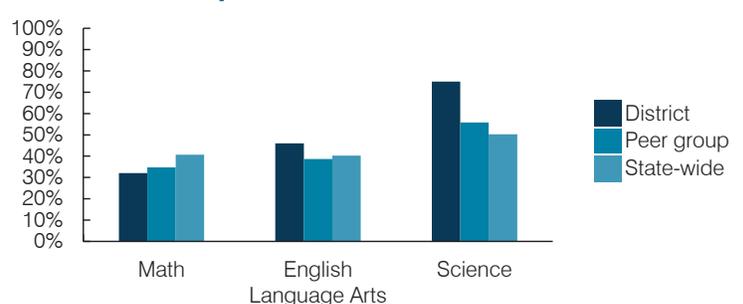


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.2	10.9	9.0
Average years of teacher experience	10.7	8.5	8.7
Percentage of teachers in first 3 years	33%	25%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Washington Elementary School District

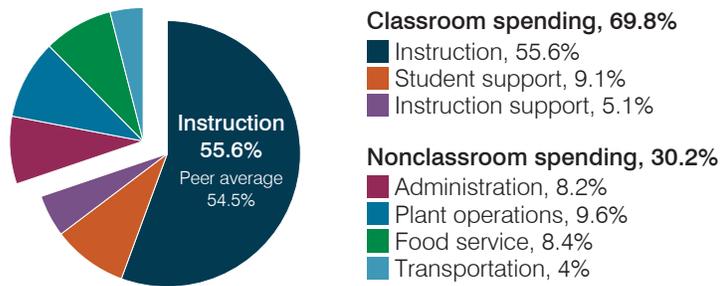
Maricopa County
 Peer groups: Operational 7 and T-3, Achievement 14¹
 Legislative district(s): 20, 24, 28, and 30
 District location: City
 Number of schools: 32
 Graduation rate (2018): N/A

Students attending; Size: 21,546; Very large
 5-year change in students attending: 1% decrease
 Special education population: 15%
 English learner population: 14%
 Poverty rate (2018): 26%
 Free/reduced meal eligibility: 88%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
64.0	62.3	62.3	61.3	60.8	62.0	60.3	57.6	57.5	55.5	55.9	55.7	54.1	54.3	54.5	53.7	53.7	53.8	55.6

Spending by operational area



Operational measures relative to peer averages

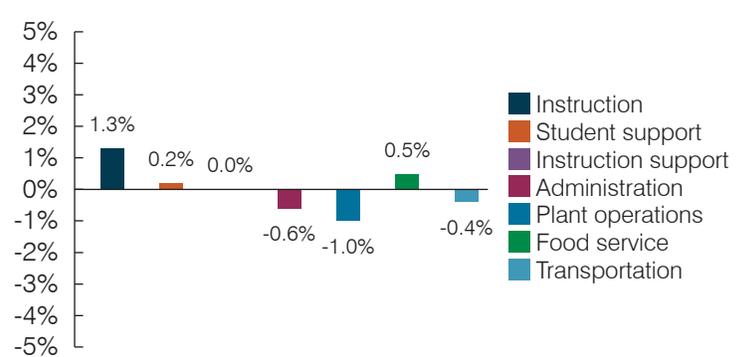
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$756	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$6.53	\$6.31	\$6.49
	Square footage per student	136	142	158
Food service	Cost per meal	\$3.07	\$2.97	\$3.08
Transportation	Cost per mile	\$5.84	\$4.60	\$4.29
	Cost per rider	\$1,401	\$1,224	\$1,424



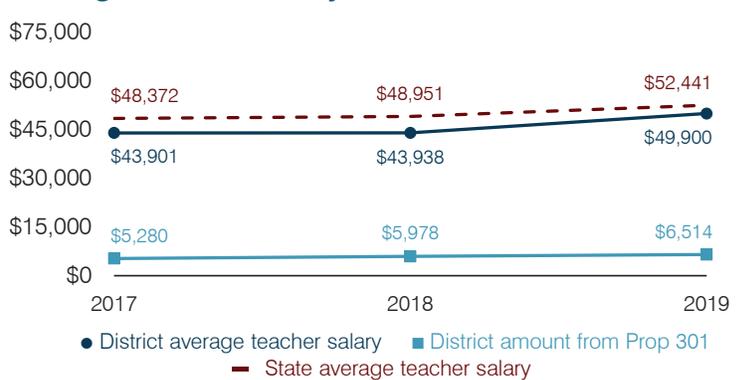
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,553	\$ 5,141	\$ 4,824	\$ 4,869
Student support	838	839	760	754
Instruction support	422	469	554	497
Administration	699	756	887	903
Plant operations	879	888	892	1,027
Food service	709	775	608	438
Transportation	355	374	342	417
Total operational	8,455	9,242	8,867	8,905
Land and buildings	965	863	1,189	1,086
Equipment	236	614	508	496
Interest	168	178	230	261
Other	171	192	177	180
Total nonoperational	1,540	1,847	2,104	2,023
Total per pupil spending	\$ 9,995	\$ 11,089	\$ 10,971	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

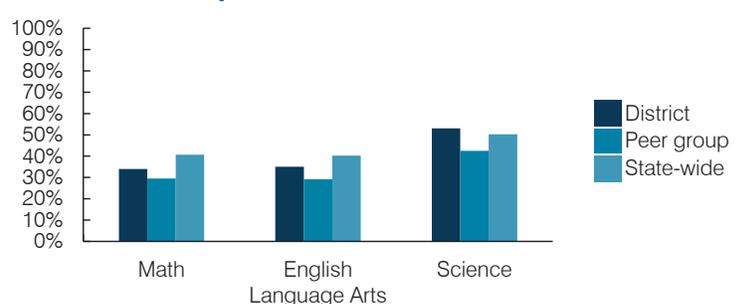


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	16.7	16.5
Average years of teacher experience	10.4	11.1	10.8
Percentage of teachers in first 3 years	27%	28%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Wellton Elementary School District

Yuma County

Peer groups: Operational 11 and T-11, Achievement 19¹

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 186; Very small

5-year change in students attending: 27% decrease

Special education population: 13%

English learner population: 14%

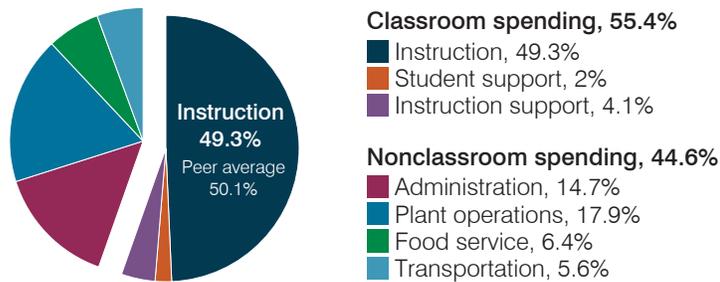
Poverty rate (2018): 29%

Free/reduced meal eligibility: 79%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.3	62.9	59.0	65.5	62.3	63.6	59.9	63.9	56.4	56.5	56.4	60.3	59.3	57.6	53.7	54.8	51.1	47.5	49.3

Spending by operational area



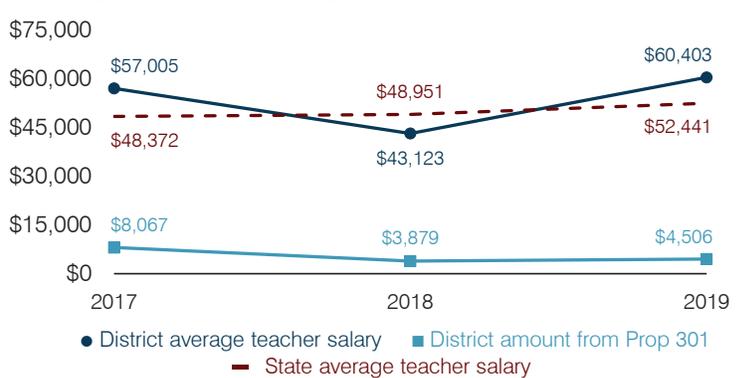
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,483	\$3,398	\$903
	Students per administrative position	43	32	66
Plant operations	Cost per square foot	\$5.52	\$7.70	\$6.49
	Square footage per student	326	382	158
Food service	Cost per meal	\$3.13	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,284	\$1,665	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures

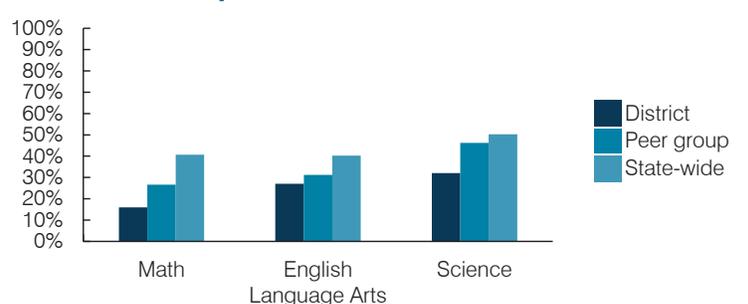


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,429	\$ 4,971	\$ 9,084	\$ 4,869
Student support	419	198	756	754
Instruction support	299	412	438	497
Administration	1,419	1,483	3,398	903
Plant operations	1,531	1,803	2,665	1,027
Food service	644	645	917	438
Transportation	577	567	976	417
Total operational	9,318	10,079	18,234	8,905
Land and buildings	86	53	1,425	1,086
Equipment	458	516	1,013	496
Interest	1	0	28	261
Other	0	0	92	180
Total nonoperational	545	569	2,558	2,023
Total per pupil spending	\$ 9,863	\$ 10,648	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	20.5	18.1	20.7
Average years of teacher experience	11.4	14.1	12.5
Percentage of teachers in first 3 years	24%	21%	34%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Wenden Elementary School District

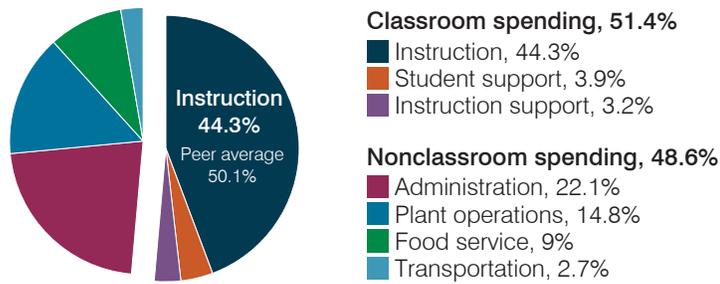
La Paz County
 Peer groups: Operational 11 and T-11, Achievement 20¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 97; Very small
 5-year change in students attending: 2% decrease
 Special education population: 16%
 English learner population: 25%
 Poverty rate (2018): 33%
 Free/reduced meal eligibility: 85%

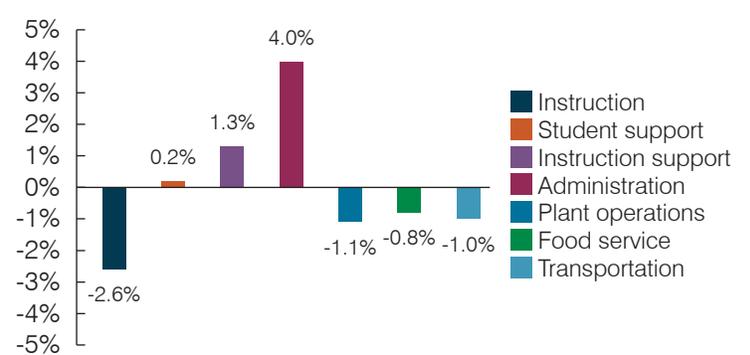
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
50.0	50.8	50.0	47.2	47.4	46.9	48.9	45.8	49.3	46.1	48.5	45.6	47.1	46.9	45.0	45.4	40.2	43.3	44.3

Spending by operational area



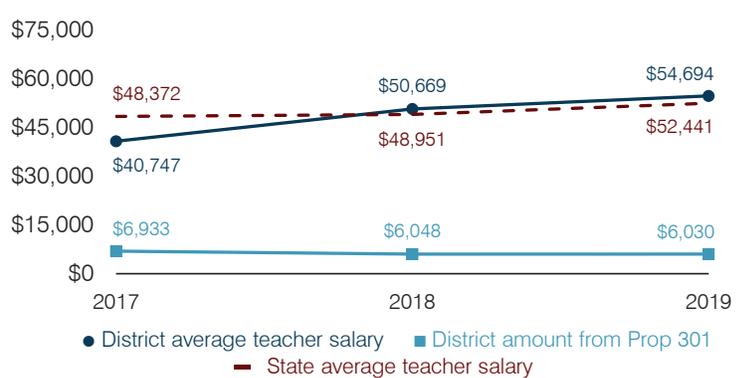
Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,501	\$3,398	\$903
	Students per administrative position	32	32	66
Plant operations	Cost per square foot	\$8.92	\$7.70	\$6.49
	Square footage per student	264	382	158
Food service	Cost per meal	\$4.53	\$5.47	\$3.08
Transportation	Cost per mile	\$3.43	\$2.28	\$4.29
	Cost per rider	\$1,610	\$1,665	\$1,424

Average teacher salary and other measures

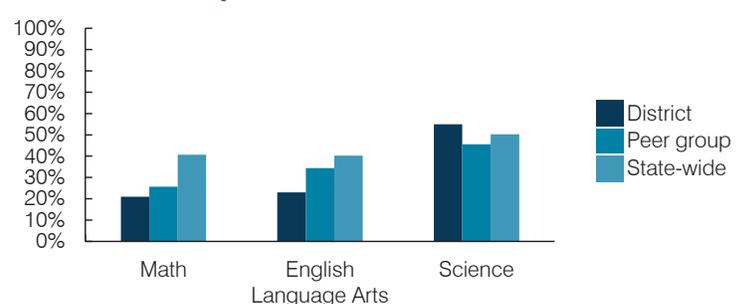


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,434	\$ 7,045	\$ 9,084	\$ 4,869
Student support	309	615	756	754
Instruction support	607	510	438	497
Administration	3,739	3,501	3,398	903
Plant operations	2,037	2,354	2,665	1,027
Food service	1,276	1,435	917	438
Transportation	462	431	976	417
Total operational	14,864	15,891	18,234	8,905
Land and buildings	253	2,433	1,425	1,086
Equipment	1,124	1,023	1,013	496
Interest	154	38	28	261
Other	27	59	92	180
Total nonoperational	1,558	3,553	2,558	2,023
Total per pupil spending	\$ 16,422	\$ 19,444	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	15.6	14.8	13.9
Average years of teacher experience	14.8	16.5	14.1
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Whiteriver Unified School District

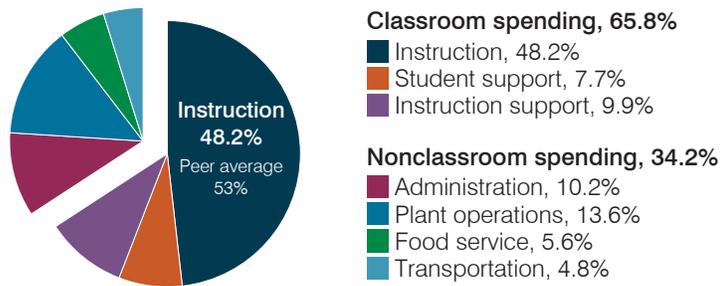
Navajo County
 Peer groups: Operational 4 and T-7, Achievement 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 67%

Students attending; Size: 2,157; Medium-large
 5-year change in students attending: 2% increase
 Special education population: 12%
 English learner population: 1%
 Poverty rate (2018): 49%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
54.9	53.6	54.5	54.7	53.6	56.6	67.2	58.7	51.3	51.0	48.3	47.7	46.7	46.1	46.9	47.5	49.0	47.8	48.2

Spending by operational area



Operational measures relative to peer averages

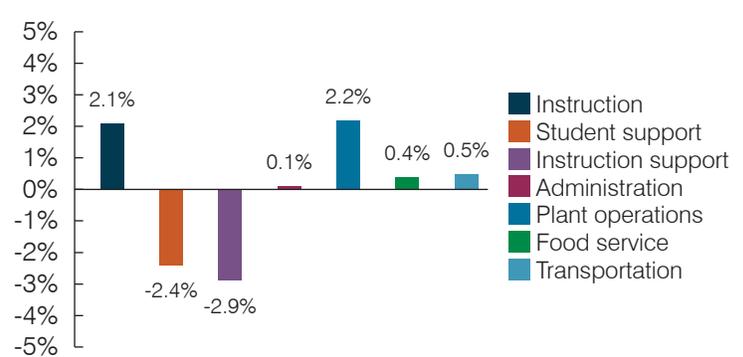
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,205	\$899	\$903
	Students per administrative position	77	68	66
Plant operations	Cost per square foot	\$6.23	\$5.82	\$6.49
	Square footage per student	256	180	158
Food service	Cost per meal	\$3.08	\$3.28	\$3.08
Transportation	Cost per mile	\$3.48	\$3.70	\$4.29
	Cost per rider	\$893	\$1,127	\$1,424



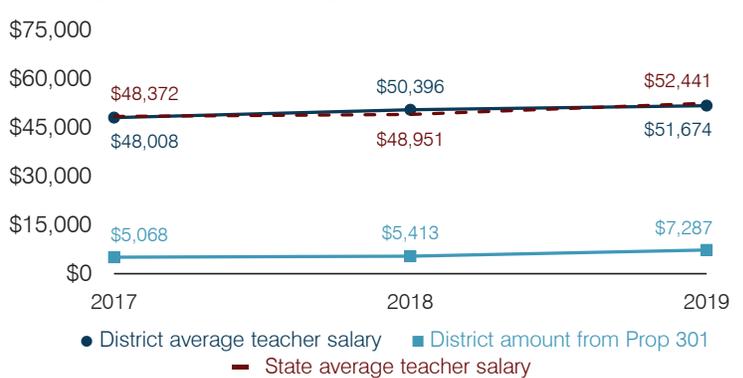
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,147	\$ 5,670	\$ 4,516	\$ 4,869
Student support	694	902	713	754
Instruction support	1,191	1,169	496	497
Administration	1,086	1,205	899	903
Plant operations	1,452	1,597	1,029	1,027
Food service	687	662	438	438
Transportation	502	568	444	417
Total operational	10,759	11,773	8,535	8,905
Land and buildings	753	347	565	1,086
Equipment	592	1,611	453	496
Interest	66	0	173	261
Other	231	257	70	180
Total nonoperational	1,642	2,215	1,261	2,023
Total per pupil spending	\$ 12,401	\$ 13,988	\$ 9,796	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

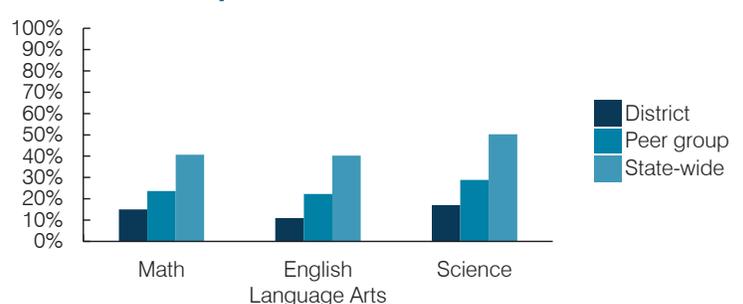


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.6	17.8	16.7
Average years of teacher experience	12.4	10.0	9.5
Percentage of teachers in first 3 years	26%	37%	39%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Wickenburg Unified School District

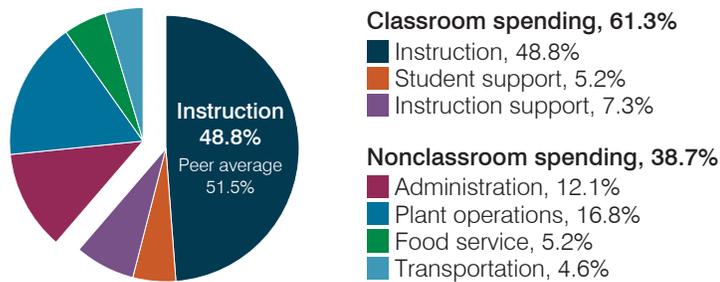
Maricopa County
 Peer groups: Operational 5 and T-9, Achievement 4¹
 Legislative district(s): 1, 13, and 22
 District location: Rural
 Number of schools: 4
 Graduation rate (2018): 78%

Students attending; Size: 1,346; Medium
 5-year change in students attending: 8% decrease
 Special education population: 13%
 English learner population: 3%
 Poverty rate (2018): 15%
 Free/reduced meal eligibility: 47%

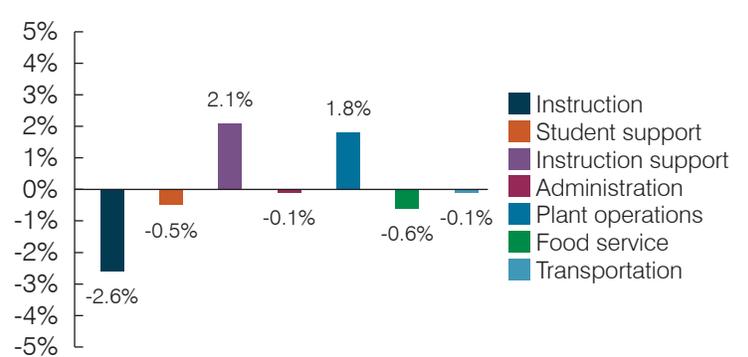
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.1	57.1	56.0	58.1	57.3	55.0	57.2	58.8	57.7	53.5	51.6	51.0	52.8	51.4	50.9	47.9	47.0	48.5	48.8

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

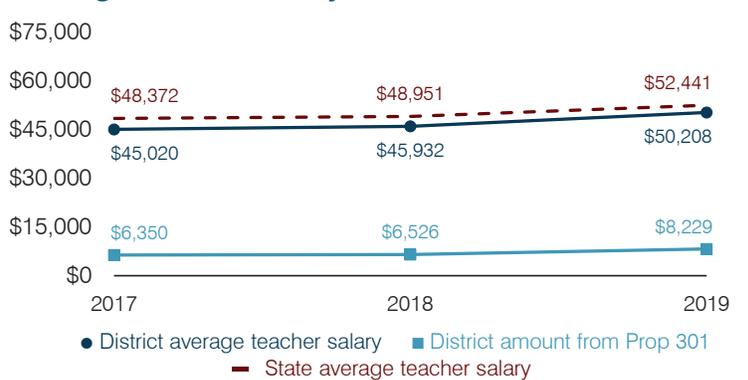


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,139	\$1,190	\$903
	Students per administrative position	54	60	66
Plant operations	Cost per square foot	\$4.96	\$5.67	\$6.49
	Square footage per student	318	257	158
Food service	Cost per meal	\$3.59	\$3.60	\$3.08
Transportation	Cost per mile	\$2.32	\$2.74	\$4.29
	Cost per rider	\$1,384	\$1,641	\$1,424



Average teacher salary and other measures

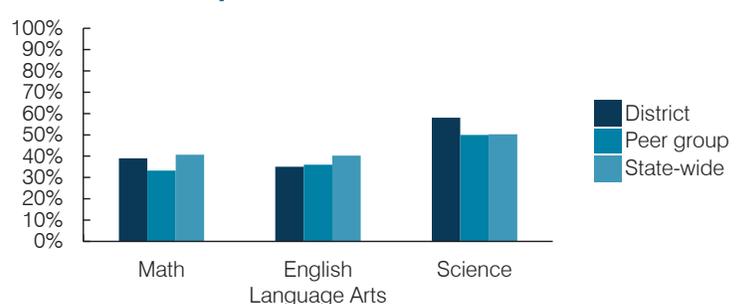


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,184	\$ 4,576	\$ 5,148	\$ 4,869
Student support	438	487	655	754
Instruction support	584	676	436	497
Administration	1,050	1,139	1,190	903
Plant operations	1,398	1,576	1,416	1,027
Food service	494	491	428	438
Transportation	481	435	546	417
Total operational	8,629	9,380	9,819	8,905
Land and buildings	5,153	1,025	1,012	1,086
Equipment	239	749	658	496
Interest	307	311	238	261
Other	106	112	84	180
Total nonoperational	5,805	2,197	1,992	2,023
Total per pupil spending	\$ 14,434	\$ 11,577	\$11,811	\$10,928

Measure	2017	2018	2019
Students per teacher	18.4	18.2	17.9
Average years of teacher experience	10.3	12.3	11.2
Percentage of teachers in first 3 years	32%	16%	20%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Willcox Unified School District

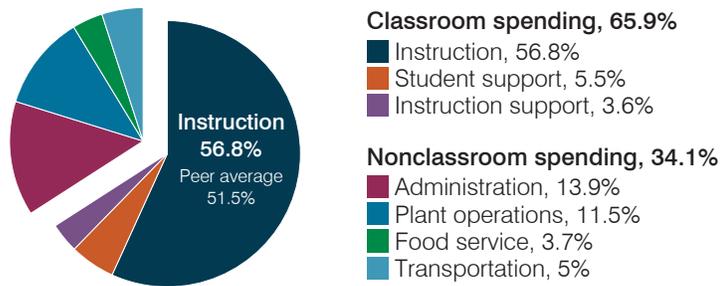
Cochise County
 Peer groups: Operational 5 and T-10, Achievement 5¹
 Legislative district(s): 14
 District location: Rural
 Number of schools: 3
 Graduation rate (2018): 86%

Students attending; Size: 1,051; Medium
 5-year change in students attending: 7% decrease
 Special education population: 11%
 English learner population: 11%
 Poverty rate (2018): 22%
 Free/reduced meal eligibility: 62%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.2	57.9	59.0	62.1	62.8	59.9	60.2	58.4	55.8	54.5	53.6	52.8	54.5	53.2	55.5	57.2	56.8	56.0	56.8

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,261	\$1,190	\$903
	Students per administrative position	45	60	66
Plant operations	Cost per square foot	\$4.02	\$5.67	\$6.49
	Square footage per student	260	257	158
Food service	Cost per meal	\$3.48	\$3.60	\$3.08
Transportation	Cost per mile	\$1.73	\$2.20	\$4.29
	Cost per rider	\$1,750	\$1,962	\$1,424



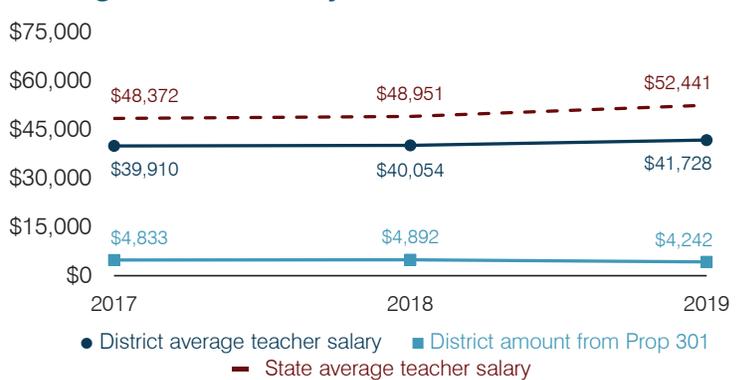
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,657	\$ 5,151	\$ 5,148	\$ 4,869
Student support	471	499	655	754
Instruction support	309	325	436	497
Administration	1,207	1,261	1,190	903
Plant operations	905	1,046	1,416	1,027
Food service	376	335	428	438
Transportation	389	458	546	417
Total operational	8,314	9,075	9,819	8,905
Land and buildings	127	284	1,012	1,086
Equipment	301	516	658	496
Interest	407	347	238	261
Other	0	1	84	180
Total nonoperational	835	1,148	1,992	2,023
Total per pupil spending	\$ 9,149	\$ 10,223	\$11,811	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

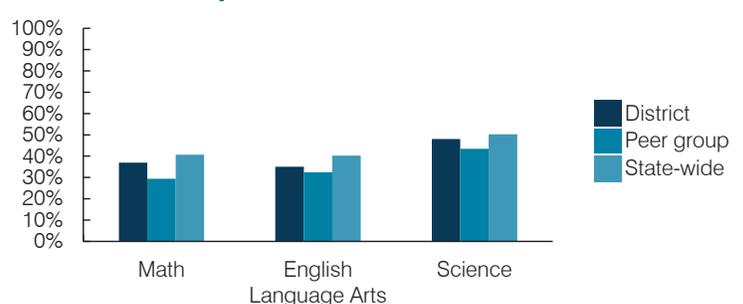


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.5	15.2	14.0
Average years of teacher experience	13.1	14.7	13.0
Percentage of teachers in first 3 years	11%	6%	14%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Williams Unified School District

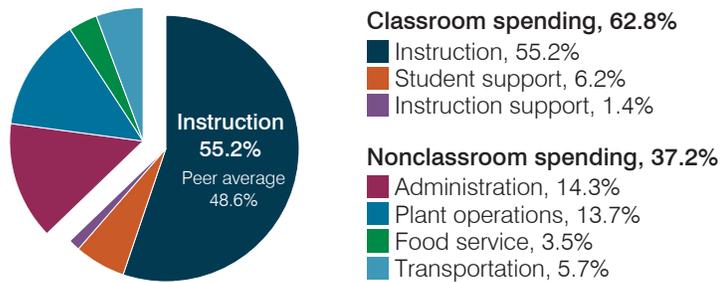
Coconino County
 Peer groups: Operational 6 and T-9, Achievement 7¹
 Legislative district(s): 6
 District location: Town
 Number of schools: 2
 Graduation rate (2018): 93%

Students attending; Size: 576; Small
 5-year change in students attending: Less than 1%
 Special education population: 13%
 English learner population: 5%
 Poverty rate (2018): 34%
 Free/reduced meal eligibility: 68%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
60.2	58.6	61.7	58.5	56.9	57.5	56.5	56.5	53.9	50.4	54.1	53.2	51.8	51.9	49.8	52.3	53.0	54.7	55.2

Spending by operational area



Operational measures relative to peer averages

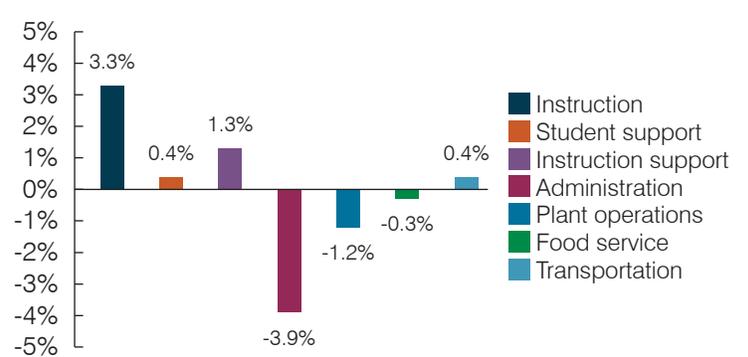
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,489	\$1,750	\$903
	Students per administrative position	51	45	66
Plant operations	Cost per square foot	\$5.62	\$5.35	\$6.49
	Square footage per student	254	315	158
Food service	Cost per meal	\$3.79	\$3.77	\$3.08
Transportation	Cost per mile	\$3.36	\$2.74	\$4.29
	Cost per rider	\$1,677	\$1,641	\$1,424



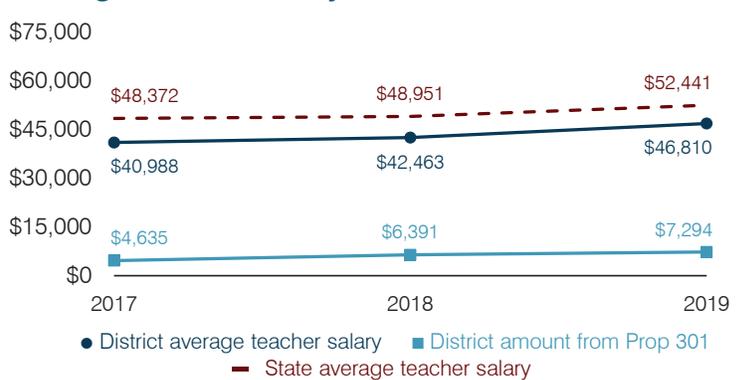
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,736	\$ 5,747	\$ 5,732	\$ 4,869
Student support	513	649	763	754
Instruction support	136	141	364	497
Administration	1,318	1,489	1,750	903
Plant operations	1,216	1,428	1,697	1,027
Food service	340	359	545	438
Transportation	404	589	616	417
Total operational	8,663	10,402	11,467	8,905
Land and buildings	20	136	757	1,086
Equipment	307	672	692	496
Interest	0	0	152	261
Other	30	51	64	180
Total nonoperational	357	859	1,665	2,023
Total per pupil spending	\$ 9,020	\$ 11,261	\$ 13,132	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

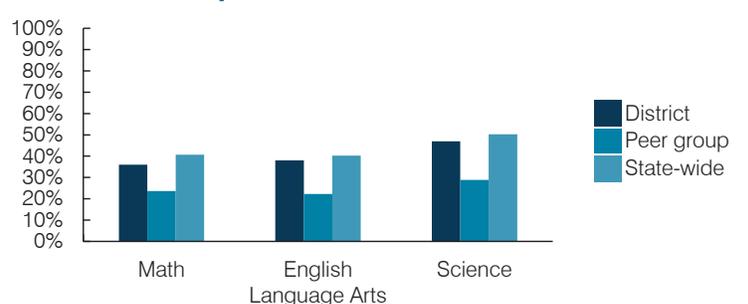


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	14.6	13.6
Average years of teacher experience	11.1	9.9	6.1
Percentage of teachers in first 3 years	19%	33%	64%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Wilson Elementary School District

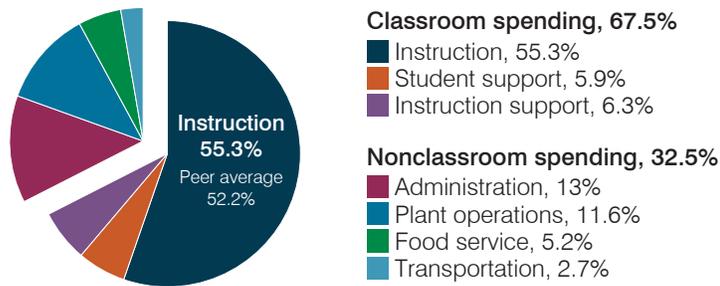
Maricopa County
 Peer groups: Operational 8 and T-3, Achievement 15¹
 Legislative district(s): 27
 District location: City
 Number of schools: 2
 Graduation rate (2018): N/A

Students attending; Size: 1,129; Medium
 5-year change in students attending: 6% decrease
 Special education population: 9%
 English learner population: 17%
 Poverty rate (2018): 37%
 Free/reduced meal eligibility: 85%

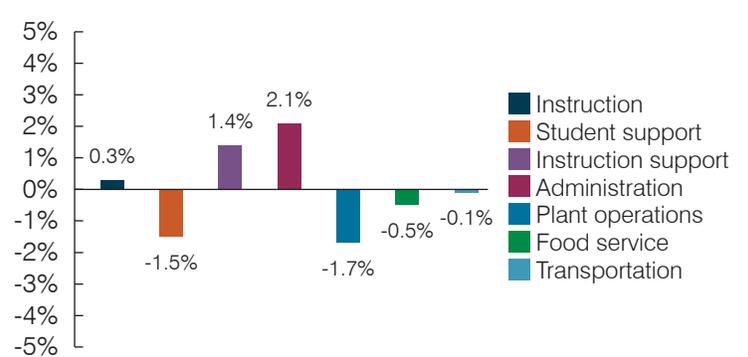
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
58.7	55.6	55.9	54.6	58.0	57.3	55.6	55.9	55.3	53.3	51.4	54.2	53.2	55.0	55.6	56.4	56.8	56.2	55.3

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

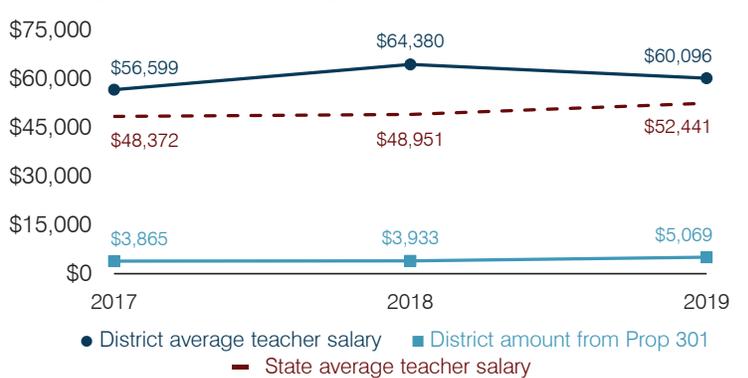


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,450	\$1,047	\$903
	Students per administrative position	54	65	66
Plant operations	Cost per square foot	\$7.74	\$6.60	\$6.49
	Square footage per student	168	145	158
Food service	Cost per meal	\$2.56	\$2.91	\$3.08
Transportation	Cost per mile	\$4.38	\$4.60	\$4.29
	Cost per rider	\$1,213	\$1,224	\$1,424



Average teacher salary and other measures

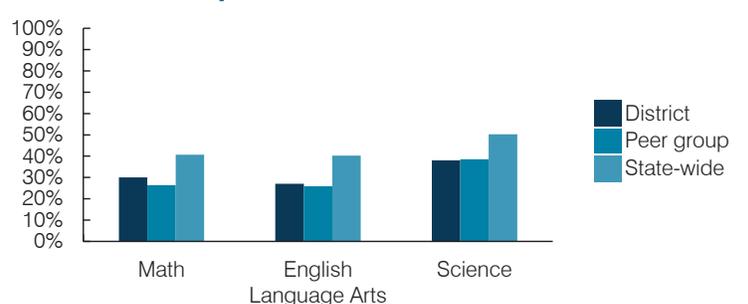


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,423	\$ 6,196	\$ 4,648	\$ 4,869
Student support	782	663	678	754
Instruction support	562	707	551	497
Administration	1,448	1,450	1,047	903
Plant operations	1,306	1,299	972	1,027
Food service	618	580	672	438
Transportation	288	301	345	417
Total operational	11,427	11,196	8,913	8,905
Land and buildings	290	74	1,393	1,086
Equipment	1,913	725	556	496
Interest	612	174	344	261
Other	62	67	203	180
Total nonoperational	2,877	1,040	2,496	2,023
Total per pupil spending	\$ 14,304	\$ 12,236	\$11,409	\$10,928

Measure	2017	2018	2019
Students per teacher	17.4	17.3	16.4
Average years of teacher experience	13.8	13.6	12.2
Percentage of teachers in first 3 years	14%	19%	23%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Window Rock Unified School District

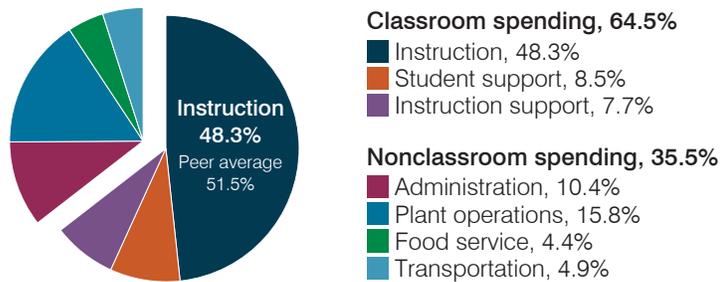
Apache County
 Peer groups: Operational 5 and T-7, Achievement 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 71%

Students attending; Size: 1,784; Medium
 5-year change in students attending: 13% decrease
 Special education population: 11%
 English learner population: 6%
 Poverty rate (2018): 44%
 Free/reduced meal eligibility: 92%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.9	48.1	48.3

Spending by operational area



Operational measures relative to peer averages

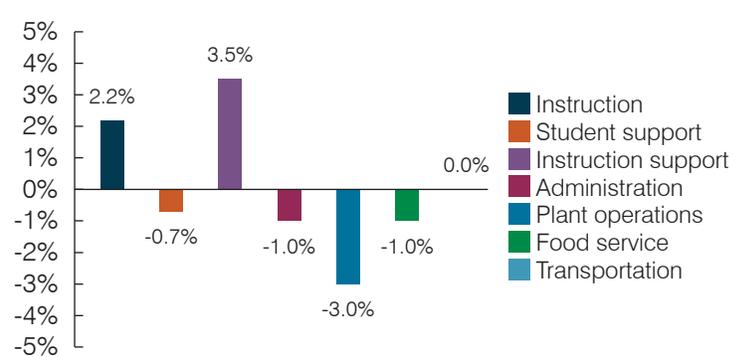
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,727	\$1,190	\$903
	Students per administrative position	41	60	66
Plant operations	Cost per square foot	\$8.02	\$5.67	\$6.49
	Square footage per student	328	257	158
Food service	Cost per meal	\$3.25	\$3.60	\$3.08
Transportation	Cost per mile	\$4.81	\$3.70	\$4.29
	Cost per rider	\$1,541	\$1,127	\$1,424



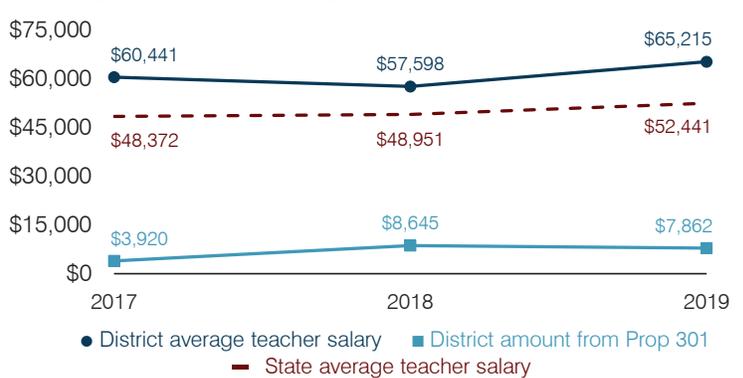
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,401	\$ 8,022	\$ 5,148	\$ 4,869
Student support	1,375	1,410	655	754
Instruction support	964	1,273	436	497
Administration	1,504	1,727	1,190	903
Plant operations	2,645	2,635	1,416	1,027
Food service	701	728	428	438
Transportation	801	821	546	417
Total operational	15,391	16,616	9,819	8,905
Land and buildings	76	14	1,012	1,086
Equipment	302	642	658	496
Interest	355	306	238	261
Other	25	8	84	180
Total nonoperational	758	970	1,992	2,023
Total per pupil spending	\$ 16,149	\$ 17,586	\$ 11,811	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

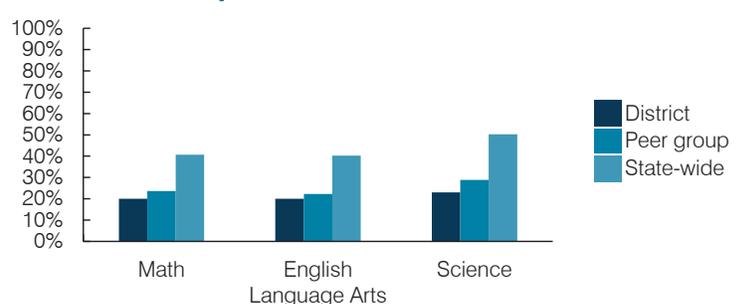


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	12.6	14.0	13.8
Average years of teacher experience	15.5	16.4	17.6
Percentage of teachers in first 3 years	9%	3%	2%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Winslow Unified School District

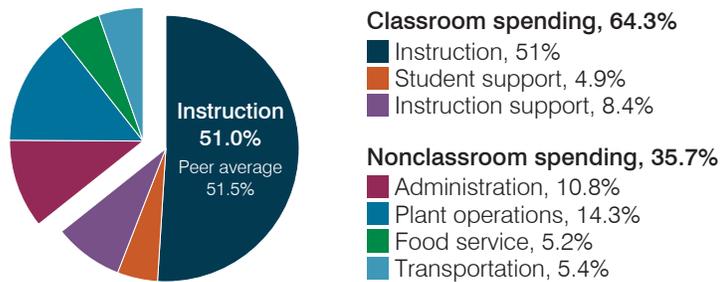
Navajo County
 Peer groups: Operational 5 and T-9, Achievement 7¹
 Legislative district(s): 7
 District location: Town
 Number of schools: 5
 Graduation rate (2018): 81%

Students attending; Size: 1,986; Medium
 5-year change in students attending: 5% decrease
 Special education population: 16%
 English learner population: 1%
 Poverty rate (2018): 38%
 Free/reduced meal eligibility: 74%

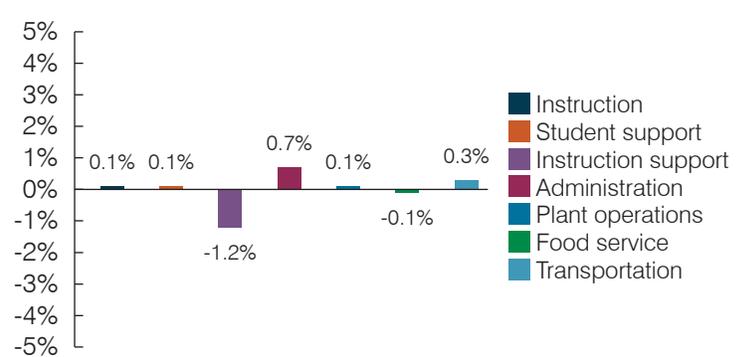
Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
55.1	57.2	59.0	57.3	56.8	55.5	54.3	53.8	54.5	52.9	52.5	52.7	51.8	50.9	49.2	50.0	49.6	50.8	51.0

Spending by operational area



Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

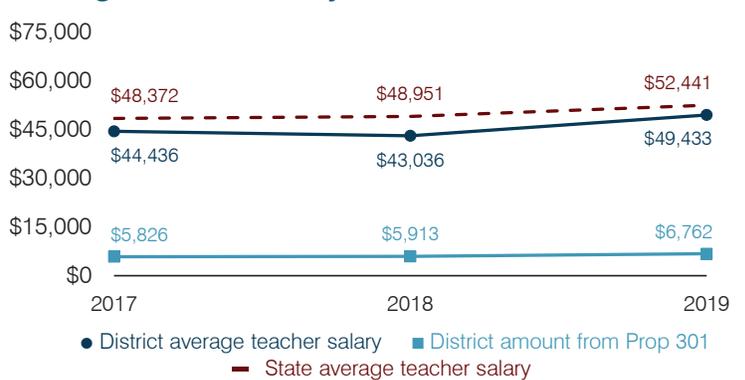


Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$1,190	\$903
	Students per administrative position	60	60	66
Plant operations	Cost per square foot	\$6.35	\$5.67	\$6.49
	Square footage per student	204	257	158
Food service	Cost per meal	\$2.99	\$3.60	\$3.08
Transportation	Cost per mile	\$2.90	\$2.74	\$4.29
	Cost per rider	\$1,412	\$1,641	\$1,424



Average teacher salary and other measures

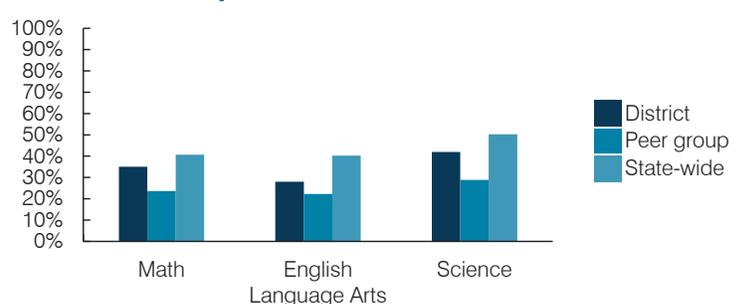


Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,470	\$ 4,621	\$ 5,148	\$ 4,869
Student support	508	441	655	754
Instruction support	704	757	436	497
Administration	914	982	1,190	903
Plant operations	1,226	1,298	1,416	1,027
Food service	530	473	428	438
Transportation	455	493	546	417
Total operational	8,807	9,065	9,819	8,905
Land and buildings	17	57	1,012	1,086
Equipment	320	610	658	496
Interest	54	19	238	261
Other	7	5	84	180
Total nonoperational	398	691	1,992	2,023
Total per pupil spending	\$ 9,205	\$ 9,756	\$11,811	\$10,928

Measure	2017	2018	2019
Students per teacher	17.5	17.2	18.3
Average years of teacher experience	12.2	12.6	14.1
Percentage of teachers in first 3 years	29%	28%	18%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Yarnell Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20¹

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 41; Very small

5-year change in students attending: 30% increase

Special education population: 19%

English learner population: 7%

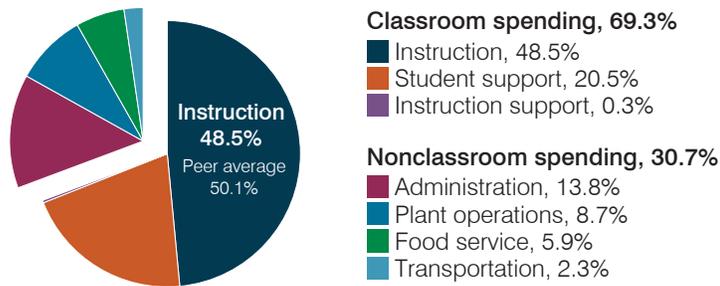
Poverty rate (2018): 34%

Free/reduced meal eligibility: 76%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.4	57.8	57.1	54.2	53.2	43.7	51.6	50.0	49.3	52.3	53.2	49.8	51.6	48.3	47.1	50.3	52.5	51.3	48.5

Spending by operational area



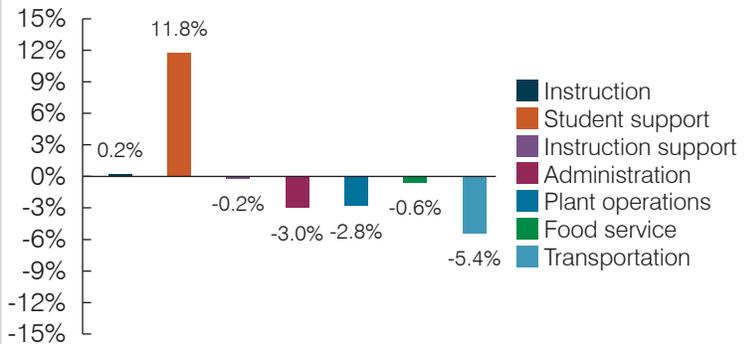
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,945	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.45	\$7.70	\$6.49
	Square footage per student	416	382	158
Food service	Cost per meal	\$9.40	\$5.47	\$3.08
Transportation	Cost per mile	\$0.59	\$2.28	\$4.29
	Cost per rider	\$752	\$1,665	\$1,424

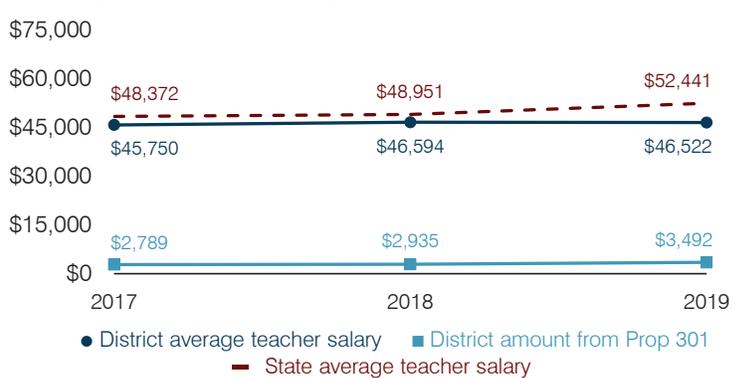
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,959	\$ 10,347	\$ 9,084	\$ 4,869
Student support	2,707	4,362	756	754
Instruction support	86	73	438	497
Administration	2,560	2,945	3,398	903
Plant operations	1,572	1,852	2,665	1,027
Food service	1,245	1,262	917	438
Transportation	343	496	976	417
Total operational	17,472	21,337	18,234	8,905
Land and buildings	2,288	262	1,425	1,086
Equipment	75	180	1,013	496
Interest	8	0	28	261
Other	20	263	92	180
Total nonoperational	2,391	705	2,558	2,023
Total per pupil spending	\$ 19,863	\$ 22,042	\$ 20,792	\$ 10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.1	8.8	7.4
Average years of teacher experience	13.2	16.5	17.5
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Young Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 6¹

Legislative district(s): 6

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 43; Very small

5-year change in students attending: 18% increase

Special education population: 16%

English learner population: 0%

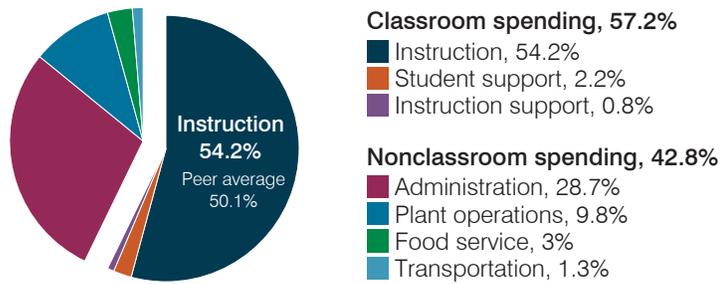
Poverty rate (2018): 29%

Free/reduced meal eligibility: NR

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
61.7	59.8	56.1	56.9	60.2	59.0	53.0	54.7	51.2	56.5	54.1	53.1	56.8	53.3	54.8	53.1	52.7	51.1	54.2

Spending by operational area



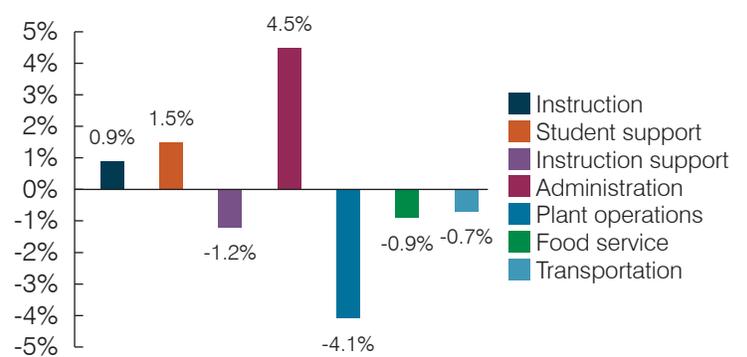
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,536	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$3.72	\$7.70	\$6.49
	Square footage per student	868	382	158
Food service	Cost per meal	\$7.04	\$5.47	\$3.08
Transportation	Cost per mile	\$3.13	\$2.28	\$4.29
	Cost per rider	\$936	\$1,665	\$1,424

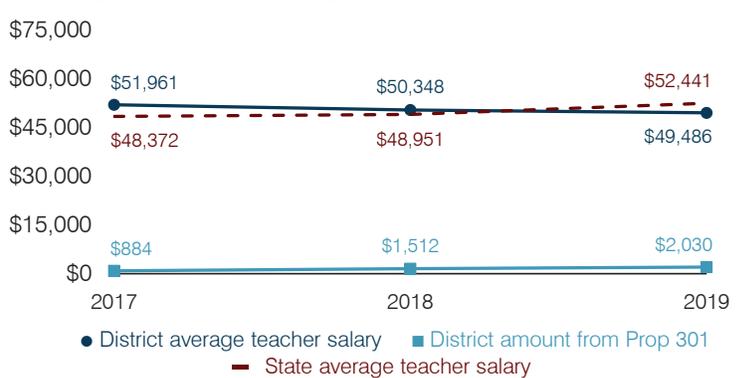
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 18,303	\$ 17,997	\$ 9,084	\$ 4,869
Student support	700	726	756	754
Instruction support	743	265	438	497
Administration	8,634	9,536	3,398	903
Plant operations	5,495	3,231	2,665	1,027
Food service	1,558	1,005	917	438
Transportation	389	437	976	417
Total operational	35,822	33,197	18,234	8,905
Land and buildings	2	470	1,425	1,086
Equipment	927	4,362	1,013	496
Interest	9	44	28	261
Other	9	37	92	180
Total nonoperational	947	4,913	2,558	2,023
Total per pupil spending	\$ 36,769	\$ 38,110	\$20,792	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	4.5	4.7	4.7
Average years of teacher experience	18.8	6.3	11.1
Percentage of teachers in first 3 years	0%	50%	21%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Yucca Elementary School District

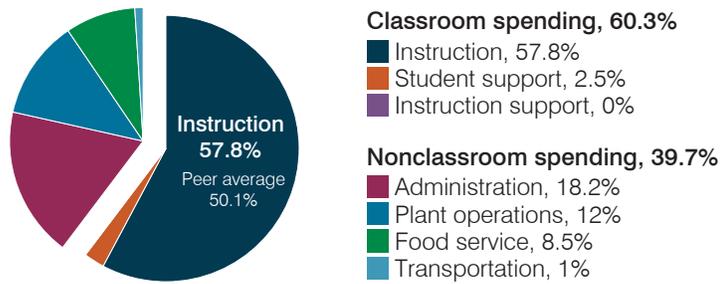
Mohave County
 Peer groups: Operational 11 and Achievement 17¹
 Legislative district(s): 5
 District location: Rural
 Number of schools: 1
 Graduation rate (2018): N/A

Students attending; Size: 27; Very small
 5-year change in students attending: 2% increase
 Special education population: 8%
 English learner population: 0%
 Poverty rate (2018): 22%
 Free/reduced meal eligibility: N/A

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
67.8	64.6	62.4	60.0	62.1	63.4	68.2	61.7	62.5	61.1	50.1	52.9	46.9	45.5	46.1	45.0	55.7	56.4	57.8

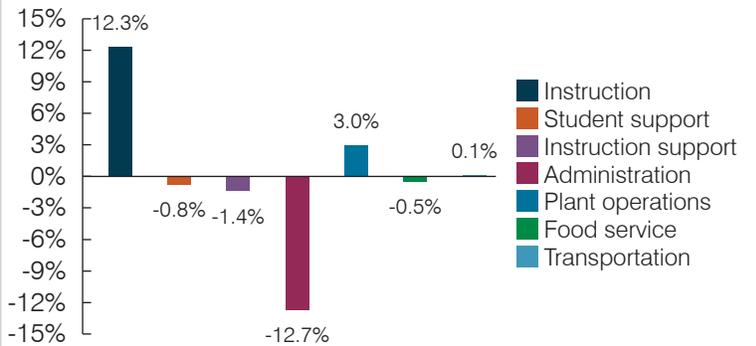
Spending by operational area



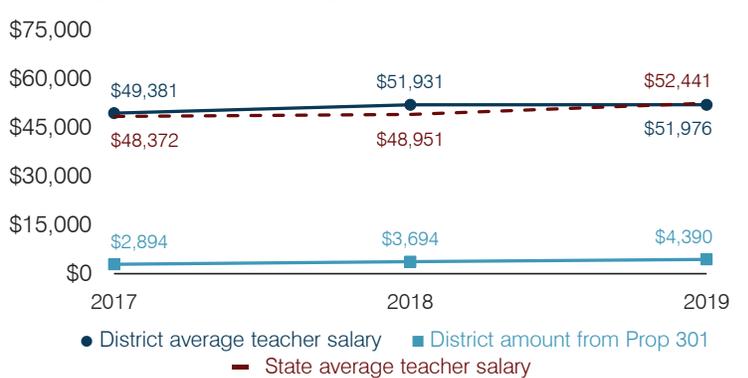
Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,745	\$3,398	\$903
	Students per administrative position	18	32	66
Plant operations	Cost per square foot	\$8.60	\$7.70	\$6.49
	Square footage per student	287	382	158
Food service	Cost per meal	\$9.05	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



Average teacher salary and other measures



Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,398	\$ 11,914	\$ 9,084	\$ 4,869
Student support	474	513	756	754
Instruction support	5	0	438	497
Administration	3,129	3,745	3,398	903
Plant operations	2,036	2,472	2,665	1,027
Food service	1,452	1,755	917	438
Transportation	184	219	976	417
Total operational	16,678	20,618	18,234	8,905
Land and buildings	506	337	1,425	1,086
Equipment	693	1,008	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
Total nonoperational	1,199	1,345	2,558	2,023
Total per pupil spending	\$ 17,877	\$ 21,963	\$ 20,792	\$ 10,928

Measure	2017	2018	2019
Students per teacher	10.4	10.3	8.8
Average years of teacher experience	11.0	13.0	16.5
Percentage of teachers in first 3 years	0%	0%	0%

Students who passed State assessments²

Measure did not meet our criteria for reporting.

¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.
² School letter grades are available at <https://azreportcards.azed.gov>.

Yuma Elementary School District

Yuma County

Peer groups: Operational 7 and T-5, Achievement 14¹

Legislative district(s): 4 and 13

District location: City

Number of schools: 17

Graduation rate (2018): N/A

Students attending; Size: 8,380; Large

5-year change in students attending: 1% decrease

Special education population: 10%

English learner population: 12%

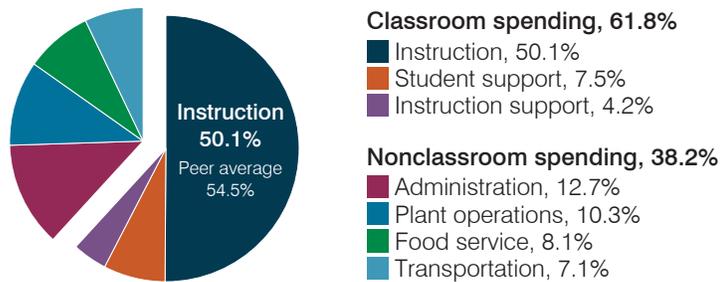
Poverty rate (2018): 25%

Free/reduced meal eligibility: 71%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.4	58.9	56.2	56.0	54.5	51.7	51.9	52.7	54.0	52.2	50.1	50.5	50.5	50.2	49.4	48.8	48.7	49.3	50.1

Spending by operational area



Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$995	\$887	\$903
	Students per administrative position	69	73	66
Plant operations	Cost per square foot	\$6.50	\$6.31	\$6.49
	Square footage per student	124	142	158
Food service	Cost per meal	\$2.98	\$2.97	\$3.08
Transportation	Cost per mile	\$3.58	\$4.10	\$4.29
	Cost per rider	\$1,845	\$1,775	\$1,424



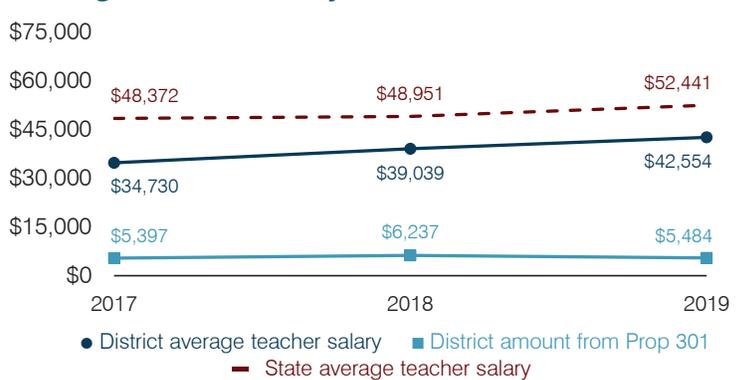
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,574	\$ 3,920	\$ 4,824	\$ 4,869
Student support	569	590	760	754
Instruction support	361	325	554	497
Administration	920	995	887	903
Plant operations	797	803	892	1,027
Food service	597	638	608	438
Transportation	438	556	342	417
Total operational	7,256	7,827	8,867	8,905
Land and buildings	129	1,146	1,189	1,086
Equipment	343	330	508	496
Interest	83	198	230	261
Other	48	13	177	180
Total nonoperational	603	1,687	2,104	2,023
Total per pupil spending	\$ 7,859	\$ 9,514	\$10,971	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

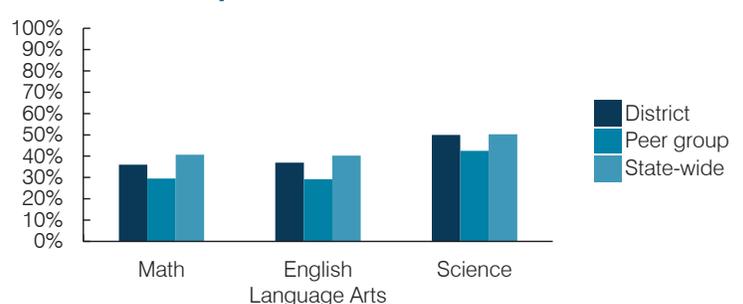


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.2	18.5	18.9
Average years of teacher experience	12.7	13.1	12.9
Percentage of teachers in first 3 years	17%	20%	21%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.

Yuma Union High School District

Yuma County

Peer groups: Operational 2 and T-5, Achievement 9¹

Legislative district(s): 4 and 13

District location: City

Number of schools: 6

Graduation rate (2018): 92%

Students attending; Size: 11,062; Large

5-year change in students attending: 5% increase

Special education population: 9%

English learner population: 7%

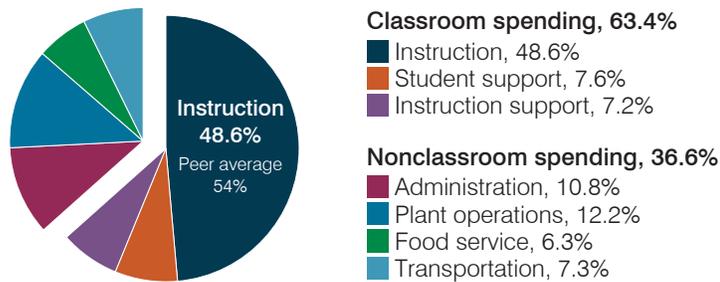
Poverty rate (2018): 26%

Free/reduced meal eligibility: 71%

Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
56.8	56.8	55.1	53.5	54.6	53.5	56.5	51.2	51.1	52.3	51.9	51.7	53.7	49.9	48.4	46.1	47.1	48.8	48.6

Spending by operational area



Operational measures relative to peer averages

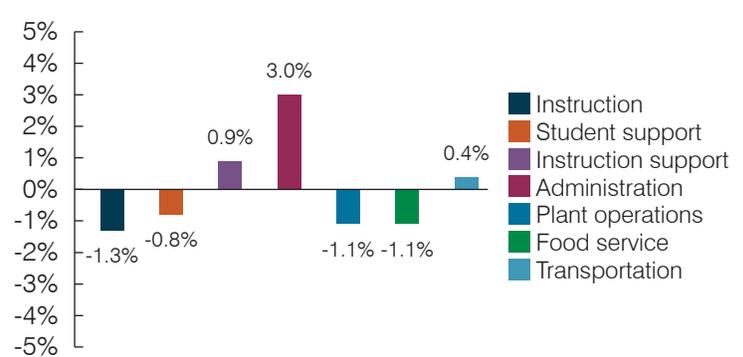
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$841	\$842	\$903
	Students per administrative position	54	66	66
Plant operations	Cost per square foot	\$7.05	\$6.59	\$6.49
	Square footage per student	136	150	158
Food service	Cost per meal	\$2.92	\$3.25	\$3.08
Transportation	Cost per mile	\$6.18	\$4.10	\$4.29
	Cost per rider	\$2,168	\$1,775	\$1,424



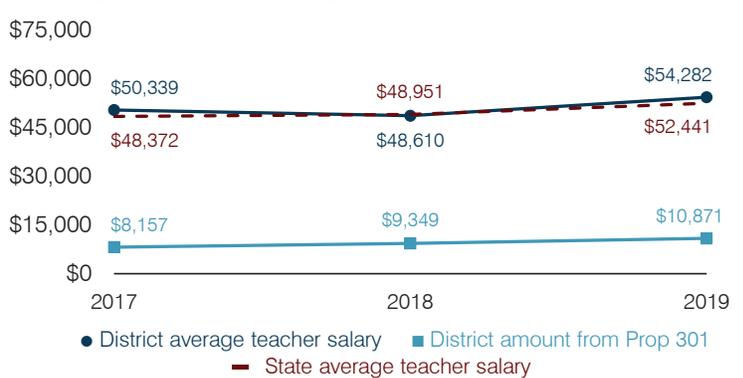
Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,471	\$ 3,787	\$ 4,521	\$ 4,869
Student support	546	597	688	754
Instruction support	432	559	540	497
Administration	862	841	842	903
Plant operations	888	956	976	1,027
Food service	469	492	358	438
Transportation	446	567	457	417
Total operational	7,114	7,799	8,382	8,905
Land and buildings	2,173	1,327	1,683	1,086
Equipment	627	436	540	496
Interest	116	154	254	261
Other	24	22	172	180
Total nonoperational	2,940	1,939	2,649	2,023
Total per pupil spending	\$ 10,054	\$ 9,738	\$11,031	\$10,928

Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

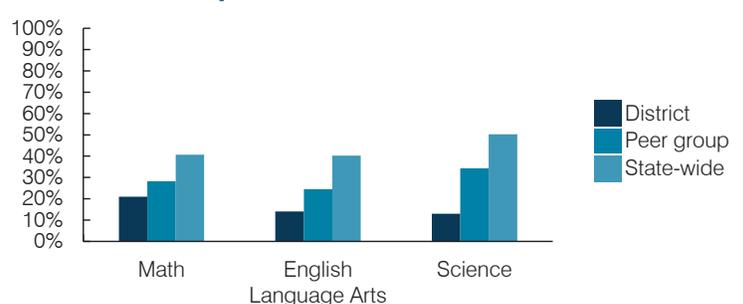


Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	25.3	24.8	25.2
Average years of teacher experience	9.5	9.7	9.4
Percentage of teachers in first 3 years	36%	36%	31%

Students who passed State assessments²



¹ See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.

² School letter grades are available at <https://azreportcards.azed.gov>.