



A REPORT  
TO THE  
ARIZONA LEGISLATURE

Division of School Audits

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Special Study

# Arizona School District Spending (Classroom Dollars) Fiscal Year 2011

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February • 2012  
Report No. 12-02



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**Debra K. Davenport**  
Auditor General

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AUDITOR GENERAL

**STATE OF ARIZONA**  
OFFICE OF THE  
**AUDITOR GENERAL**

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DEPUTY AUDITOR GENERAL

February 29, 2012

Members of the Arizona Legislature

The Honorable Janice K. Brewer, Governor

I am pleased to present our report, *Arizona School District Spending (Classroom Dollars), Fiscal Year 2011*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report also analyzes nonclassroom spending, which includes administration, plant operations, food service, transportation, student support, and instruction support. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2011. Despite this overall increase, Arizona's per-pupil spending continues to trail the national average by nearly \$2,700. Arizona districts also allocate resources differently than districts nationally, spending lower percentages of available operating dollars on instruction and administration, and higher percentages on plant operations and student support services, on average.

Arizona's state-wide average classroom dollar percentage in fiscal year 2011 was 54.7 percent, a record low since our Office began monitoring classroom dollars 11 years ago. The decline in the instructional percentage indicates that many districts are shifting monies previously spent in the classroom to other operational areas.

Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. As a result, there are wide ranges of costs within peer groups of similar districts. Performance audits have identified a number of practices used by efficient districts, such as minimizing staffing levels, conserving energy, and effectively managing vendor contracts. Audits have also identified practices that make other districts less efficient, such as having costly benefits packages, operating schools far below designed capacity, and paying employees for time not spent working.

My staff and I will be pleased to discuss or clarify items in the report.

This report will be released to the public on March 1, 2012.

Sincerely,

Debbie Davenport  
Auditor General

**REPORT  
 HIGHLIGHTS  
 SPECIAL STUDY**

**Our Conclusion**

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2011. Despite this overall increase, per-pupil spending in Arizona continues to trail the national average both in total and in the classroom, with the classroom dollar percentage reaching a record low 54.7 percent in fiscal year 2011. Each year since fiscal year 2004, districts have decreased the percentage of their resources they allocated to the classroom. Further, this shift in spending out of the classroom accelerated in fiscal years 2010 and 2011. Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not.



2012

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**Arizona school districts spend less overall and spend differently than districts nationally**

Compared to national averages, Arizona districts spend less overall and allocate their resources differently.

**Despite large increase, overall spending still lower**—Between fiscal years 2001 and 2009, Arizona's spending per pupil rose 47 percent before declining 5 percent between fiscal years 2009 and 2011. Despite this overall increase, Arizona's fiscal year 2009 per-pupil spending of \$7,908 was still nearly \$2,700 less per pupil than the 2009 national average (most recent national data available).

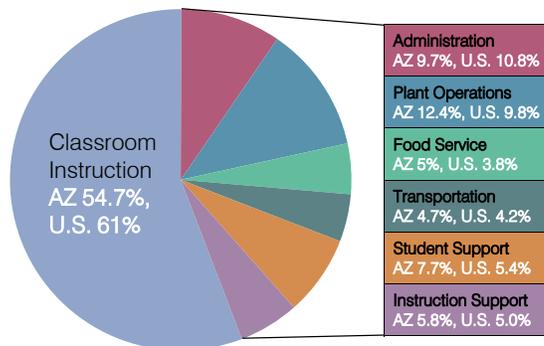
dollars in the classroom, over 6 percentage points below the national average of 61 percent. Arizona's lower instructional spending is reflected in Arizona's larger class sizes. In 2009, Arizona's class size was 17.1 students per teacher compared to the national average of 15.3 students per teacher. By fiscal year 2011, Arizona's class size grew to 18.1 students per teacher.

**Arizona spends lower percentage on administration**—In 2011, Arizona districts spent 1.1 percentage points less than the national average on administration. This lower spending is primarily in salaries and benefits.

**Arizona spends higher percentage on plant operations and student support**—In 2011, Arizona districts spent 2.6 percentage points more on plant operations than the national average primarily because Arizona spends more on energy. In addition, Arizona districts spent 2.3 percentage points more on student support costs, such as counselors and social workers, possibly

because a higher percentage of Arizona's students live at or below the poverty level and require more of these services.

Arizona and U.S. Spending by Function  
 Fiscal Years 2011 (Arizona) and 2009 (U.S.)



**Arizona spends lower percentage in classroom**—In 2011, Arizona districts spent 54.7 percent of their total operating

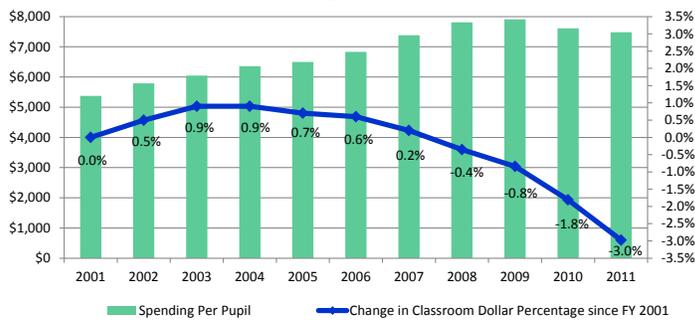
**Classroom spending drops to record low 54.7 percent**

In fiscal year 2011, Arizona districts spent 54.7 percent of their available operating dollars on instruction—the lowest in the 11 years our Office has been monitoring classroom dollars.

**Classroom spending decline continued and accelerated**—The decline in instructional spending in fiscal year 2011 is partially explained by the decline in both available Classroom Site Fund (CSF)

monies and overall per-pupil spending. However, as shown in the figure on the next page, the percentage spent on instruction has decreased every year since fiscal year 2004. Further, this shift in spending out of the classroom accelerated in fiscal years 2010 and 2011. Total operational spending over this 2-year period decreased by \$423 per pupil. Of this amount, 94 percent, or \$399 per pupil,

### Arizona's Operational Spending Per Pupil and Change in Classroom Dollar Percentage Since Fiscal Year 2001 Fiscal Years 2001 through 2011



came from the classroom. As a result, the percentage of available operating dollars allocated to the classroom has decreased 2.2 percentage points since 2009, while the percentages spent on administration, plant operations, food service, transportation, student support, and instruction support have all increased.

**Efficient districts are able to allocate more of their resources to instruction—**  
Performance audits show that efficient districts are able to allocate more of their resources to instruction.

## Efficient and inefficient districts come in all sizes, types, and locations

Although a district's efficiency can be affected by factors outside its control—such as its size, type, and location—some districts operate efficiently and have lower costs despite these factors, while others do not. As a result, there are wide ranges of costs within peer groups that reflect a variety of efficient and inefficient practices. For example:

While one small, rural unified district spent \$931 per pupil on administrative costs, another spent \$3,075 per pupil.

**Administration**—Small districts typically have higher administrative costs per pupil than larger districts, but even when grouped by size, some districts spend considerably less on administration than

their peers. More efficient districts monitored performance measures and used staffing formulas, while less efficient districts had costly benefit packages and higher staffing levels.

**Plant operations**—Districts serving high school students generally have lower plant costs per square foot because they generally have more square footage than elementary schools. However,

While one medium-sized, urban elementary district spent \$4.87 per square foot for plant operations, another spent \$8.99 per square foot.

even among similar districts, there is a wide range of costs. More efficient districts typically had energy conservation plans and monitored performance measures, such as building capacity utilization. In contrast, less efficient districts operated

schools far below designed capacity and did not monitor energy consumption.

**Food Service**—Although food service costs are likely influenced by district size, type, and location, the wide ranges of cost per meal across peer groups indicate that operational efficiencies can be achieved regardless of these factors. More efficient districts maximized use of free federal commodities and adjusted staffing levels based on industry standards for meals per labor hour, while less efficient districts did not obtain best food prices and had poorly written vendor contracts.

While one small, rural unified district spent \$2.06 per meal, another spent \$4.36 per meal.

**Transportation**—Urban districts that travel short distances typically have higher costs per mile than their rural counterparts. However, even among districts grouped by location, there is a wide range of costs. More efficient districts monitored performance measures and adjusted routes to ensure that buses were full, while less efficient districts paid drivers for time not spent working and failed to monitor vendors for accurate billing and effective performance.

While one medium-large-sized, urban elementary district spent \$3.21 per mile, another spent \$9.88 per mile.

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# Introduction & Objectives

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Arizona Revised Statutes (A.R.S.) §41-1279.03, requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of Arizona's school districts. This report, the 11th annual report analyzing school district spending, has two main objectives:

- It compares Arizona and national spending levels and analyzes state-wide spending trends in seven categories—instruction, administration, plant operations, food service, transportation, student support, and instruction support. The following analyses of each of these spending areas also identify performance measures, differences among district peer groups' spending, and performance audit findings.
- It also presents more specific one-page summaries of the State's and each district's performance on various financial and student achievement measures. Specifically, each district's expenditure information, including classroom and nonclassroom spending, and performance cost measures are compared with state averages and averages of an efficiency peer group, which includes districts of similar size, type, and location. In addition, each district's academic indicators and student and teacher information are compared with state averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar type and location. The summaries also include each district's Proposition 301 teacher performance pay plan goals and results.<sup>1</sup>

The Appendices provide reference information including sources and descriptions of information used in the district pages (Appendix A, see pages a-1 through a-4), lists of districts in each efficiency and student achievement peer group (Appendix B, see pages b-1 through b-10), and sources and methodology for the state-wide analysis (Appendix C, see pages c-1 through c-3).

The information used to prepare this report was not subjected to all the tests and confirmations that would normally be performed during an audit. However, to help ensure that information used in this report was complete and accurate, auditors performed certain quality control procedures, such as year-to-year comparisons of district-reported data. Appendix C (see pages c-1 through c-3) contains a detailed discussion of the scope and methodology employed during this study.

The Auditor General and her staff express their appreciation to the Superintendent of Public Instruction, the staff of the Arizona Department of Education, and the staffs of the Arizona public school districts for their cooperation and assistance during this study.

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<sup>1</sup> In 2000, voters approved Proposition 301, which raised the state sales taxes and provided additional funds for education, primarily for teacher pay. Districts began receiving these Classroom Site Fund (CSF) monies in fiscal year 2002 and are required to direct 40 percent of CSF monies to teacher performance pay.

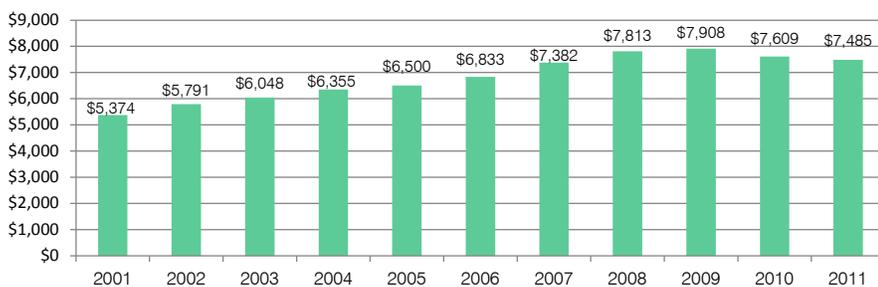
# Arizona Spending Trends and the National Context

Total operational spending increased 47 percent between 2001 and 2009, then declined 5 percent between 2009 and 2011

As shown in Figure 1, since fiscal year 2001, total operational spending per pupil by Arizona school districts increased steadily before declining slightly in fiscal years 2010 and 2011. Between fiscal years 2001 and 2009, per-pupil spending increased 47 percent from \$5,374 to \$7,908. However, since that time, per-pupil spending has decreased 5 percent to fiscal year 2011's spending of \$7,485 per pupil. Between fiscal years 2001 and 2009, 55 percent of the increase in spending went into the classroom. In contrast, between fiscal years 2009 and 2011,

94 percent of the decrease in spending came out of the classroom. From fiscal year 2001 through fiscal year 2004, as the percentage spent on instruction initially increased, the percentages spent on administration and plant operations decreased. Since fiscal year 2004, as the percentage of resources spent on instruction decreased, spending on all other noninstructional areas increased, especially instruction support, student support, transportation, and plant operations.

Figure 1: Arizona's Operational Spending Per Pupil Fiscal Years 2001 through 2011



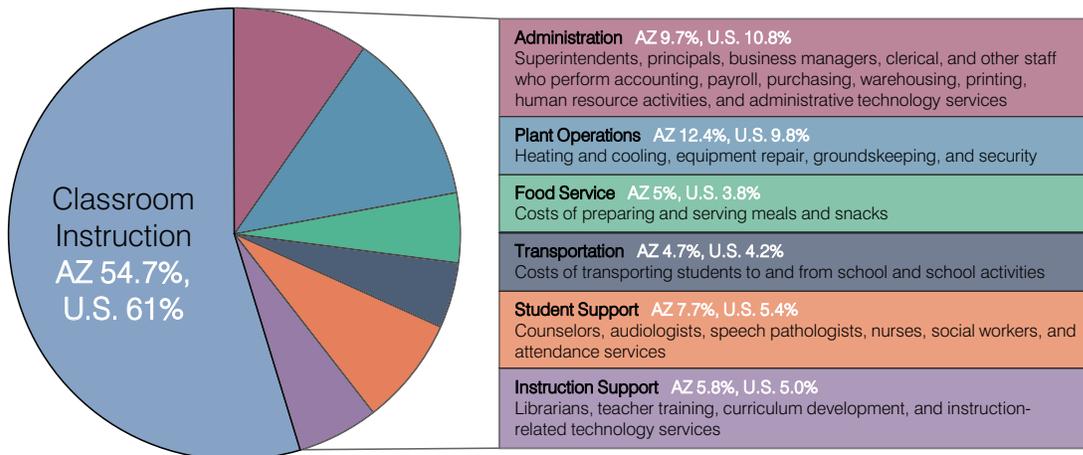
Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2011.

Compared to national averages, Arizona spent less overall, less on instruction and administration, and more on plant operations and student support

Compared to national averages for total spending, Arizona districts spent approximately \$2,000 to \$2,700 less per pupil between fiscal years 2001 and 2009—the most recent year for available national data. Arizona districts also allocated their resources differently across operational areas. In fiscal year 2011, Arizona districts spent 54.7 percent of available operating dollars on instruction, a record low for the State and 6.3 percentage points below the most recent national average of 61 percent. The relatively low classroom dollar percentage is not the result of high administration costs, as Arizona districts allocate a smaller percentage of resources for administration than the national average. As shown in Figure 2 (see page 3), Arizona's higher percentage of noninstructional spending was primarily due to higher percentages spent on plant operations and student support services.

In fiscal year 2011, Arizona school districts spent a record low 54.7 percent on instruction.

Figure 2: Comparison of Arizona and U.S. Spending by Operational Area Fiscal Years 2011 (Arizona) and 2009 (U.S.)



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2008-09*, June 2011.

**Arizona’s lower spending on instruction due in part to larger class sizes—**

Many factors may account for Arizona’s lower percentage of classroom spending, and classroom size is likely one of them. Compared to the most recent national average, Arizona has a larger student-to-teacher ratio, which partially explains the lower instructional spending per pupil. Arizona districts averaged 17.1 students per teacher in fiscal year 2009, while the national average was 15.3 students per teacher that year. By fiscal year 2011, Arizona’s class size grew to 18.1 students per teacher.

**Arizona spent less per pupil on administrative salaries and benefits—**

Compared to national averages, Arizona districts spent 1.1 percentage points less on administration because they paid lower salaries to administrators and support staff and/or employed fewer of them. In fiscal year 2009, Arizona spent \$631 per pupil on administrative salaries and benefits, 31 percent less than the 2009 national average of \$910 per pupil.

**Arizona appears to have spent more on energy—**

Arizona districts spent 2.6 percentage points more on plant operations than the national average. Almost all of this higher spending was in supplies, which are primarily for energy. In fiscal year 2009, Arizona districts spent \$285 per pupil on plant operations supplies, 16 percent more than the national average of \$246. Therefore, it appears Arizona districts spent more for energy than the national average.

**Higher student support service costs may be related to Arizona’s student populations—**

Compared to the national average, Arizona districts spent 2.3 percentage points more on student support. The higher spending may be related to the State’s higher poverty rate. In fiscal year 2010 (the most recent year for available data), 22 percent of Arizona’s school-aged children lived at or below the poverty level, compared to the national average of 20 percent. Students living in poverty are more likely to use support services, such as counselors, social workers, and attendance services.

## Instruction

Salaries and benefits for teachers, instructional aides, and coaches; costs related to instructional supplies, such as pencils, paper, and workbooks; athletics; cocurricular activities, such as band or choir; and tuition paid to out-of-state and private institutions.

### Continuing its long decline, instructional spending dropped to record low 54.7 percent

In fiscal year 2011, Arizona districts spent 54.7 percent of their available operating dollars on instruction—primarily for teachers and instructional aides. In fiscal year 2001, districts spent 57.7 percent on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State's classroom dollar percentage peaked at 58.6 percent. Despite an overall increase in per-pupil funding since that time, the percentage of resources spent on instruction has declined ever since, dropping an additional 1.2 percentage points in fiscal year 2011 to a record low 54.7 percent. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$270 million in the classroom in fiscal year 2011.

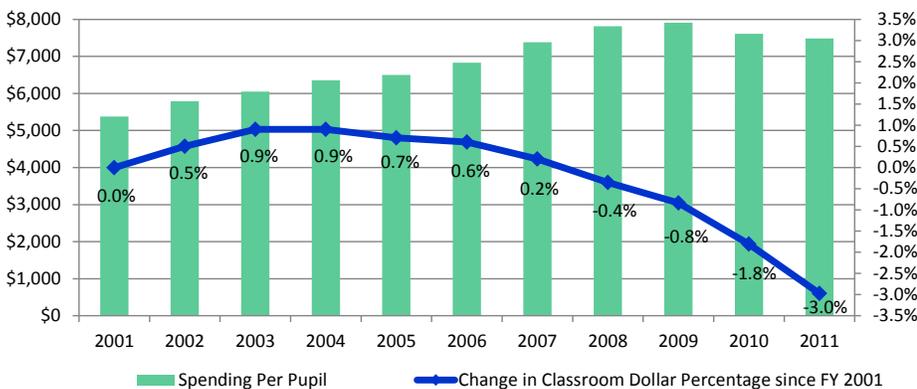
### Classroom spending decline continued and accelerated

As shown in Figure 3, between fiscal years 2001 and 2003, districts increased the percentage of resources allocated to the classroom, but this percentage has decreased each year since fiscal year 2004. Further, this shift in spending out of the classroom accelerated in fiscal years 2010 and 2011, with the largest single-year decline occurring in fiscal year 2011. Total operational spending over these 2 years decreased \$423 per pupil. Of this amount, 94 percent, or \$399 per pupil, came from the classroom. As a result, the percentage of resources allocated to the classroom has decreased 2.2 percentage points since fiscal year 2009. At the same time, the percentages of available operating dollars that districts allocated state-wide to administration,

plant operations, food service, transportation, student support, and instruction support have all increased since fiscal year 2009.

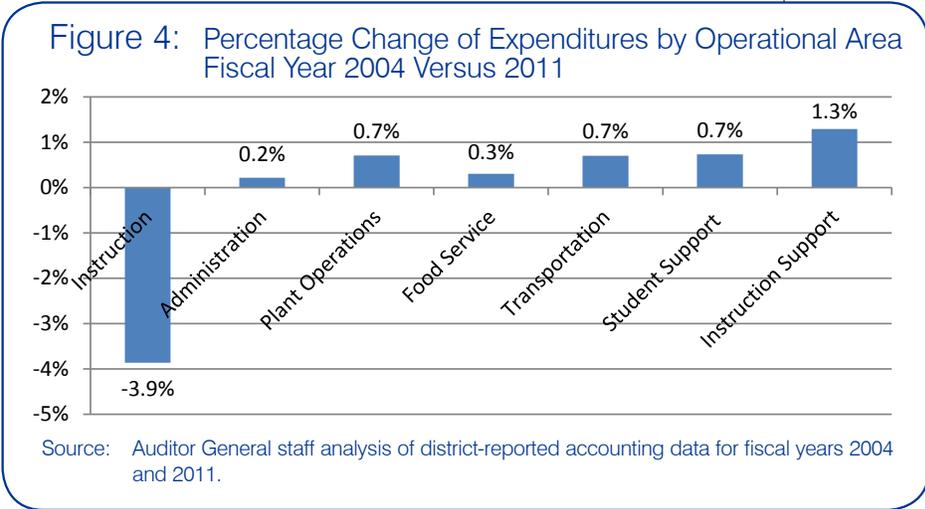
The decline in instructional spending in fiscal years 2010 and 2011 reflects two factors not present in prior years: (1) a decrease in overall per-pupil spending, and (2) a decrease in CSF monies. Approximately one-half of the \$423-per-pupil decline in operational spending came from CSF monies, which are based on sales tax revenues. These decreases and the impact of having certain fixed

Figure 3: Arizona's Operational Spending Per Pupil and Change in Classroom Dollar Percentage since Fiscal Year 2001  
Fiscal Years 2001 through 2011



Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2011.

noninstructional costs partially explain the decline in instructional spending in these fiscal years. However, the percentage spent on instruction also decreased between fiscal years 2004 and 2009, when total operational spending per pupil increased 24 percent. As a result and as shown in Figure 4, between fiscal years 2004 and 2011, spending shifted from the classroom to other operational areas, as indicated by the declining percentage spent on instruction and the increased percentage spent in all other operational areas.



## Districts that operate efficiently are able to allocate more of their resources to instruction

Districts that run their noninstructional operations efficiently have more dollars available to spend on instruction. Performance audits of individual Arizona districts have found that efficient districts—meaning districts that perform better than their peers on performance measures of operational efficiency—tend to have higher classroom dollar percentages. The broader analysis conducted across all districts for this report showed a similar result. When performance measures were compared across all districts in each efficiency peer group, districts that outperformed their peers tended, on average, to spend higher percentages on instruction, which may impact student achievement.

Student achievement outcomes are likely influenced by many factors. Although findings are mixed, research indicates that factors such as curriculum and teacher quality, parental involvement, school and class size, district leadership, student use of technology, parent education level, and particularly poverty rate may impact student achievement. How efficiently districts spend their resources may also impact student achievement. In Arizona, available evidence supports a positive link between the percentage spent on instruction and student achievement. Preliminary analysis of Arizona districts’ instructional percentages and their student achievement, as measured by the proportion of students who met or exceeded state standards on Arizona’s Instrument to Measure Standards (AIMS) tests, showed a statistically significant relationship—that is, a relationship that is likely to have little opportunity to have occurred by chance. On average, even when controlling for district poverty rate, which appears to be strongly related to student achievement, districts that were efficient and therefore able to direct more of their resources to instruction had higher passing rates on AIMS. This positive relationship may reflect district leadership in ensuring both efficient operations and effective instruction.

# Administration

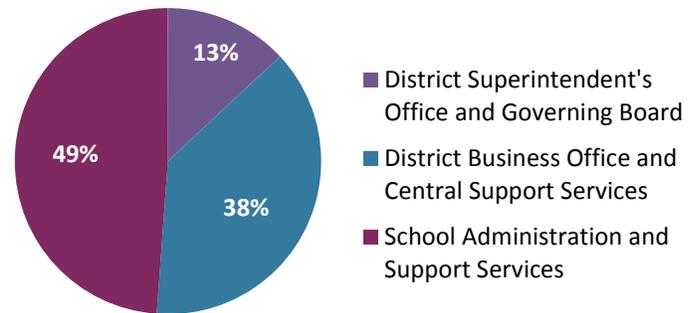
## Administration

Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.

### 9.7 percent spent on administration, evenly split between district- and school-level costs

In fiscal year 2011, Arizona districts spent 9.7 percent of available operating dollars on administration, slightly higher than the 9.2 to 9.5 percent spent in each of the past 5 fiscal years. Most of these costs were for salaries and benefits of administrators and support staff. As shown in Figure 5, administrative costs were split almost evenly between district-level expenditures, including the business and superintendents' offices, and school-level expenditures.

Figure 5: Administrative Spending by Category Fiscal Year 2011

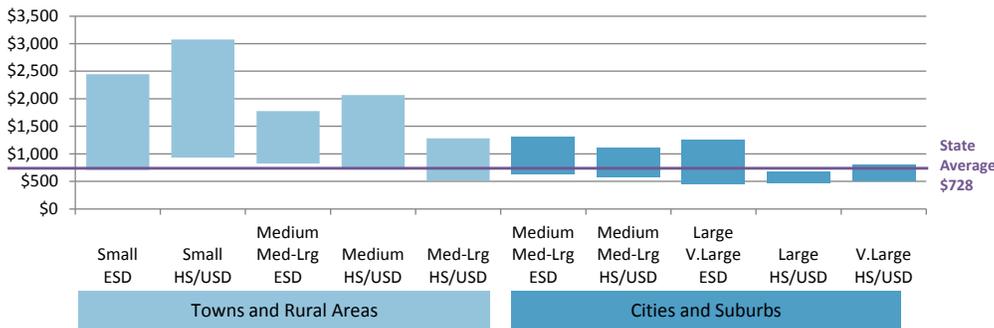


Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data.

### Larger districts had lower per-pupil costs, but wide range of costs indicates improvement is possible across all district sizes

Overall, fiscal year 2011 administrative costs per pupil were lower for large districts, primarily because of their economies of scale and abilities to spread some costs over more students. Relative to small- and medium-sized districts, larger districts tended to have administrative costs that were near or below the state per-pupil average, regardless of location, as shown in Figure 6. In addition, the per-pupil costs at small- and medium-sized districts varied more, as evidenced

Figure 6: Range of Administrative Cost Per Pupil by Efficiency Peer Group Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

by the wide range of costs for these districts. For example, administrative costs for small, rural high school and unified districts ranged from a low of \$931 to a high of \$3,075 per pupil. Even among very large districts, administrative costs varied from a low of \$501 to a high of \$793 per pupil. Wide ranges in administrative costs indicate that some districts have achieved lower

costs than other districts of similar size, type, and location. Districts at the high end of the range should work toward improving their administrative efficiency using performance measures and practices identified in the next section.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient.

### More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Use staffing formulas to calculate the appropriate level of staffing needed.
- Employ staff who “wear multiple hats” to work in more than one operational area.
- Effectively use county services for legal guidance and accounting support.
- Purchase office supplies in bulk.
- Limit the use of outside consultants and contractors.

#### Performance measures

- Costs per pupil
- Students per administrative staff
- Benefit-to-salaries ratio

### Less efficient districts:

- Have higher staffing levels than peers.
- Have more costly benefit packages and retirement programs.
- Provide very generous stipends, such as vehicle allowances or tax-sheltered annuities.
- Spend significantly more than peers on meals and conference travel for employees and governing board members.
- Allow employees to individually purchase office supplies instead of purchasing items in bulk quantities.

## To protect districts, better controls over business processes and computer system access are needed

Performance audits continued to identify inadequate controls over payroll, purchasing, and access to districts’ computerized systems, which increased the risk of errors, fraud, and misuse of sensitive information. For example, audits found districts that:

- Did not properly segregate payroll and personnel functions, increasing the risk that someone could create payments for fictitious employees or make unauthorized changes to employee pay rates.
- Paid employees prior to work being performed or prior to adequately ensuring that hours were actually worked, resulting in overpayments.
- Allowed individual employees to perform nearly all aspects of purchasing, thereby significantly increasing the risk of errors and fraudulent purchases.
- Did not implement adequate procedures over computerized information, such as limiting access to sensitive information; ensuring that servers and computers were using currently supported operating system software, had critical updates installed, or could continue operating in the event of a disaster; and removing former employees’ access in a timely manner.

# Plant Operations

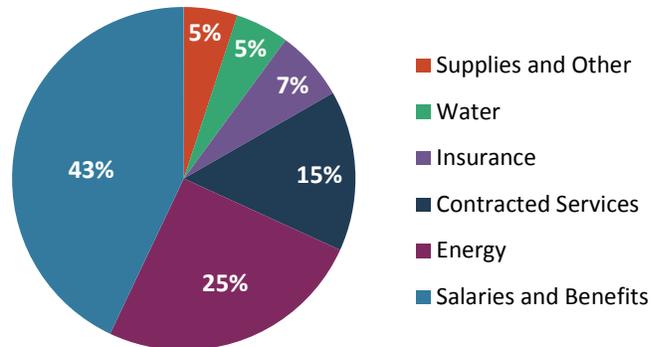
## Plant Operations

Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.

12.4 percent spent on plant operations, mostly for staffing and energy

In fiscal year 2011, Arizona districts spent 12.4 percent of their available operating dollars on plant operations, up from the 11.2 percent spent in fiscal year 2006. As shown in Figure 7, most plant costs were in two categories: salaries and benefits of maintenance and repair staff; and energy costs, primarily for electricity. Contracted services, such as telephone, contracted repair services, and garbage disposal, comprised the next largest category, at 15 percent of the total.

Figure 7: Plant Operations Spending by Category Fiscal Year 2011



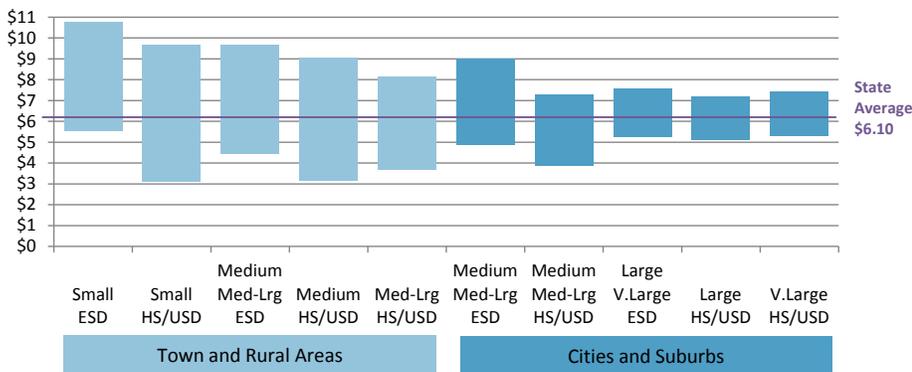
Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data.

Wide range of costs among similar districts indicates improvement is possible across all district types

Because high schools generally have more square footage per student than elementary schools, they typically have lower plant costs per square foot. However, regardless of district type,

evaluating costs on a square footage basis helps all districts assess whether they are operating and maintaining their existing space efficiently or not. As shown in Figure 8, for fiscal year 2011, across most efficiency peer groups, there were wide ranges of costs per square foot, including both districts below and above the state average. This indicates that within each group, some districts were operating efficiently, while other districts need to improve their plant operations by using the performance measures and practices identified in the next section.

Figure 8: Range of Plant Operations Cost Per Square Foot by Efficiency Peer Group Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data, School Facilities Board square footage data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient.

### More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Implement an energy conservation plan and educate students and staff about energy conservation.
- When cost-beneficial, update old equipment with more energy-efficient models.
- Employ staff who can serve multiple roles, such as perform custodial work and drive buses.

### Performance measures

- Cost per square foot
- Cost per student
- Square footage per student
- Building capacity utilization

### Less efficient districts:

- Operate schools far below their designed capacity and fail to reduce excess space.
- Do not monitor or try to reduce energy consumption.
- Lack a preventative maintenance program to maintain buildings.
- Fail to evaluate staffing and salary levels based on similar districts and market surveys.

## Energy conservation essential to offset rising utility rates

As shown in Figure 7 (see page 8), in fiscal year 2011, 25 percent of plant operations costs were for energy, primarily electricity. Further, district spending for electricity has increased 22 percent per square foot since fiscal year 2006, primarily driven by increased utility rates. The significance of these costs and increases in utility rates illustrates the continued need for improved energy conservation. Performance audits have identified measures districts have taken, or should be taking, to help reduce these costs. Some measures are as simple as replacing outdated thermostats with programmable units, while others are more complex, such as developing and implementing comprehensive energy conservation plans. Audits also found that districts have begun entering into solar power contracts to help control future energy costs. However, to maximize potential savings and avoid certain pitfalls, districts need to carefully consider all costs associated with purchasing solar energy and practice due diligence before entering into these contracts.

## Excess building space leads to high costs

Performance audits have identified districts that had high costs caused by their operating large amounts of excess space. Until recently, districts appeared reluctant to reduce excess space—even those districts with long-standing stable or declining enrollments. However, that reluctance appears to have changed recently, at least for some districts. State-wide, districts reported operating 27 fewer schools in fiscal year 2011 than they did in fiscal year 2010. More specifically, 5 new schools opened and 32 were closed. Five districts accounted for 23 of the 32 school closures. Although decisions to close buildings or schools can be difficult or painful, these decisions are important because school district funding is based primarily on the number of students enrolled at the district, not the number of schools or amount of square footage maintained. Further, districts have reported considerable savings from closing schools.

# Food Service

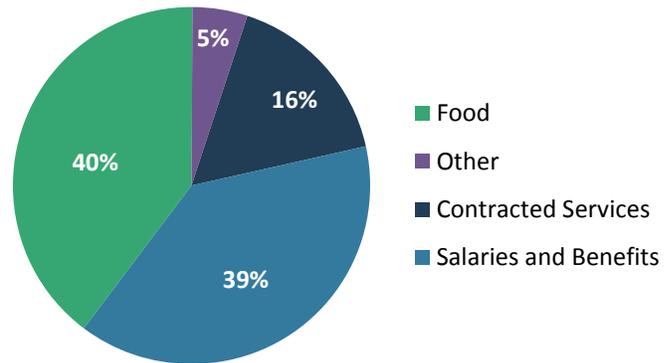
## Food Service

Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.

### 5 percent spent on food service, mostly for staffing and food supplies

In fiscal year 2011, Arizona districts spent 5 percent of their available operating dollars on food services, a slight increase over the 4.7 to 4.8 percent spent in each of the past 5 fiscal years. As shown in Figure 9, 79 percent of these costs were evenly split between staffing and food supplies, with another 16 percent spent for contracted food services.

Figure 9: Food Service Spending by Category Fiscal Year 2011



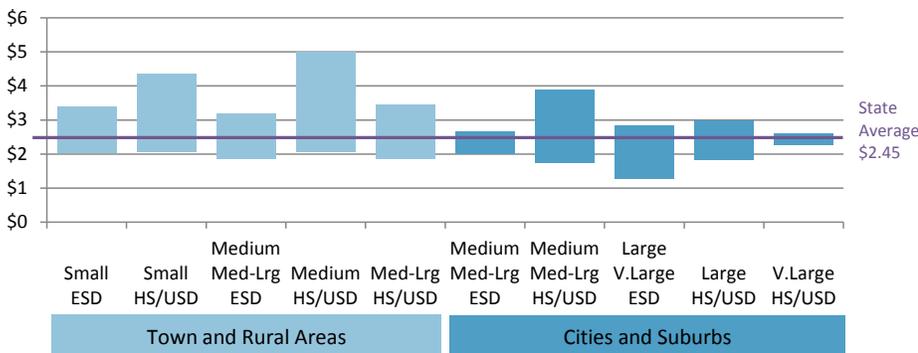
Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data.

### Wide range of costs among similar districts indicates improvement is possible across all district sizes, types, and locations

Although food service costs are likely influenced by district size, type, and location, there are certain districts that operate more efficiently than other districts affected by these same factors. For example, food costs per meal may be higher for districts serving high school students because of the larger meal portions, but many districts that serve these students still operate efficiently and at costs below the state average. As shown in Figure 10, there were wide ranges

of costs across most efficiency peer groups, which are based on district size, type, and location. These wide ranges indicate that operational efficiencies can be achieved regardless of other factors and that certain districts should work toward improving their programs' cost-effectiveness by using performance measures and practices identified in the next section.

Figure 10: Range of Food Service Cost Per Meal by Efficiency Peer Group Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data, Arizona Department of Education meal counts, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient:

### More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Monitor staffing levels based on industry standards for meals per labor hour.
- Limit waste by using student input and daily production and usage information to determine meal production.
- Maximize use of free commodities provided by the U.S. Department of Agriculture.

#### Performance measures

- Cost per meal
- Ratio of labor and supply costs
- Meals per labor hour
- Ratio of revenues and expenditures

### Less efficient districts:

- Have poorly written contracts with food service vendors.
- Fail to monitor contracted vendors' performance.
- Fail to identify best food prices, including failing to use or ineffectively using purchasing consortiums.
- Have excessive waste due to poor inventory rotation and monitoring.
- Set meal prices too low to ensure program self-sufficiency.
- Operate universal free program without a sufficient number of free- and reduced-price eligible students.

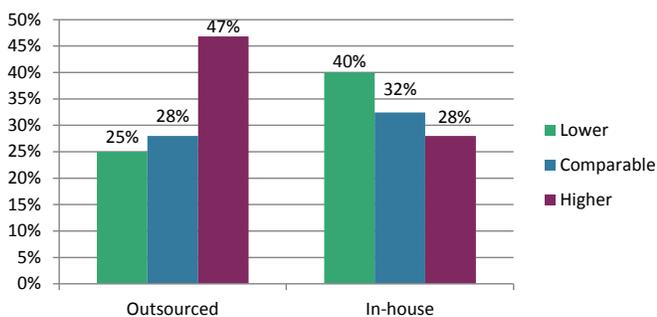
#### Self-sufficient programs

In fiscal year 2011, 58 percent of district food service programs generated enough revenues to cover operating expenses, down from 63 percent last fiscal year.

## Outsourcing can be costly without effective district oversight

In fiscal year 2011, 47 districts outsourced their programs to one of five private companies. Some of these outsourced programs were very efficient and operated at a low cost per meal. However, as shown in Figure 11, only 25 percent of these districts had lower costs than their efficiency peers, on average.

**Figure 11: Food Service Costs Compared to Efficiency Peers, Grouped by Outsourced and In-house Programs Fiscal Year 2011**



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data and Arizona Department of Education meal counts, and district food service contracts.

In contrast, 40 percent of the districts that operated their own programs had lower costs than their peers. Performance audits have shown that poor contract structures and inadequate district oversight can contribute to higher meal costs for outsourcing districts. Districts should include guaranteed profit or break-even clauses in their contracts and ensure that their vendors submit correct bills, perform well, and meet all contract terms.

# Transportation

## Transportation

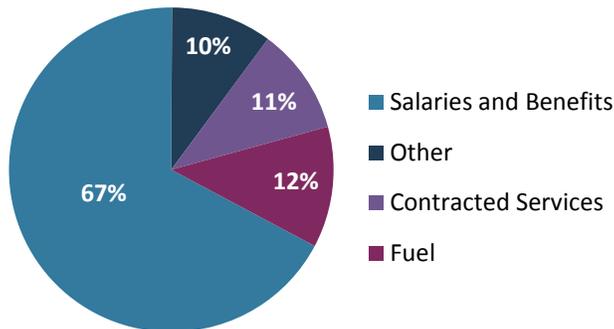
Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.

### 4.7 percent spent on student transportation, mostly for staffing

In fiscal year 2011, Arizona districts spent 4.7 percent of their available operating dollars on student transportation, somewhat higher than the 4.2 to 4.5 percent spent in each of the past 5 fiscal years. As shown in Figure 12, most of the transportation costs were for salaries and benefits of bus drivers, bus aides, mechanics, and other staff. Fuel costs composed 12 percent

of the transportation costs state-wide, but can compose up to 48 percent of the costs for rural districts that transport their riders long distances. Eleven percent of transportation costs were spent on contracted services with vendors that provide student transportation for districts.

Figure 12: Transportation Spending by Category Fiscal Year 2011



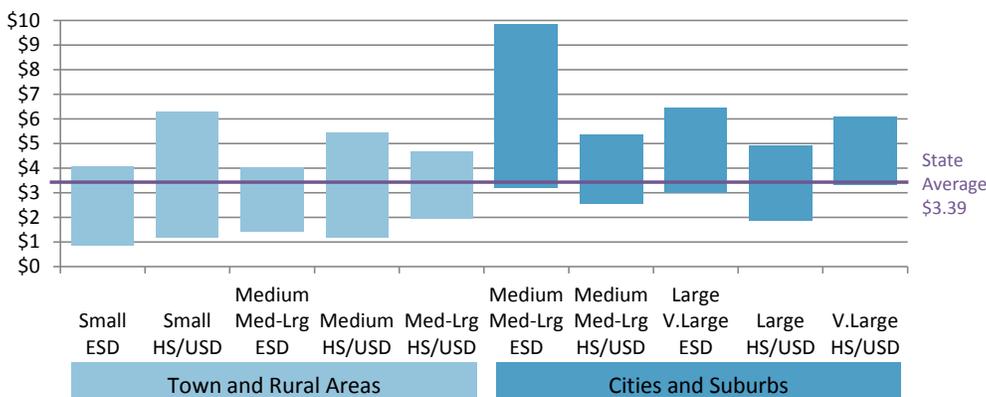
Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data.

### High costs related to location and student populations are largely outside of district control, but efficiency can be improved

Location is the primary factor affecting a district's cost per mile. In fiscal year 2011, the average cost per mile for medium-sized elementary districts located in urban areas (cities and suburbs) was \$5.00, while similar districts located in towns and rural areas averaged \$3.27 per mile. Districts in urban locations tend to be geographically smaller and more compact, with higher populations of special needs and homeless students who require more transportation services. These districts tend to have higher costs per mile because the high costs associated with these student

populations are spread over fewer miles. In contrast, districts in rural locations tend to have lower costs per mile because they typically travel greater distances. However, as shown in Figure 13, regardless of district location, the wide ranges of costs across all efficiency peer groups show that many districts could use performance measures and practices identified in the next section to operate more efficiently.

Figure 13: Range of Transportation Cost Per Mile by Efficiency Peer Group Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data and Arizona Department of Education route reports, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

## Audits identified efficient and inefficient practices

Performance audits of school districts have identified a number of practices used by efficient districts, as well as practices that make other districts less efficient.

### More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Limit overtime and unproductive time by having employees perform other duties such as custodial or cafeteria work.
- Ensure fuel pumps are secure and limit bus idling to lower costs.
- Plan routes to ensure, where possible, that buses are filled to at least 75 percent of capacity.
- Partner with other local governments for bus maintenance and fuel.
- Evaluate bus barn locations for excessive miles driven without riders.

#### Performance measures

- Cost per mile
- Cost per rider
- Miles per rider
- Miles per driver
- Bus capacity utilization

### Less efficient districts:

- Pay drivers for time not spent working between routes.
- Rely on gas stations for fuel and do not negotiate discounts.
- Use full-sized buses on routes with small numbers of riders.
- Do not monitor or adjust routes for efficiency.
- Have no contract or a poorly written contract with transportation vendors.
- Fail to monitor vendors for accurate billing and effective performance.
- Lack a consistent preventative maintenance program to help mitigate costly repairs.

## Half of districts, typically those driving more miles or with a lower proportion of special needs miles, covered costs

In addition to cost per mile and cost per rider, a district can also be evaluated by its ability to cover its transportation program's costs with available state transportation funding. In fiscal year 2011, 53 percent of Arizona's districts were able to cover their operating costs with their allocated state transportation funding, while the other half needed to subsidize their programs with other monies. Arizona's transportation funding formula is based primarily on the number of miles driven. The districts that covered their costs with state transportation funding typically drove 356 miles per rider, 55 percent more than the 230 miles per rider driven by districts that subsidized their programs. Further, transportation for special needs students can be costly, and districts with a higher proportion of special needs miles were more likely to have costs that exceeded state funding. Of the districts that subsidized their programs, special needs transportation represented 34 percent of their total miles compared to the 14 percent driven by districts that covered their costs with state transportation funding.

# Student Support

## Student Support

Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.

### 7.7 percent spent on student support services, mostly for staffing and purchased services

In fiscal year 2011, Arizona districts spent 7.7 percent of available operating dollars on student support services, a percentage that has increased steadily since the 7.2 percent spent 5 years ago in fiscal year 2006. This increase is likely a reflection of the overall increase in the State's poverty rate, from 18 to 22 percent, and increase in the percentage of students with special needs, from 11.1 to 11.7 percent during the same period. Most student support service costs—83 percent—were for the salaries and benefits of attendance clerks, social workers, guidance counselors, nurses, and specialists such as audiologists and speech pathologists. Fourteen percent of the districts' support service costs paid for these services from contracted vendors, and the remaining 3 percent of costs paid for supplies.

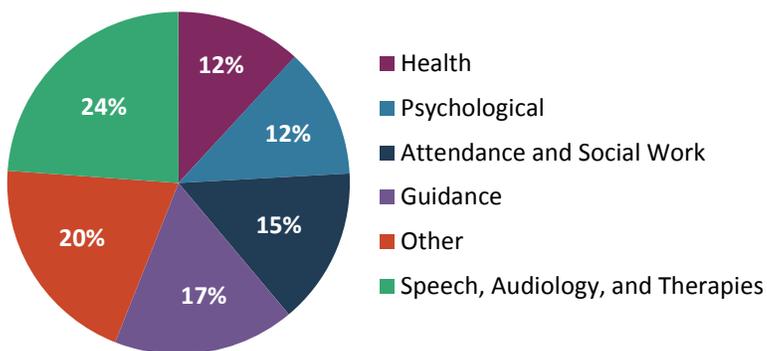
### Student support services directed toward economically disadvantaged students and students with special needs

Many student support services are directed at student populations with economic disadvantages, such as living at or below the poverty level, and at students with special needs. Accordingly, a district's level of spending on student support services is related to the percentages of district students who live in poverty or have special needs. Districts with higher percentages of students in these categories spent more per pupil on student support services, on average, than districts with lower percentages of students in these categories.

### Costs were spread across a variety of support services

Although state-wide detail on student support spending was not available, Figure 14 shows this detail for fiscal year 2011 for 121 districts that classified their student support spending at a more detailed level. These districts' costs represented 75 percent of the State's spending in this area. As shown in Figure 14, these districts' spending was spread fairly evenly across a variety of support services, including health and psychological services, and activities related to attendance, social work, and guidance counseling. Further, about one-quarter of support service costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. Finally, 20 percent of these districts' spending was for other unspecified types of student support services.

Figure 14: Student Support Spending by Category  
Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data for 121 districts that classified student support costs in detail.

Although state-wide detail on student support spending was not available, Figure 14 shows this detail for fiscal year 2011 for 121 districts that classified their student support spending at a more detailed level. These districts' costs represented 75 percent of the State's spending in this area. As shown in Figure 14, these districts' spending was spread fairly evenly across a variety of support services, including health and psychological services, and activities related to attendance, social work, and guidance counseling. Further, about one-quarter of support service costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. Finally, 20 percent of these districts' spending was for other unspecified types of student support services.

# Instruction Support

## Instruction Support

Salaries and benefits of curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff and other costs related to assisting instructional staff in the delivery of instruction.

## 5.8 percent spent on instruction support, mostly for staffing

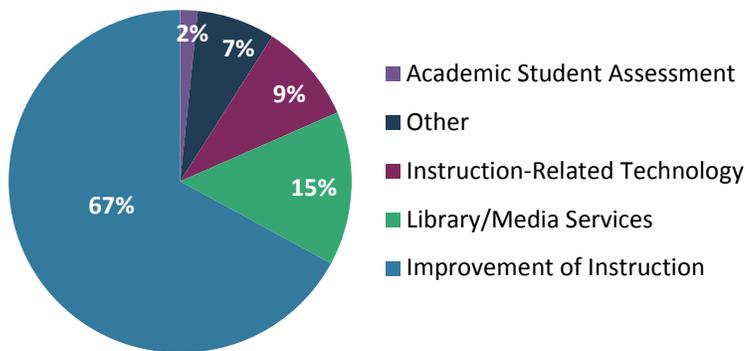
In fiscal year 2011, Arizona districts spent 5.8 percent of available operating dollars on instruction support. Most costs—81 percent—were for salaries and benefits of employees who train teaching staff and develop curriculum, and staff who provide library/media and instruction-related information technology services. Fourteen percent of the costs were for contracted services, such as teacher-training workshops, and the remaining 5 percent were for supplies and other costs.

Although the percentage spent on instruction support in fiscal year 2011 is almost 1 percentage point higher than the 5 percent spent in fiscal year 2006, the increase was primarily due to a change in the way districts classified their costs. In fiscal year 2008, instruction support service costs were revised to include instruction-related technology services that had been previously grouped with noninstruction-related technology services in administration.

## Majority of costs were for improving instruction

Although detail on instruction support spending was not available state-wide, Figure 15 shows fiscal year 2011 instruction support spending detail for 122 districts that classified their expenditures at a more detailed level. These districts' costs represented 51 percent of the State's spending in this area. As shown in Figure 15, the majority of these districts' spending on instruction support—67 percent—was for the improvement of instruction, such as developing instructional materials and curriculum, and training instructional staff. Costs related to library and media services represented 15 percent of instruction support spending in fiscal year 2011, a decrease from the 30 percent spent in this area 5 years ago in fiscal year 2006. The reduction appears to be driven by a decrease in the number of librarians since that fiscal year.

Figure 15: Instruction Support Spending by Category  
Fiscal Year 2011



Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data for 122 districts that classified instruction support costs in detail.

Figure 16: Map of Arizona Counties



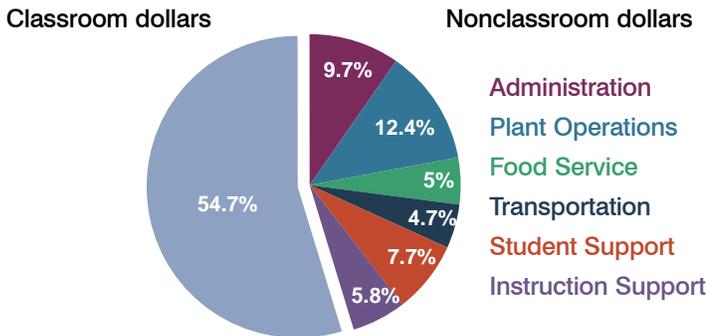
# State of Arizona

Total current expenditures<sup>1</sup>: \$6,787,957,285  
 Number of districts: 239

Students attending: 906,884  
 Number of schools: 1,422

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom decreased significantly from 58.3 to 54.7 percent. Spending on plant operations, transportation, student support, and instruction support increased, and spending on administration and food service increased slightly.

### Cost measures and other related measures

Operational Area	Measure	2009	2010	2011
Administration	Cost per pupil	\$729	\$721	\$728
	Students per administrator	66	66	66
Plant Operations	Cost per square foot	\$6.40	\$6.25	\$6.10
	Square footage per student	144	146	152
Food Service	Cost per meal equivalent	\$2.53	\$2.41	\$2.45
Transportation	Cost per mile	\$3.36	\$3.35	\$3.39
	Miles per rider	271	282	283

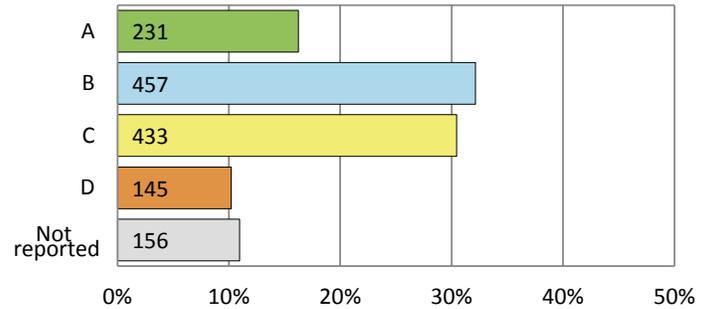
### Per-pupil spending by operational area

	State			National
	2009	2010	2011	2009
<b>Total</b>	<b>\$7,908</b>	<b>\$7,609</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,497</b>	<b>\$4,253</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,411</b>	<b>\$3,356</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	729	721	728	1,147
Plant Operations	920	914	927	1,033
Food Service	382	366	375	404
Transportation	343	342	352	443
Student Support	594	581	571	573
Instruction Support	443	432	434	535

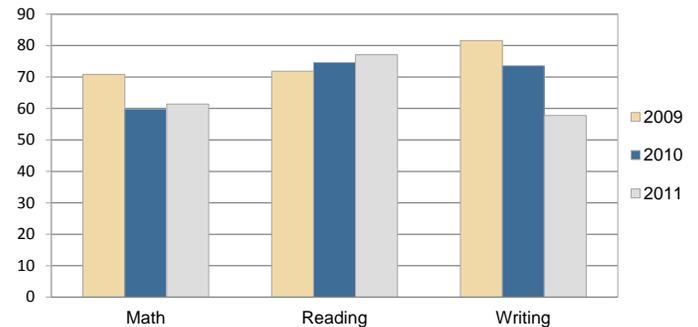
<sup>1</sup> See page c-1.

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

### State-wide school grades (number and percentage)



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	2009	2010	2011
Attendance rate	95%	94%	95%
Graduation rate	76%	78%	N/A
Poverty rate	21%	22%	N/A
Students per teacher	17.1	17.9	18.1
Average teacher salary	\$45,209	\$47,077	\$45,637
Average years of experience	9.7	10.6	10.9
Percent of teachers in first 3 years	16%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,081

Type of goal	Set goal	Number of Districts		
		Met goal		
		Yes	Partially	No
Student achievement	201	143	53	5
Dropout/graduation rates	43	37	5	1
Student attendance	76	66	7	3
Parent/student satisfaction	103	93	10	
Teacher attendance	26	14	11	1
Teacher professional development	125	104	21	
Teacher evaluations	65	55	10	
Tutoring	39	35	4	
Other	97	75	22	

# Agua Fria Union High School District

Maricopa County  
Peer groups: Efficiency Group 3, Achievement Group 9  
Legislative district(s): 12 and 13

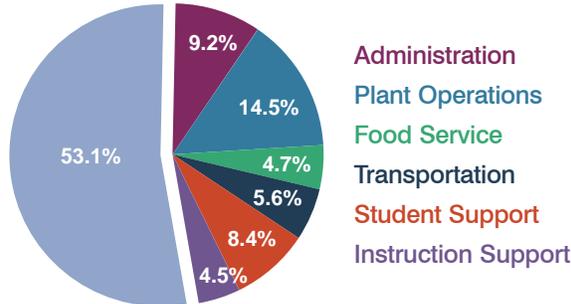
District size: Medium-Large  
Students attending: 6,594  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil returned to 2006 levels, but spending in the classroom decreased significantly from 56.1 to 53.1 percent. Spending on administration decreased, and spending on plant operations and student and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$624	\$745	\$728
	Students per administrator	NR	68	66
Plant Operations	Cost per square foot	\$6.94	\$5.71	\$6.10
	Square footage per student	143	163	152
Food Service	Cost per meal equivalent	\$2.40	\$2.76	\$2.45
Transportation	Cost per mile	\$3.55	\$3.17	\$3.39
	Miles per rider	349	270	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

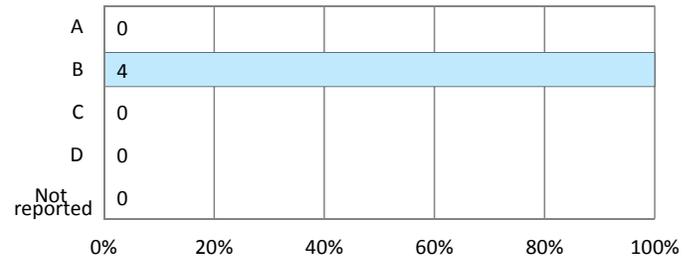
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,984</b>	<b>\$6,813</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,731</b>	<b>\$3,616</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,253</b>	<b>\$3,197</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	756	624	745	728	1,147
Plant Operations	954	990	917	927	1,033
Food Service	329	321	329	375	404
Transportation	374	385	423	352	443
Student Support	563	574	519	571	573
Instruction Support	277	303	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

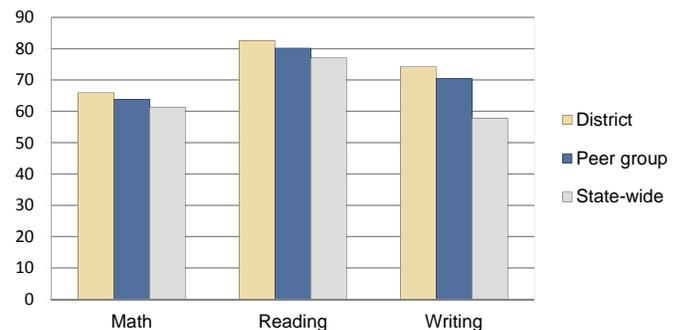
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	84%	86%	78%
Poverty rate (2010)	13%	16%	22%
Students per teacher	19.6	20.4	18.1
Average teacher salary	\$43,735	\$44,754	\$45,637
Average years of experience	8.1	9.2	10.9
Percent of teachers in first 3 years	19%	17%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,451

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	▲
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

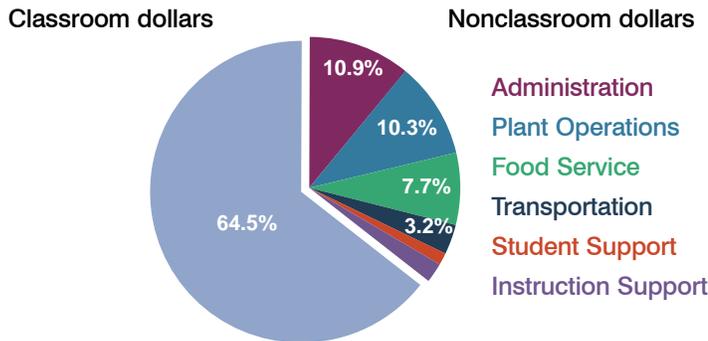
# Aguila Elementary School District

Maricopa County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 4

District size: Very Small  
Students attending: 144  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom increased significantly from 51.6 to 64.5 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student and instruction support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,175	\$2,437	\$728
	Students per administrator	38	30	66
Plant Operations	Cost per square foot	\$4.99	\$7.51	\$6.10
	Square footage per student	221	297	152
Food Service	Cost per meal equivalent	\$3.86	\$4.80	\$2.45
Transportation	Cost per mile	\$0.79	\$1.55	\$3.39
	Miles per rider	791	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

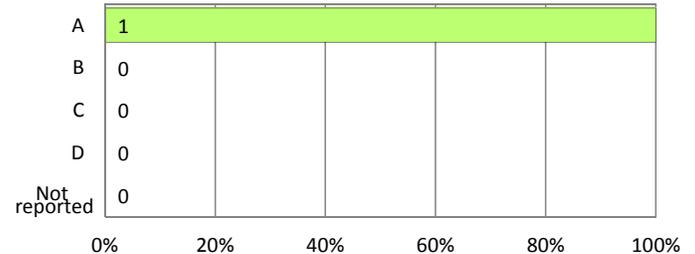
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,793</b>	<b>\$10,739</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,167</b>	<b>\$6,922</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,626</b>	<b>\$3,817</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,172	1,175	2,437	728	1,147
Plant Operations	1,304	1,104	2,284	927	1,033
Food Service	428	832	742	375	404
Transportation	473	340	886	352	443
Student Support	363	136	451	571	573
Instruction Support	886	230	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

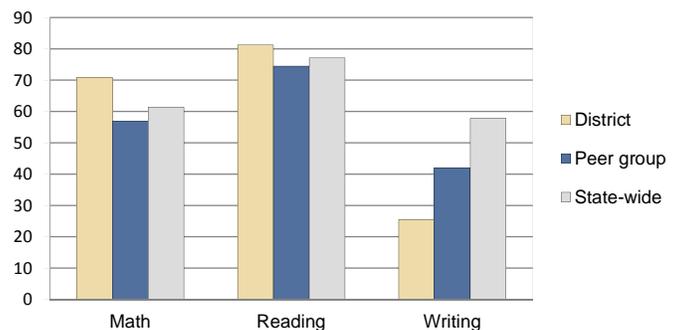
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	29%	31%	22%
Students per teacher	14.4	13.3	18.1
Average teacher salary	\$45,511	\$42,042	\$45,637
Average years of experience	15.2	13.4	10.9
Percent of teachers in first 3 years	11%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$860

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

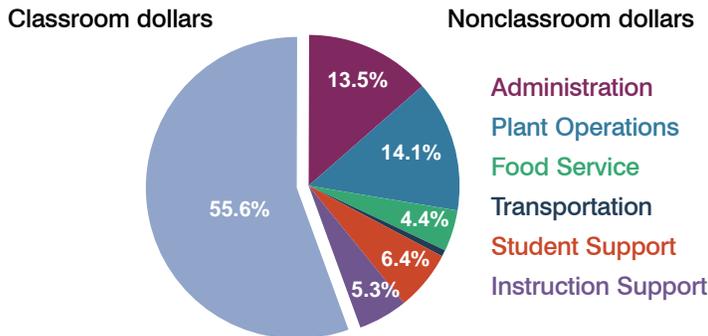
# Ajo Unified School District

Pima County  
Peer groups: Efficiency Group 6, Achievement Group 8  
Legislative district(s): 25

District size: Small  
Students attending: 418  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing slightly overall from 55.4 to 55.6 percent. Spending on administration decreased, and spending on food service and student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,097	\$1,488	\$728
	Students per administrator	45	42	66
Plant Operations	Cost per square foot	\$4.45	\$5.22	\$6.10
	Square footage per student	256	292	152
Food Service	Cost per meal equivalent	\$2.99	\$3.04	\$2.45
Transportation	Cost per mile	\$1.48	\$2.12	\$3.39
	Miles per rider	366	363	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

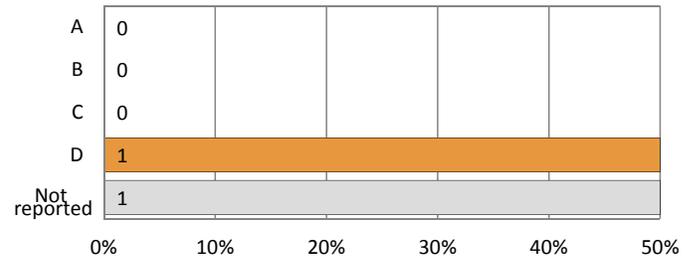
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,915</b>	<b>\$8,117</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,366</b>	<b>\$4,513</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,549</b>	<b>\$3,604</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,086	1,097	1,488	728	1,147
Plant Operations	1,202	1,140	1,455	927	1,033
Food Service	366	359	449	375	404
Transportation	52	60	472	352	443
Student Support	439	522	611	571	573
Instruction Support	404	426	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

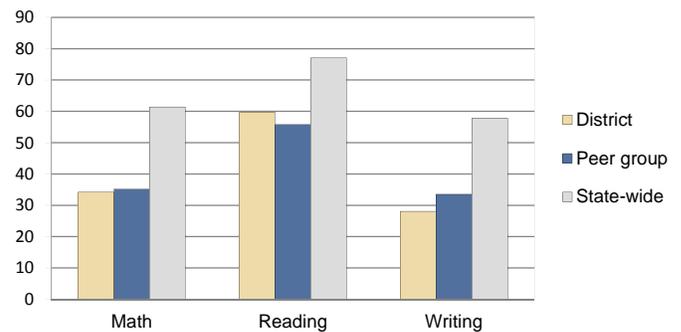
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	78%	68%	78%
Poverty rate (2010)	36%	40%	22%
Students per teacher	15.8	15.5	18.1
Average teacher salary	\$36,282	\$42,449	\$45,637
Average years of experience	17.7	12.2	10.9
Percent of teachers in first 3 years	18%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$487

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

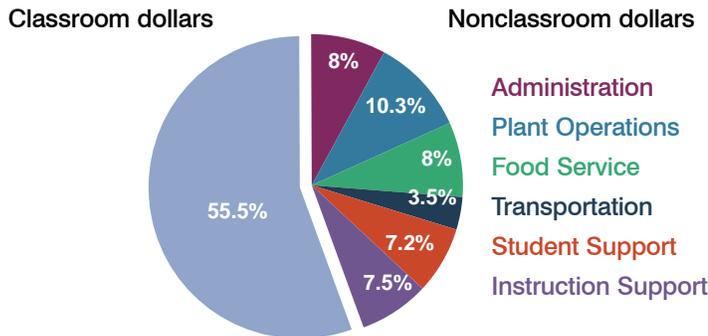
# Alhambra Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 16  
Legislative district(s): 13, 14 and 15

District size: Large  
Students attending: 13,129  
Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom decreased significantly from 61.2 to 55.5 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$600	\$648	\$728
	Students per administrator	66	71	66
Plant Operations	Cost per square foot	\$6.45	\$6.32	\$6.10
	Square footage per student	121	130	152
Food Service	Cost per meal equivalent	\$2.73	\$2.29	\$2.45
Transportation	Cost per mile	\$6.31	\$4.66	\$3.39
	Miles per rider	116	180	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

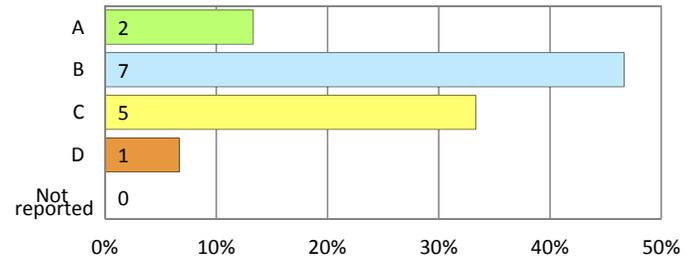
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,397</b>	<b>\$7,523</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,084</b>	<b>\$4,173</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,313</b>	<b>\$3,350</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	611	600	648	728	1,147
Plant Operations	687	779	789	927	1,033
Food Service	614	603	467	375	404
Transportation	250	259	273	352	443
Student Support	538	545	498	571	573
Instruction Support	613	564	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

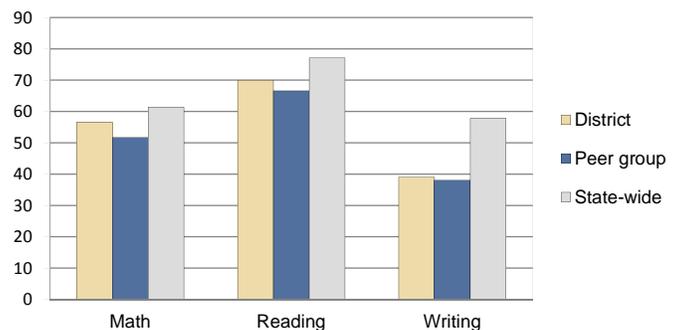
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	41%	46%	22%
Students per teacher	21.8	17.6	18.1
Average teacher salary	\$60,216	\$45,321	\$45,637
Average years of experience	9.3	9.5	10.9
Percent of teachers in first 3 years	23%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,231

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	▴
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

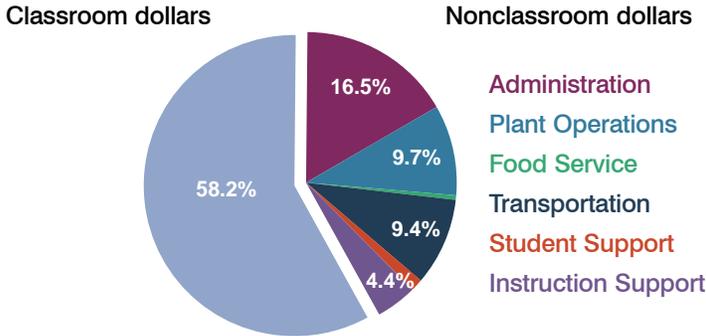
# Alpine Elementary School District

Apache County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 5

District size: Very Small  
Students attending: 53  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom varied year to year, increasing significantly overall from 52.9 to 58.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and student support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,448	\$2,437	\$728
	Students per administrator	35	30	66
Plant Operations	Cost per square foot	\$5.10	\$7.51	\$6.10
	Square footage per student	282	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$0.78	\$1.55	\$3.39
	Miles per rider	1,473	685	283



### Per-pupil spending by operational area

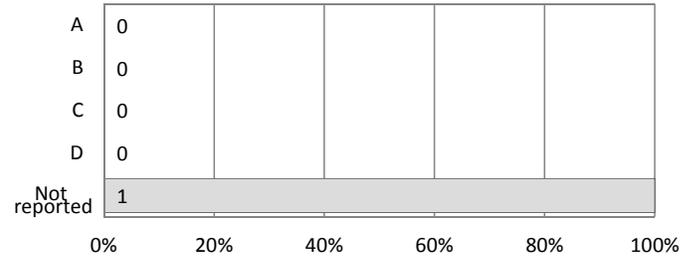
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$15,424</b>	<b>\$14,830</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,122</b>	<b>\$8,633</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,302</b>	<b>\$6,197</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,194	2,448	2,437	728	1,147
Plant Operations	1,881	1,435	2,284	927	1,033
Food Service	50	68	742	375	404
Transportation	1,302	1,400	886	352	443
Student Support	265	189	451	571	573
Instruction Support	610	657	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

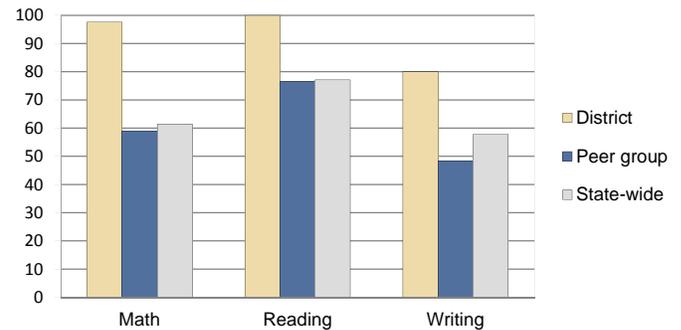
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	25%	24%	22%
Students per teacher	10.6	12.4	18.1
Average teacher salary	\$53,732	\$45,745	\$45,637
Average years of experience	16.6	12.9	10.9
Percent of teachers in first 3 years	20%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,800

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

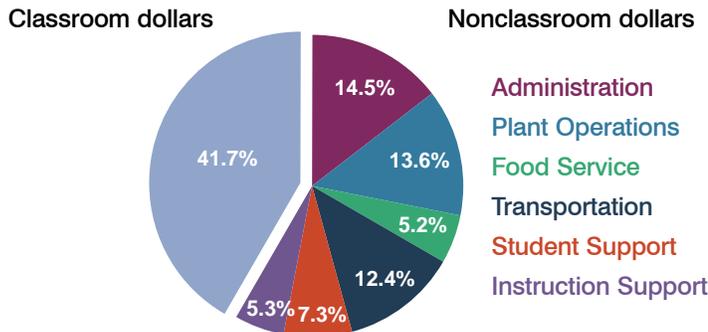
# Altar Valley Elementary School District

Pima County  
Peer groups: Efficiency Group 10, Achievement Group 21  
Legislative district(s): 25 and 27

District size: Medium  
Students attending: 633  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom decreased significantly from 47.3 to 41.7 percent. Overall, spending on administration and transportation increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,545	\$938	\$728
	Students per administrator	41	63	66
Plant Operations	Cost per square foot	\$9.64	\$6.51	\$6.10
	Square footage per student	151	135	152
Food Service	Cost per meal equivalent	\$2.61	\$2.43	\$2.45
Transportation	Cost per mile	\$2.42	\$3.27	\$3.39
	Miles per rider	380	200	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

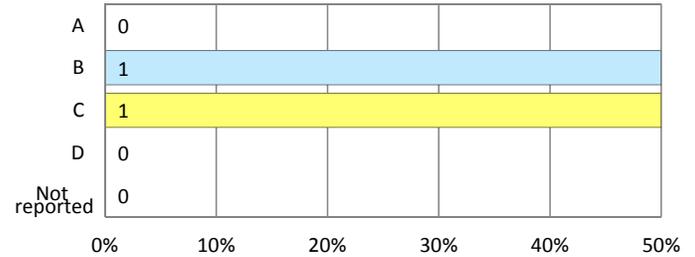
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,919</b>	<b>\$10,642</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,610</b>	<b>\$4,437</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,309</b>	<b>\$6,205</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,217	1,545	938	728	1,147
Plant Operations	1,234	1,453	892	927	1,033
Food Service	507	551	515	375	404
Transportation	1,159	1,318	402	352	443
Student Support	748	774	379	571	573
Instruction Support	444	564	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

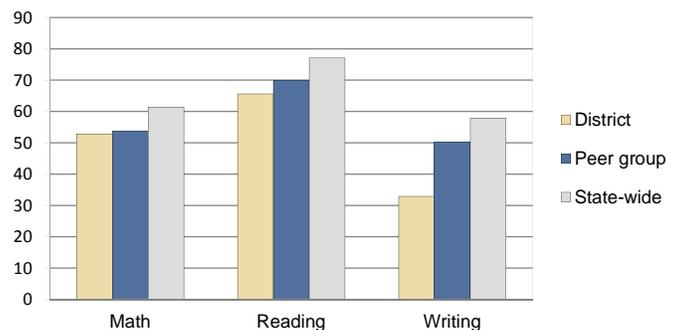
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	35%	38%	22%
Students per teacher	15.1	13.1	18.1
Average teacher salary	\$36,946	\$42,832	\$45,637
Average years of experience	9.8	10.3	10.9
Percent of teachers in first 3 years	28%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,654

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Amphitheater Unified School District

Pima County  
Peer groups: Efficiency Group 2, Achievement Group 3  
Legislative district(s): 26, 27 and 28

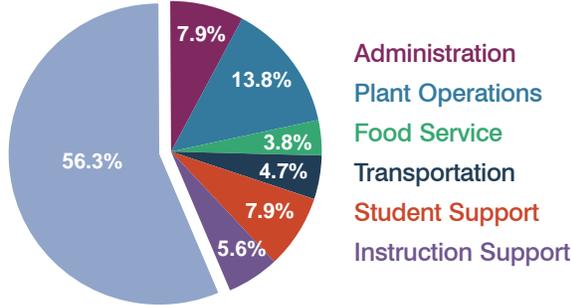
District size: Large  
Students attending: 14,169  
Number of schools: 20

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing slightly overall from 56.5 to 56.3 percent. Spending on student support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$615	\$611	\$728
	Students per administrator	55	70	66
Plant Operations	Cost per square foot	\$6.11	\$6.25	\$6.10
	Square footage per student	176	147	152
Food Service	Cost per meal equivalent	\$2.55	\$2.59	\$2.45
Transportation	Cost per mile	\$2.86	\$3.34	\$3.39
	Miles per rider	290	324	283



### Per-pupil spending by operational area

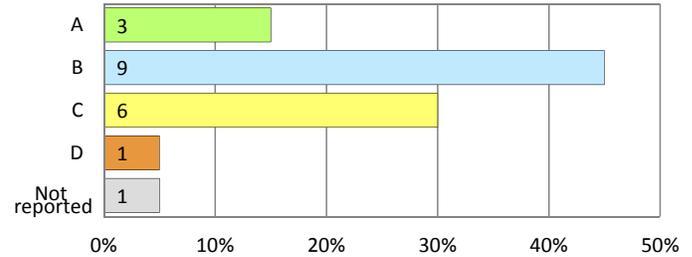
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,089</b>	<b>\$7,766</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,652</b>	<b>\$4,375</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,437</b>	<b>\$3,391</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	643	615	611	728	1,147
Plant Operations	1,034	1,072	909	927	1,033
Food Service	311	291	304	375	404
Transportation	390	368	333	352	443
Student Support	575	614	518	571	573
Instruction Support	484	431	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

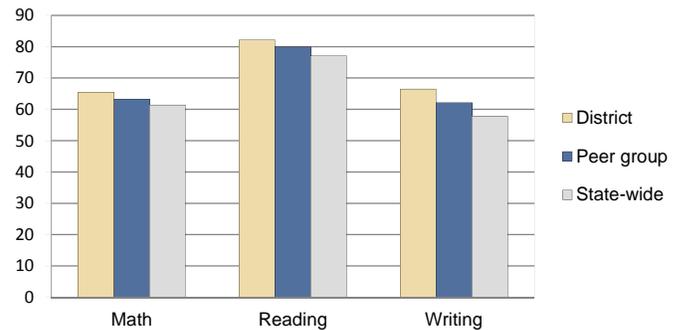
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	82%	81%	78%
Poverty rate (2010)	20%	22%	22%
Students per teacher	16.3	18.0	18.1
Average teacher salary	\$46,252	\$46,077	\$45,637
Average years of experience	12.5	12.6	10.9
Percent of teachers in first 3 years	12%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,610

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

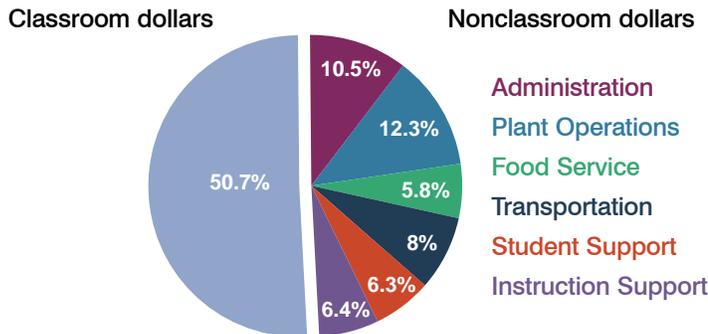
# Antelope Union High School District

Yuma County  
Peer groups: Efficiency Group 6, Achievement Group 11  
Legislative district(s): 24

District size: Small  
Students attending: 304  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing overall from 52.3 to 50.7 percent. Spending on administration and plant operations decreased, and spending on student and instruction support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,051	\$1,488	\$728
	Students per administrator	76	42	66
Plant Operations	Cost per square foot	\$3.40	\$5.22	\$6.10
	Square footage per student	360	292	152
Food Service	Cost per meal equivalent	\$3.32	\$3.04	\$2.45
Transportation	Cost per mile	\$1.21	\$2.12	\$3.39
	Miles per rider	643	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

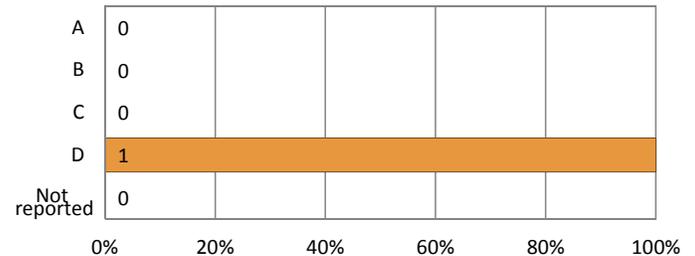
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,036</b>	<b>\$9,962</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,710</b>	<b>\$5,047</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,326</b>	<b>\$4,915</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	967	1,051	1,488	728	1,147
Plant Operations	1,219	1,222	1,455	927	1,033
Food Service	495	582	449	375	404
Transportation	720	797	472	352	443
Student Support	558	627	611	571	573
Instruction Support	367	636	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

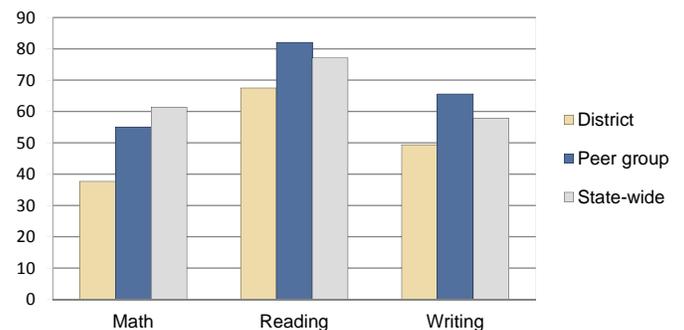
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	84%	89%	78%
Poverty rate (2010)	19%	17%	22%
Students per teacher	16.7	15.3	18.1
Average teacher salary	\$46,233	\$40,951	\$45,637
Average years of experience	14.6	10.4	10.9
Percent of teachers in first 3 years	6%	24%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,014

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	□
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ■ = partially, and - = no goal set

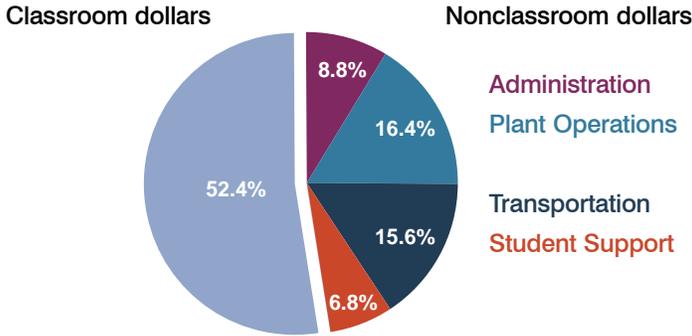
# Apache Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 25

District size: Very Small  
Students attending: 9  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil returned to 2006 levels, but spending in the classroom decreased from 53.5 to 52.4 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and instruction support decreased significantly, and spending on plant operations and student support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,812	\$2,437	\$728
	Students per administrator	6	30	66
Plant Operations	Cost per square foot	\$18.03	\$7.51	\$6.10
	Square footage per student	187	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$2.70	\$1.55	\$3.39
	Miles per rider	1,091	685	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

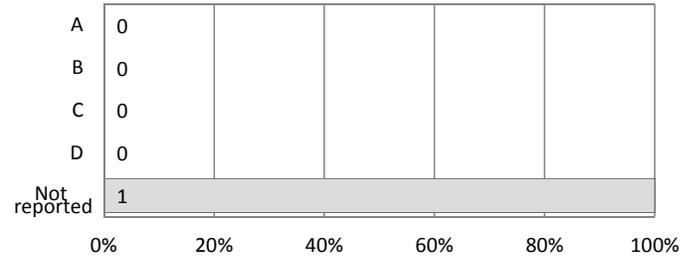
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$26,284</b>	<b>\$20,570</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$14,667</b>	<b>\$10,771</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$11,617</b>	<b>\$9,799</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,356	1,812	2,437	728	1,147
Plant Operations	3,386	3,379	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	4,196	3,212	886	352	443
Student Support	1,603	1,396	451	571	573
Instruction Support	76	0	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)

AIMS scores are not shown because the District has 10 or fewer students.

### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	25%	24%	22%
Students per teacher	9.2	12.4	18.1
Average teacher salary	N/A	\$45,745	\$45,637
Average years of experience	N/A	12.9	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,355

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

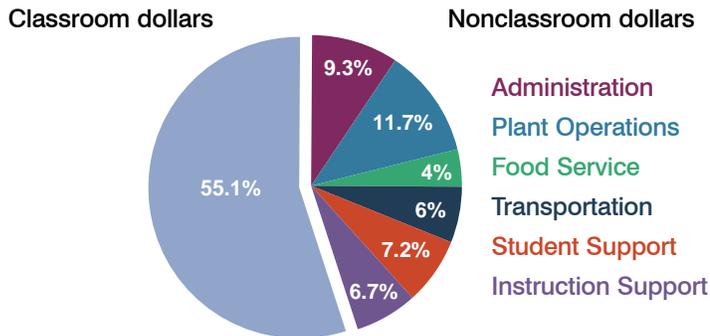
# Apache Junction Unified School District

Pinal County  
Peer groups: Efficiency Group 3, Achievement Group 3  
Legislative district(s): 22 and 23

District size: Medium-Large  
Students attending: 4,794  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, increasing slightly overall from 54.5 to 55.1 percent. Spending on plant operations decreased, and spending on instruction support increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$688	\$745	\$728
	Students per administrator	68	68	66
Plant Operations	Cost per square foot	\$5.35	\$5.71	\$6.10
	Square footage per student	163	163	152
Food Service	Cost per meal equivalent	\$2.49	\$2.76	\$2.45
Transportation	Cost per mile	\$3.59	\$3.17	\$3.39
	Miles per rider	220	270	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

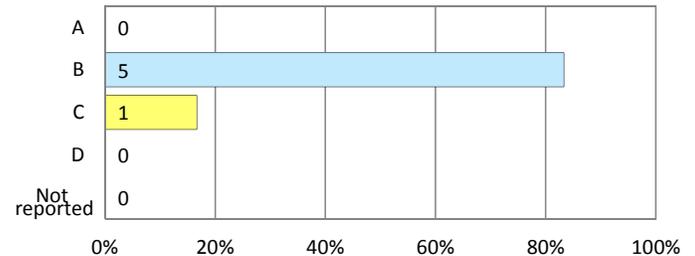
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,427</b>	<b>\$7,443</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,082</b>	<b>\$4,103</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,345</b>	<b>\$3,340</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	687	688	745	728	1,147
Plant Operations	912	874	917	927	1,033
Food Service	308	299	329	375	404
Transportation	458	446	423	352	443
Student Support	562	539	519	571	573
Instruction Support	418	494	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

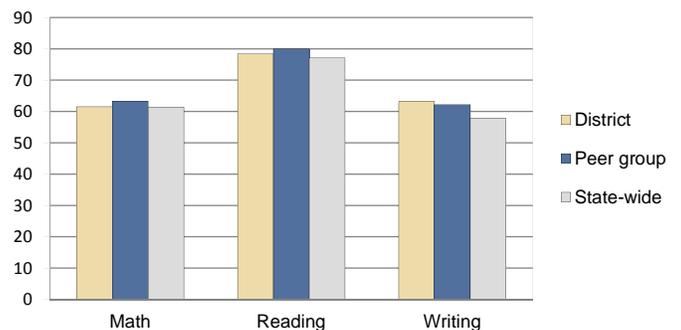
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	77%	81%	78%
Poverty rate (2010)	21%	22%	22%
Students per teacher	17.8	18.0	18.1
Average teacher salary	\$43,568	\$46,077	\$45,637
Average years of experience	12.7	12.6	10.9
Percent of teachers in first 3 years	4%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,951

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Arlington Elementary School District

Maricopa County  
Peer groups: Efficiency Group 11, Achievement Group 22  
Legislative district(s): 25

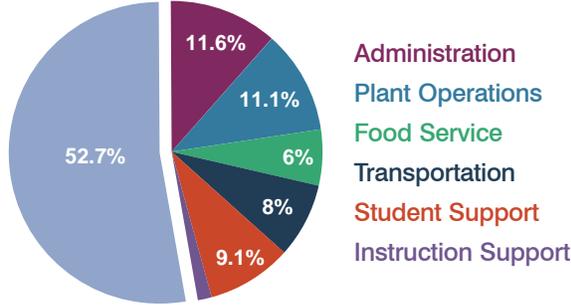
District size: Small  
Students attending: 255  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 54.3 to 52.7 percent. Spending on plant operations, student support, and instruction support increased, and spending on transportation and food service decreased. Spending on administration varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,143	\$1,132	\$728
	Students per administrator	54	54	66
Plant Operations	Cost per square foot	\$7.61	\$7.44	\$6.10
	Square footage per student	144	142	152
Food Service	Cost per meal equivalent	\$2.63	\$2.63	\$2.45
Transportation	Cost per mile	\$1.65	\$2.07	\$3.39
	Miles per rider	469	259	283



### Per-pupil spending by operational area

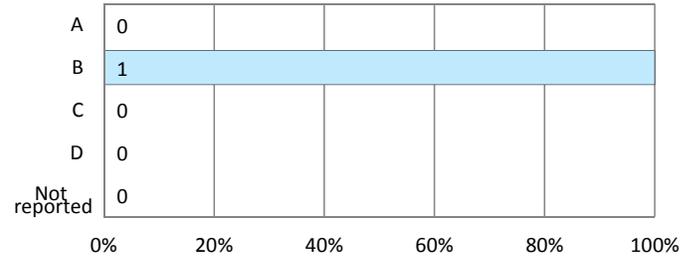
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,453</b>	<b>\$9,845</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,895</b>	<b>\$5,192</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,558</b>	<b>\$4,653</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,350	1,143	1,132	728	1,147
Plant Operations	985	1,093	1,013	927	1,033
Food Service	634	588	496	375	404
Transportation	646	787	443	352	443
Student Support	800	896	486	571	573
Instruction Support	143	146	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

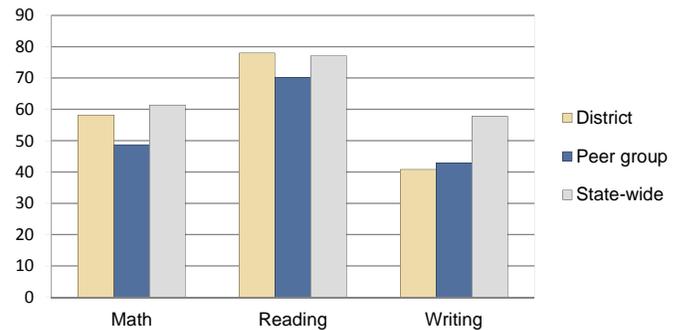
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	53%	54%	22%
Students per teacher	15.0	13.8	18.1
Average teacher salary	\$46,042	\$43,606	\$45,637
Average years of experience	6.6	10.0	10.9
Percent of teachers in first 3 years	22%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,075

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

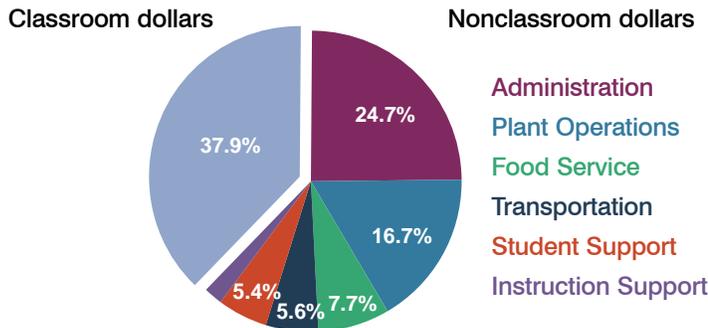
# Ash Creek Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 22  
Legislative district(s): 25

District size: Very Small  
Students attending: 40  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 42.9 to 37.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,712	\$2,437	\$728
	Students per administrator	12	30	66
Plant Operations	Cost per square foot	\$5.86	\$7.51	\$6.10
	Square footage per student	542	297	152
Food Service	Cost per meal equivalent	\$7.39	\$4.80	\$2.45
Transportation	Cost per mile	\$1.41	\$1.55	\$3.39
	Miles per rider	1,002	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

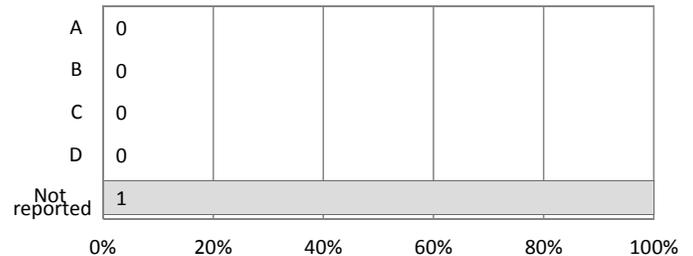
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$23,423</b>	<b>\$19,061</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,722</b>	<b>\$7,215</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$15,701</b>	<b>\$11,846</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	6,402	4,712	2,437	728	1,147
Plant Operations	5,287	3,177	2,284	927	1,033
Food Service	1,828	1,466	742	375	404
Transportation	1,012	1,071	886	352	443
Student Support	920	1,041	451	571	573
Instruction Support	252	379	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

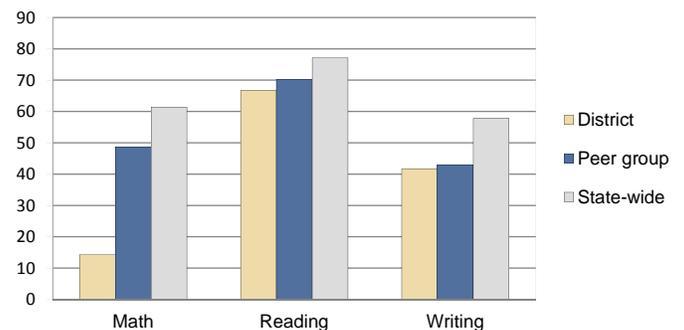
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	46%	54%	22%
Students per teacher	9.9	13.8	18.1
Average teacher salary	\$39,293	\$43,606	\$45,637
Average years of experience	9.2	10.0	10.9
Percent of teachers in first 3 years	27%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,632

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Ash Fork Joint Unified School District

Yavapai County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 1

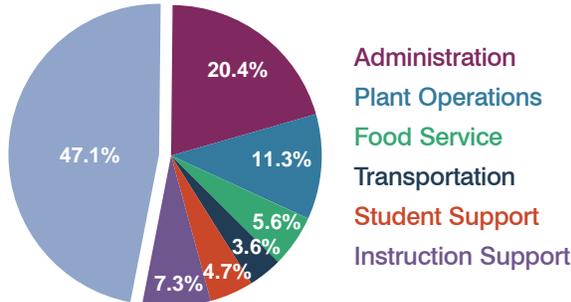
District size: Small  
Students attending: 273  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

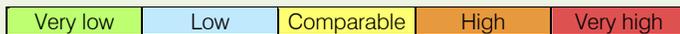


### 5-year trend

Total spending per pupil decreased by 21 percent. Spending in the classroom varied year to year, ranging from a high of 54.8 to a low of 47 percent. Overall, spending on administration decreased significantly, and spending on food service and instruction support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,158	\$1,488	\$728
	Students per administrator	36	42	66
Plant Operations	Cost per square foot	\$6.12	\$5.22	\$6.10
	Square footage per student	195	292	152
Food Service	Cost per meal equivalent	\$3.06	\$3.04	\$2.45
Transportation	Cost per mile	\$3.15	\$2.12	\$3.39
	Miles per rider	160	363	283



### Per-pupil spending by operational area

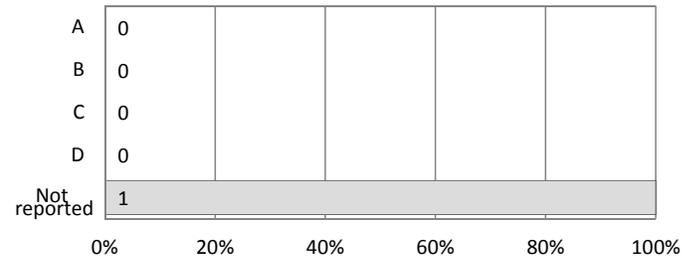
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,416</b>	<b>\$10,568</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,527</b>	<b>\$4,983</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,889</b>	<b>\$5,585</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,943	2,158	1,488	728	1,147
Plant Operations	1,096	1,194	1,455	927	1,033
Food Service	646	589	449	375	404
Transportation	441	377	472	352	443
Student Support	513	498	611	571	573
Instruction Support	250	769	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

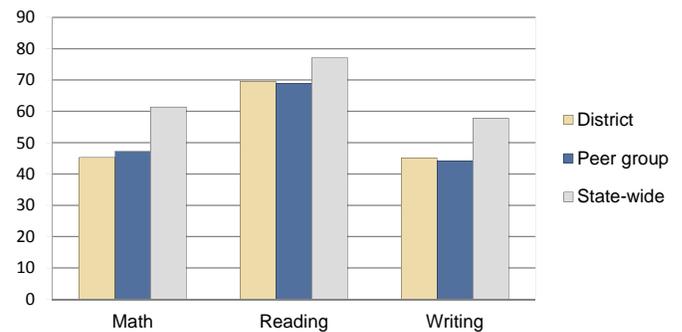
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	95%
Graduation rate (2010)	83%	80%	78%
Poverty rate (2010)	29%	32%	22%
Students per teacher	15.2	15.1	18.1
Average teacher salary	\$30,009	\$40,287	\$45,637
Average years of experience	7.3	11.6	10.9
Percent of teachers in first 3 years	30%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,759

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

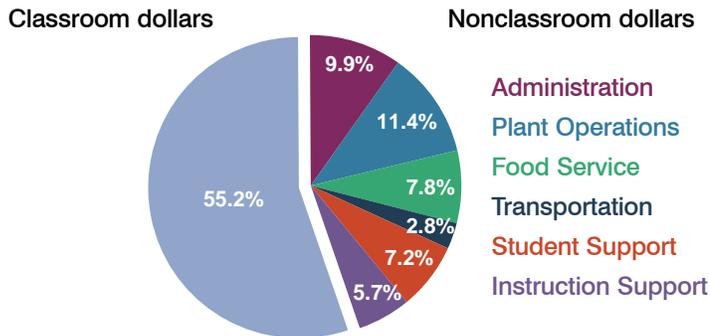
# Avondale Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 14  
Legislative district(s): 12, 13 and 23

District size: Medium-Large  
Students attending: 5,704  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased significantly from 61.1 to 55.2 percent. Overall, spending on administration, plant operations, and food service increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$645	\$828	\$728
	Students per administrator	92	72	66
Plant Operations	Cost per square foot	\$5.85	\$6.46	\$6.10
	Square footage per student	126	132	152
Food Service	Cost per meal equivalent	\$2.66	\$2.30	\$2.45
Transportation	Cost per mile	\$3.76	\$5.00	\$3.39
	Miles per rider	138	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

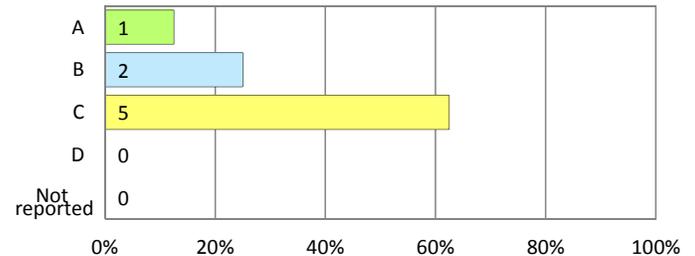
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,101</b>	<b>\$6,492</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,001</b>	<b>\$3,582</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,100</b>	<b>\$2,910</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	679	645	828	728	1,147
Plant Operations	789	738	854	927	1,033
Food Service	495	508	507	375	404
Transportation	172	181	268	352	443
Student Support	501	468	554	571	573
Instruction Support	464	370	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

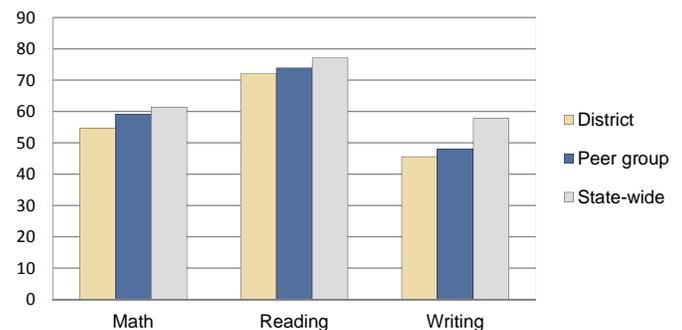
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	21%	20%	22%
Students per teacher	19.8	19.0	18.1
Average teacher salary	\$45,259	\$43,082	\$45,637
Average years of experience	9.7	7.2	10.9
Percent of teachers in first 3 years	14%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,661

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

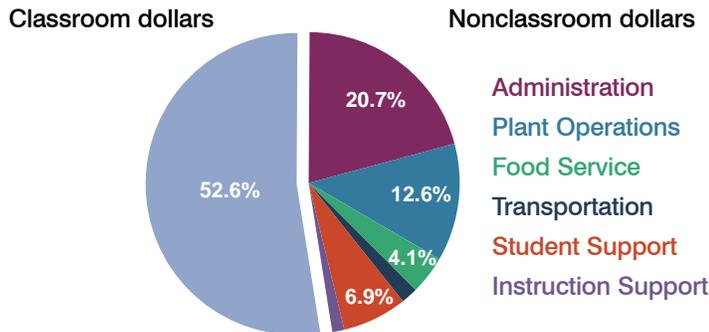
# Bagdad Unified School District

Yavapai County  
Peer groups: Efficiency Group 6, Achievement Group 5  
Legislative district(s): 4

District size: Small  
Students attending: 401  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, increasing significantly overall from 48.4 to 52.6 percent. Spending on plant operations and instruction support decreased significantly, and spending on student support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,816	\$1,488	\$728
	Students per administrator	40	42	66
Plant Operations	Cost per square foot	\$4.59	\$5.22	\$6.10
	Square footage per student	242	292	152
Food Service	Cost per meal equivalent	\$3.80	\$3.04	\$2.45
Transportation	Cost per mile	\$2.31	\$2.12	\$3.39
	Miles per rider	204	363	283



### Per-pupil spending by operational area

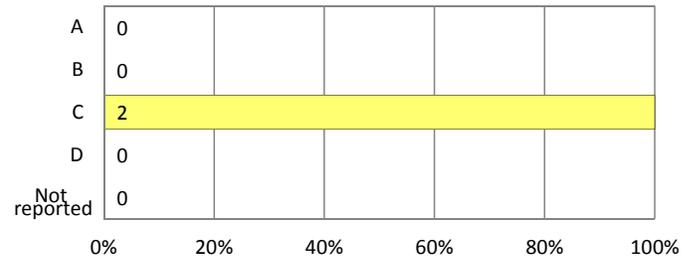
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,274</b>	<b>\$8,793</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,752</b>	<b>\$4,623</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,522</b>	<b>\$4,170</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,682	1,816	1,488	728	1,147
Plant Operations	1,560	1,109	1,455	927	1,033
Food Service	380	362	449	375	404
Transportation	132	160	472	352	443
Student Support	476	606	611	571	573
Instruction Support	292	117	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

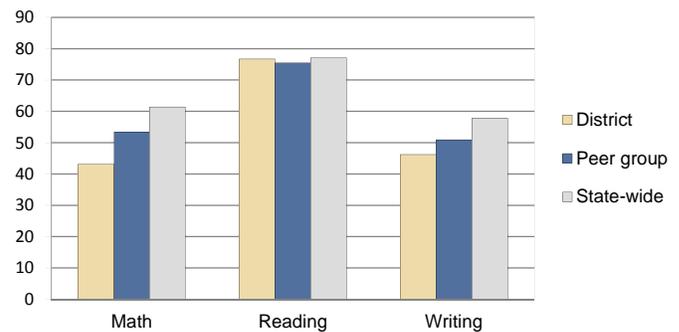
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	84%	77%	78%
Poverty rate (2010)	17%	16%	22%
Students per teacher	14.8	15.1	18.1
Average teacher salary	\$38,127	\$39,479	\$45,637
Average years of experience	8.1	11.1	10.9
Percent of teachers in first 3 years	25%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,985

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

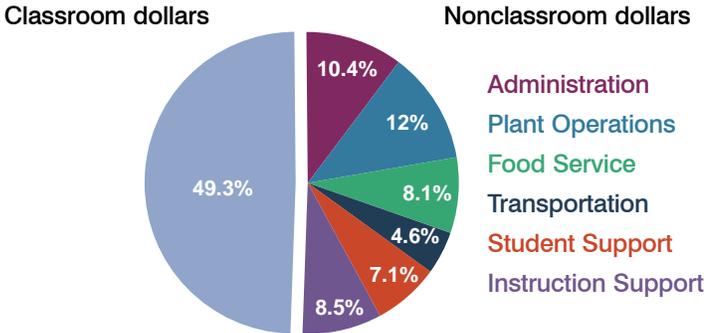
# Balsz Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 16  
Legislative district(s): 11, 14, 15 and 16

District size: Medium-Large  
Students attending: 2,536  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased significantly from 58.9 to 49.3 percent. Overall, spending on administration, plant operations, transportation, and instruction support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$896	\$828	\$728
	Students per administrator	77	72	66
Plant Operations	Cost per square foot	\$6.15	\$6.46	\$6.10
	Square footage per student	169	132	152
Food Service	Cost per meal equivalent	\$2.24	\$2.30	\$2.45
Transportation	Cost per mile	\$9.88	\$5.00	\$3.39
	Miles per rider	134	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

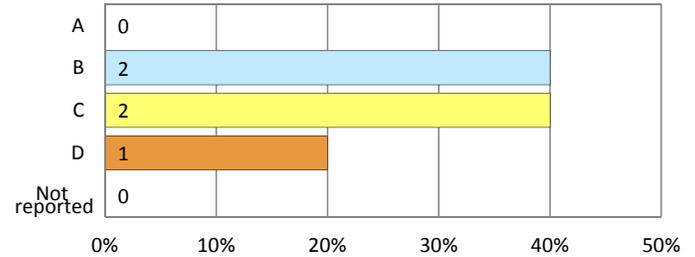
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,025</b>	<b>\$8,637</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,634</b>	<b>\$4,257</b>	<b>\$3,806</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,391</b>	<b>\$4,380</b>	<b>\$3,528</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	974	896	828	728	1,147
Plant Operations	1,082	1,039	854	927	1,033
Food Service	614	696	507	375	404
Transportation	391	395	268	352	443
Student Support	688	614	554	571	573
Instruction Support	642	740	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

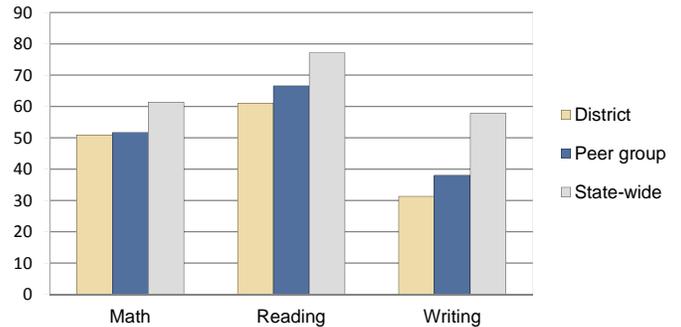
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	47%	46%	22%
Students per teacher	15.2	17.6	18.1
Average teacher salary	\$42,137	\$45,321	\$45,637
Average years of experience	10.1	9.5	10.9
Percent of teachers in first 3 years	17%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,576

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

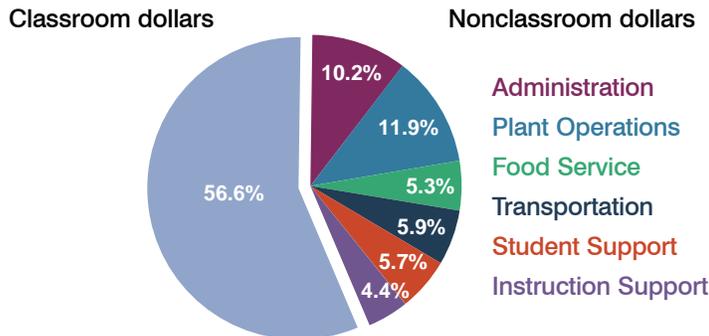
# Beaver Creek Elementary School District

Yavapai County  
Peer groups: Efficiency Group 11, Achievement Group 18  
Legislative district(s): 1

District size: Small  
Students attending: 321  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.7 to 56.6 percent. Spending on administration and food service decreased significantly, and spending on plant operations, student support, and instruction support increased significantly. Spending on transportation remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$776	\$1,132	\$728
	Students per administrator	47	54	66
Plant Operations	Cost per square foot	\$5.60	\$7.44	\$6.10
	Square footage per student	160	142	152
Food Service	Cost per meal equivalent	\$2.04	\$2.63	\$2.45
Transportation	Cost per mile	\$2.40	\$2.07	\$3.39
	Miles per rider	236	259	283



### Per-pupil spending by operational area

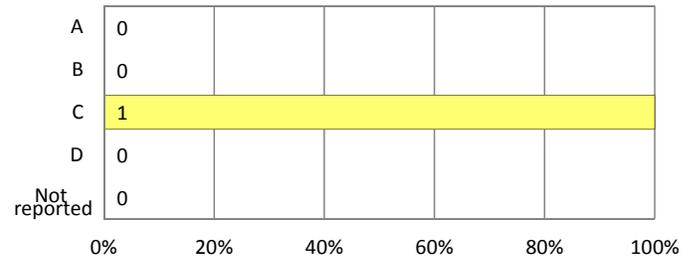
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,546</b>	<b>\$7,572</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,364</b>	<b>\$4,284</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,182</b>	<b>\$3,288</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	835	776	1,132	728	1,147
Plant Operations	975	898	1,013	927	1,033
Food Service	358	406	496	375	404
Transportation	399	445	443	352	443
Student Support	346	431	486	571	573
Instruction Support	269	332	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

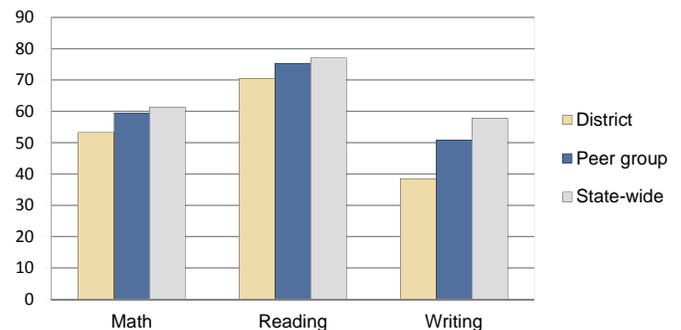
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	14.0	12.8	18.1
Average teacher salary	\$39,378	\$42,725	\$45,637
Average years of experience	10.3	10.9	10.9
Percent of teachers in first 3 years	15%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,853

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

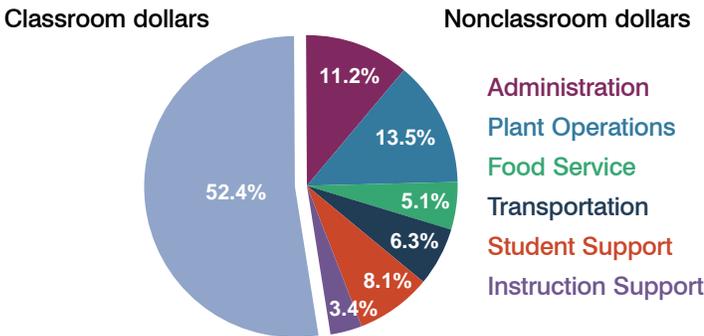
# Benson Unified School District

Cochise County  
Peer groups: Efficiency Group 5, Achievement Group 5  
Legislative district(s): 25

District size: Medium  
Students attending: 1,145  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased significantly from 58.6 to 52.4 percent. Overall, spending on transportation, food service, and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$858	\$1,104	\$728
	Students per administrator	56	56	66
Plant Operations	Cost per square foot	\$6.09	\$4.74	\$6.10
	Square footage per student	170	259	152
Food Service	Cost per meal equivalent	\$2.85	\$2.98	\$2.45
Transportation	Cost per mile	\$3.46	\$2.71	\$3.39
	Miles per rider	249	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

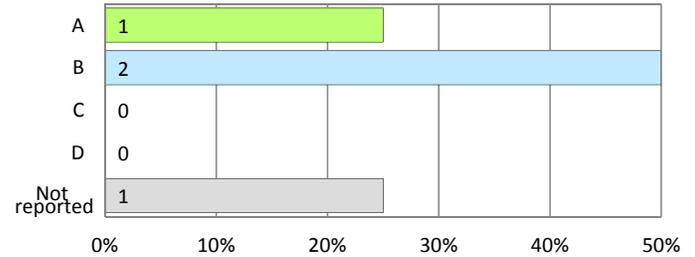
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,901</b>	<b>\$7,657</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,295</b>	<b>\$4,013</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,606</b>	<b>\$3,644</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	933	858	1,104	728	1,147
Plant Operations	1,058	1,032	1,213	927	1,033
Food Service	330	391	421	375	404
Transportation	484	478	527	352	443
Student Support	592	623	651	571	573
Instruction Support	209	262	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

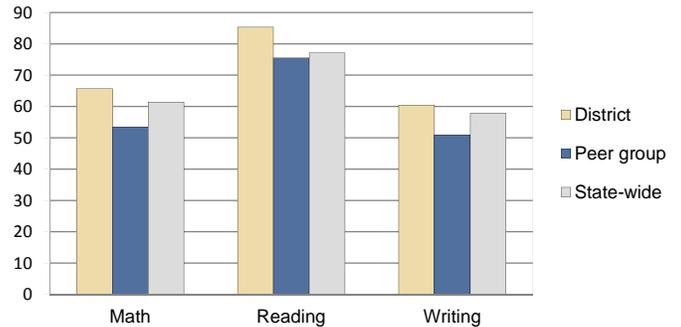
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	85%	77%	78%
Poverty rate (2010)	19%	16%	22%
Students per teacher	17.2	15.1	18.1
Average teacher salary	\$40,741	\$39,479	\$45,637
Average years of experience	12.2	11.1	10.9
Percent of teachers in first 3 years	19%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,303

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

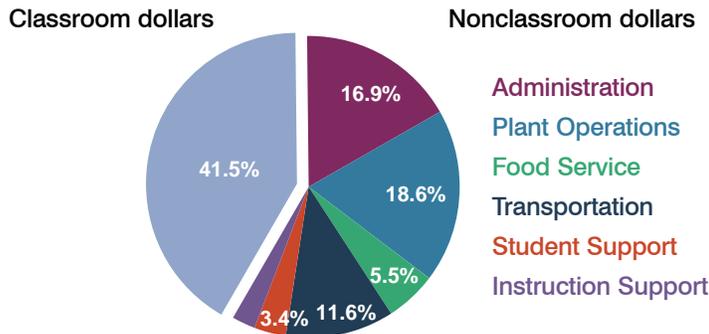
# Bicentennial Union High School District

La Paz County  
Peer groups: Efficiency Group 7, Achievement Group 12  
Legislative district(s): 24

District size: Very Small  
Students attending: 135  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing significantly overall from 46 to 41.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,258	\$3,161	\$728
	Students per administrator	34	25	66
Plant Operations	Cost per square foot	\$6.02	\$4.62	\$6.10
	Square footage per student	413	519	152
Food Service	Cost per meal equivalent	\$3.54	\$4.12	\$2.45
Transportation	Cost per mile	\$1.43	\$1.16	\$3.39
	Miles per rider	1,370	1,347	283



### Per-pupil spending by operational area

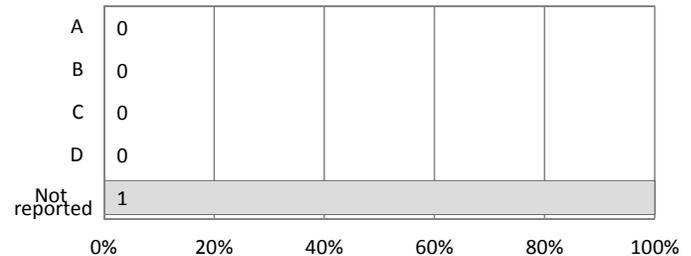
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$14,880</b>	<b>\$13,389</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,424</b>	<b>\$5,552</b>	<b>\$7,856</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,456</b>	<b>\$7,837</b>	<b>\$9,572</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,790	2,258	3,161	728	1,147
Plant Operations	1,996	2,487	2,886	927	1,033
Food Service	1,005	730	888	375	404
Transportation	2,409	1,555	1,137	352	443
Student Support	1,793	474	950	571	573
Instruction Support	463	333	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

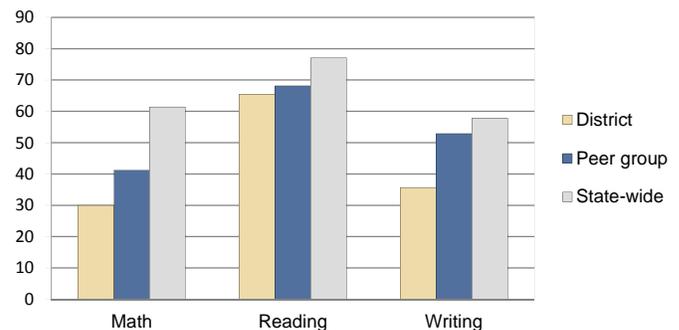
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	85%	79%	78%
Poverty rate (2010)	34%	31%	22%
Students per teacher	12.8	16.8	18.1
Average teacher salary	\$42,057	\$42,100	\$45,637
Average years of experience	8.8	10.2	10.9
Percent of teachers in first 3 years	18%	18%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,036

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	▲
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	▲
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

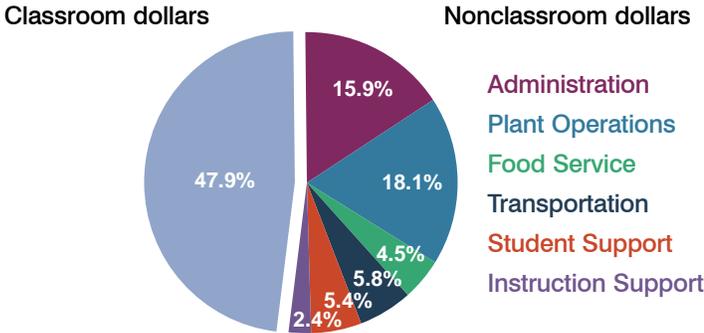
# Bisbee Unified School District

Cochise County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 25

District size: Medium  
Students attending: 902  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased significantly from 52.1 to 47.9 percent. Overall, spending on administration and plant operations increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,255	\$1,104	\$728
	Students per administrator	49	56	66
Plant Operations	Cost per square foot	\$5.66	\$4.74	\$6.10
	Square footage per student	253	259	152
Food Service	Cost per meal equivalent	\$2.71	\$2.98	\$2.45
Transportation	Cost per mile	\$5.45	\$2.71	\$3.39
	Miles per rider	231	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

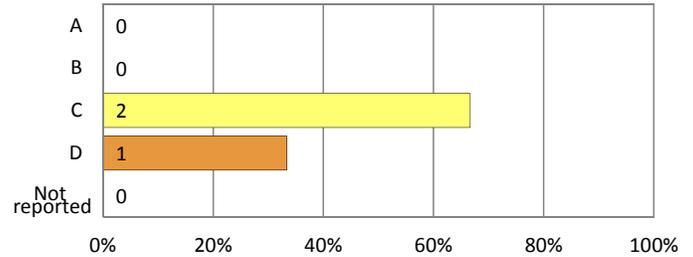
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,370</b>	<b>\$7,901</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,339</b>	<b>\$3,781</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,031</b>	<b>\$4,120</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,338	1,255	1,104	728	1,147
Plant Operations	1,200	1,432	1,213	927	1,033
Food Service	371	356	421	375	404
Transportation	495	459	527	352	443
Student Support	453	427	651	571	573
Instruction Support	174	191	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

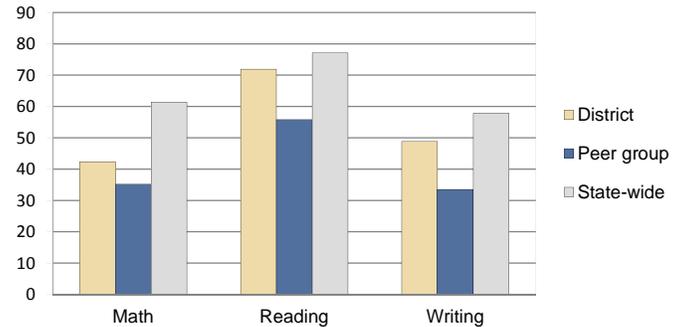
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	92%	95%
Graduation rate (2010)	74%	68%	78%
Poverty rate (2010)	37%	40%	22%
Students per teacher	20.0	15.5	18.1
Average teacher salary	\$44,540	\$42,449	\$45,637
Average years of experience	12.5	12.2	10.9
Percent of teachers in first 3 years	13%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,355

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

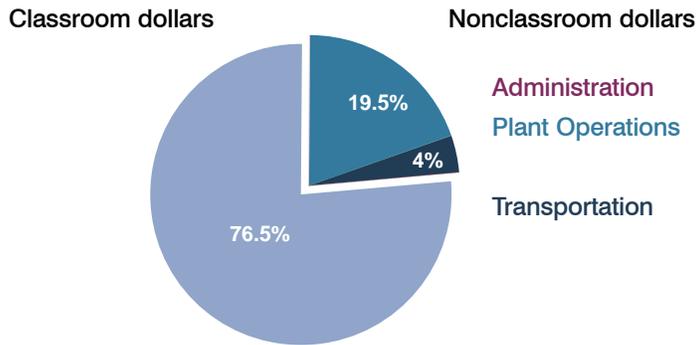
# Blue Elementary School District

Greenlee County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 5

District size: Very Small  
Students attending: 10  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment increased 46 percent which contributed to the 9 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 84.5 to 76.5 percent. Spending on transportation increased significantly, possibly due to costs being misclassified prior to 2007.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4	\$2,437	\$728
	Students per administrator	10	30	66
Plant Operations	Cost per square foot	\$12.28	\$7.51	\$6.10
	Square footage per student	167	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	N/A	\$1.55	\$3.39
	Miles per rider	N/A	685	283



### Per-pupil spending by operational area

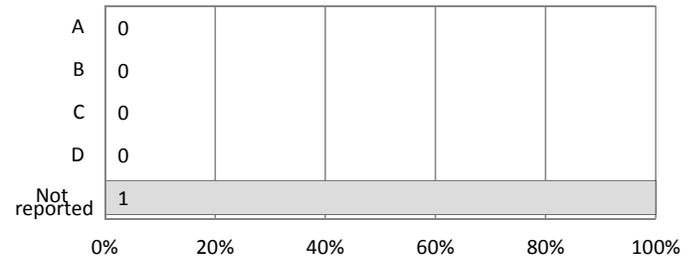
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$15,686</b>	<b>\$10,543</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$11,863</b>	<b>\$8,068</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,823</b>	<b>\$2,475</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	0	4	2,437	728	1,147
Plant Operations	2,848	2,050	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	975	421	886	352	443
Student Support	0	0	451	571	573
Instruction Support	0	0	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)

AIMS scores are not shown because the District has 10 or fewer students.

### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	98%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	0%	11%	22%
Students per teacher	9.6	12.7	18.1
Average teacher salary	N/A	\$40,873	\$45,637
Average years of experience	N/A	11.6	10.9
Percent of teachers in first 3 years	0%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,198

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

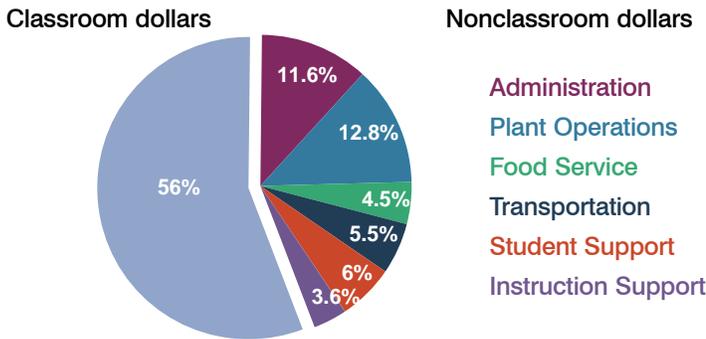
# Blue Ridge Unified School District

Navajo County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 5

District size: Medium-Large  
Students attending: 2,380  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing significantly overall from 61.8 to 56 percent. Spending on plant operations, student support, and instruction support increased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$787	\$736	\$728
	Students per administrator	74	65	66
Plant Operations	Cost per square foot	\$4.13	\$5.52	\$6.10
	Square footage per student	210	169	152
Food Service	Cost per meal equivalent	\$3.44	\$2.60	\$2.45
Transportation	Cost per mile	\$2.67	\$2.93	\$3.39
	Miles per rider	346	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

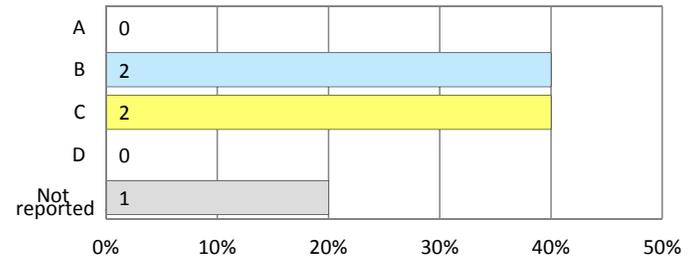
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,668</b>	<b>\$6,816</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,723</b>	<b>\$3,819</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,945</b>	<b>\$2,997</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	799	787	736	728	1,147
Plant Operations	898	869	917	927	1,033
Food Service	273	307	351	375	404
Transportation	337	375	360	352	443
Student Support	388	412	528	571	573
Instruction Support	250	247	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

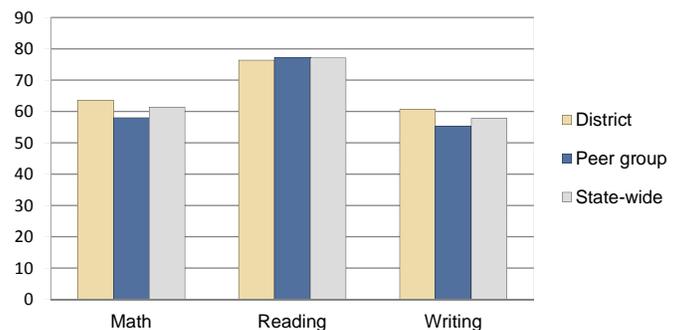
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	95%
Graduation rate (2010)	79%	82%	78%
Poverty rate (2010)	21%	24%	22%
Students per teacher	16.6	17.3	18.1
Average teacher salary	\$40,849	\$41,429	\$45,637
Average years of experience	14.8	12.6	10.9
Percent of teachers in first 3 years	10%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,933

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Bonita Elementary School District

Graham County  
Peer groups: Efficiency Group 12, Achievement Group 18  
Legislative district(s): 5

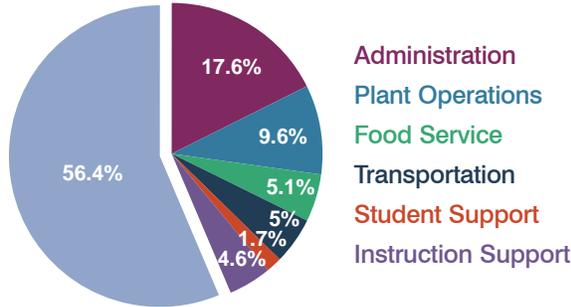
District size: Very Small  
Students attending: 97  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom decreased significantly from 62.1 to 56.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and food service increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,742	\$2,437	\$728
	Students per administrator	32	30	66
Plant Operations	Cost per square foot	\$5.42	\$7.51	\$6.10
	Square footage per student	275	297	152
Food Service	Cost per meal equivalent	\$6.97	\$4.80	\$2.45
Transportation	Cost per mile	\$1.78	\$1.55	\$3.39
	Miles per rider	393	685	283



### Per-pupil spending by operational area

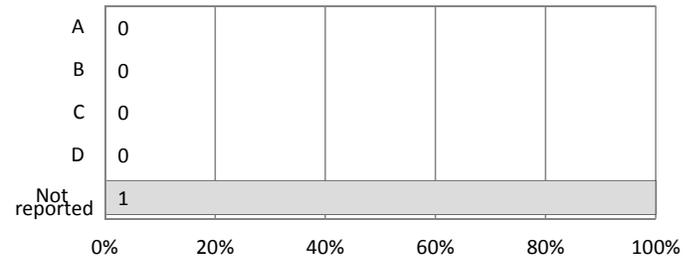
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$16,556</b>	<b>\$15,586</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,933</b>	<b>\$8,791</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,623</b>	<b>\$6,795</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,227	2,742	2,437	728	1,147
Plant Operations	1,609	1,493	2,284	927	1,033
Food Service	718	802	742	375	404
Transportation	905	778	886	352	443
Student Support	38	267	451	571	573
Instruction Support	126	713	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

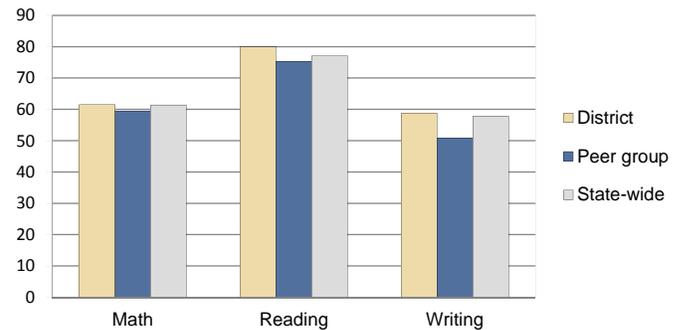
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	8.1	12.8	18.1
Average teacher salary	\$40,989	\$42,725	\$45,637
Average years of experience	19.2	10.9	10.9
Percent of teachers in first 3 years	10%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,978

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

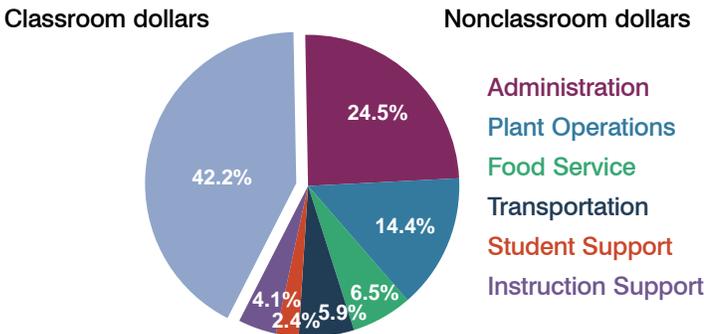
# Bouse Elementary School District

La Paz County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 3

District size: Very Small  
Students attending: 41  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 16 percent, which contributed to the 63 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 50.5 to 42.2 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,696	\$2,437	\$728
	Students per administrator	13	30	66
Plant Operations	Cost per square foot	\$8.47	\$7.51	\$6.10
	Square footage per student	327	297	152
Food Service	Cost per meal equivalent	\$5.44	\$4.80	\$2.45
Transportation	Cost per mile	\$3.23	\$1.55	\$3.39
	Miles per rider	305	685	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

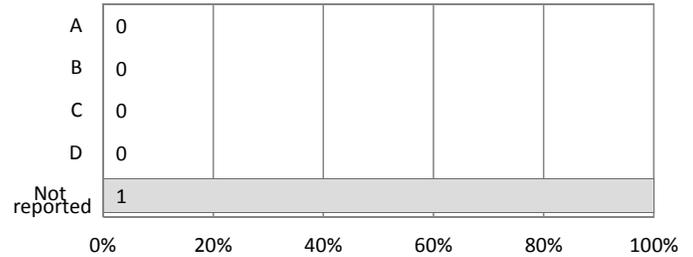
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$19,056</b>	<b>\$19,157</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,170</b>	<b>\$8,077</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,886</b>	<b>\$11,080</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	4,057	4,696	2,437	728	1,147
Plant Operations	2,636	2,767	2,284	927	1,033
Food Service	1,303	1,244	742	375	404
Transportation	815	1,131	886	352	443
Student Support	444	451	451	571	573
Instruction Support	631	791	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

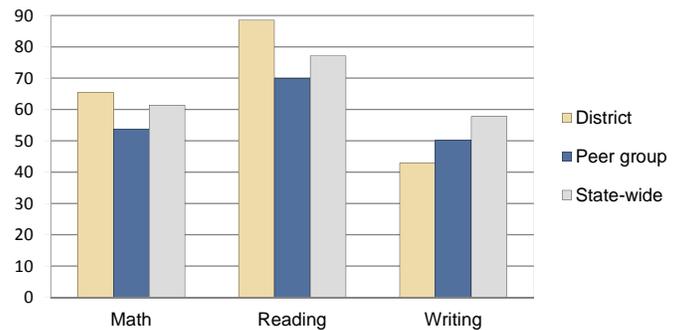
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	38%	38%	22%
Students per teacher	8.2	13.1	18.1
Average teacher salary	\$38,641	\$42,832	\$45,637
Average years of experience	8.6	10.3	10.9
Percent of teachers in first 3 years	0%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$672

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Bowie Unified School District

Cochise County  
Peer groups: Efficiency Group 7, Achievement Group 7  
Legislative district(s): 25

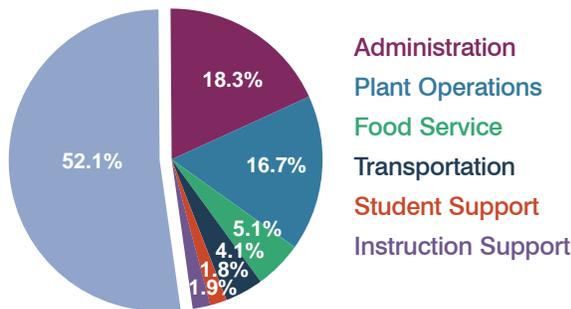
District size: Very Small  
Students attending: 76  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Student enrollment decreased by 32 percent, which contributed to the 55 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 60.7 to 52.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,709	\$3,161	\$728
	Students per administrator	23	25	66
Plant Operations	Cost per square foot	\$5.58	\$4.62	\$6.10
	Square footage per student	604	519	152
Food Service	Cost per meal equivalent	\$5.88	\$4.12	\$2.45
Transportation	Cost per mile	\$0.77	\$1.16	\$3.39
	Miles per rider	2,286	1,347	283



### Per-pupil spending by operational area

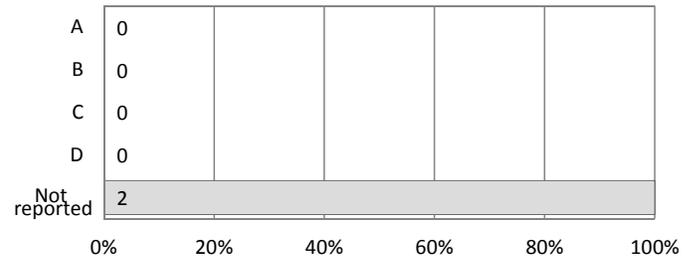
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$18,548</b>	<b>\$20,227</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,984</b>	<b>\$10,530</b>	<b>\$7,856</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,564</b>	<b>\$9,697</b>	<b>\$9,572</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	3,541	3,709	3,161	728	1,147
Plant Operations	3,215	3,370	2,886	927	1,033
Food Service	836	1,023	888	375	404
Transportation	636	832	1,137	352	443
Student Support	171	371	950	571	573
Instruction Support	165	392	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

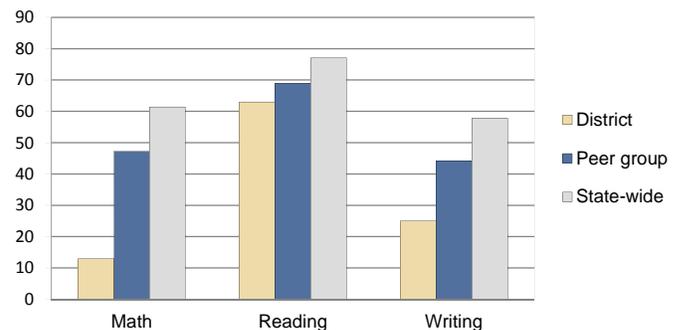
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	93%	95%
Graduation rate (2010)	83%	80%	78%
Poverty rate (2010)	34%	32%	22%
Students per teacher	6.0	15.1	18.1
Average teacher salary	\$38,224	\$40,287	\$45,637
Average years of experience	11.9	11.6	10.9
Percent of teachers in first 3 years	32%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,058

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

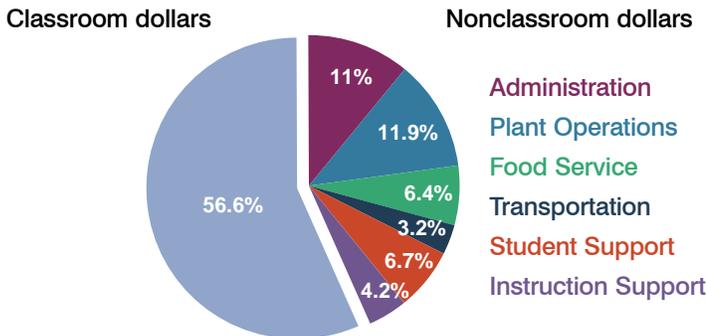
# Buckeye Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 13  
Legislative district(s): 4, 12 and 25

District size: Medium-Large  
Students attending: 4,140  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 60.3 to 56.6 percent. Spending on plant operations and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$725	\$828	\$728
	Students per administrator	88	72	66
Plant Operations	Cost per square foot	\$6.23	\$6.46	\$6.10
	Square footage per student	125	132	152
Food Service	Cost per meal equivalent	\$2.55	\$2.30	\$2.45
Transportation	Cost per mile	\$3.42	\$5.00	\$3.39
	Miles per rider	194	136	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

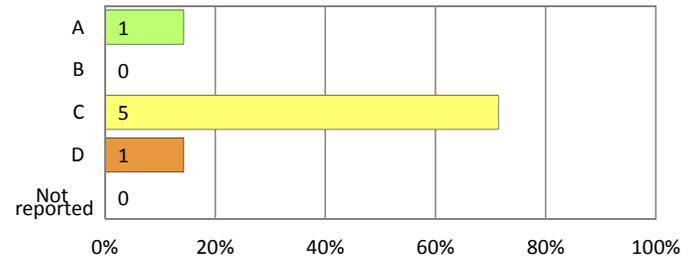
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,636</b>	<b>\$6,574</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,675</b>	<b>\$3,718</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,961</b>	<b>\$2,856</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	778	725	828	728	1,147
Plant Operations	711	781	854	927	1,033
Food Service	390	424	507	375	404
Transportation	218	214	268	352	443
Student Support	526	438	554	571	573
Instruction Support	338	274	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

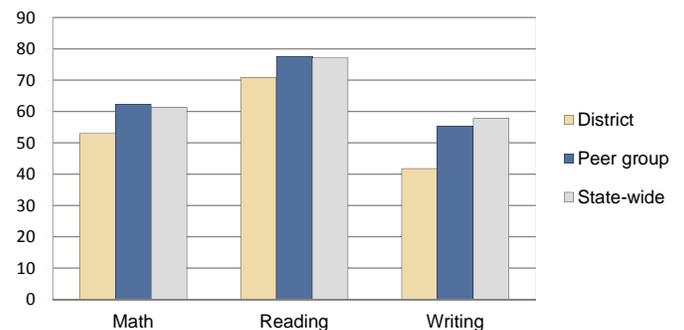
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	17%	14%	22%
Students per teacher	18.2	18.7	18.1
Average teacher salary	\$39,821	\$42,467	\$45,637
Average years of experience	5.4	7.8	10.9
Percent of teachers in first 3 years	45%	27%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,086

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Buckeye Union High School District

Maricopa County  
Peer groups: Efficiency Group 3, Achievement Group 9  
Legislative district(s): 4, 12 and 25

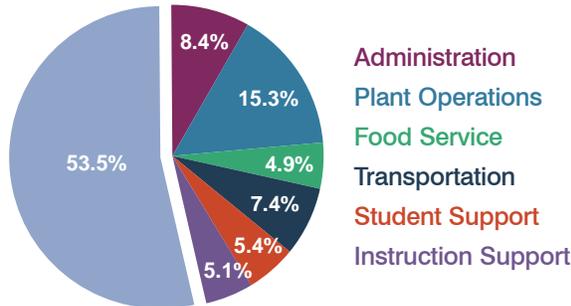
District size: Medium-Large  
Students attending: 3,629  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, increasing overall from 51.7 to 53.5 percent. Spending on administration and student support decreased significantly, and spending on transportation and food service increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$621	\$745	\$728
	Students per administrator	68	68	66
Plant Operations	Cost per square foot	\$5.55	\$5.71	\$6.10
	Square footage per student	204	163	152
Food Service	Cost per meal equivalent	\$3.13	\$2.76	\$2.45
Transportation	Cost per mile	\$2.53	\$3.17	\$3.39
	Miles per rider	487	270	283



### Per-pupil spending by operational area

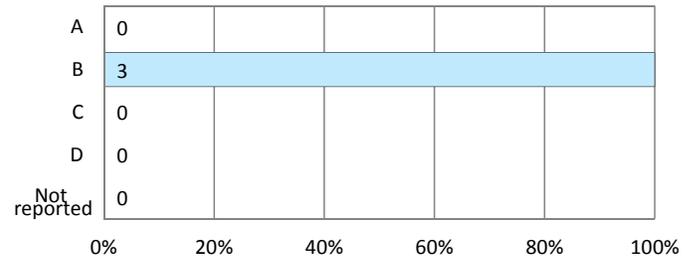
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,244</b>	<b>\$7,389</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,894</b>	<b>\$3,953</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,350</b>	<b>\$3,436</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	634	621	745	728	1,147
Plant Operations	1,123	1,134	917	927	1,033
Food Service	330	360	329	375	404
Transportation	488	544	423	352	443
Student Support	378	397	519	571	573
Instruction Support	397	380	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

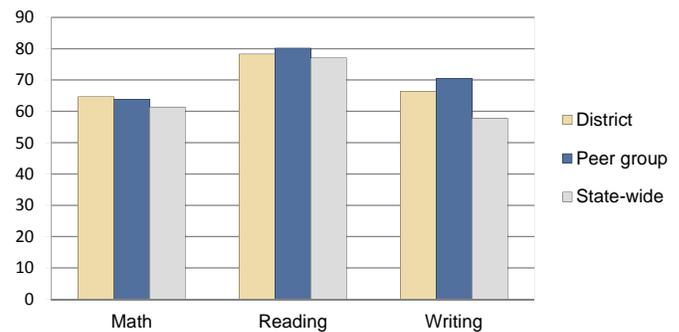
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	83%	86%	78%
Poverty rate (2010)	18%	16%	22%
Students per teacher	20.2	20.4	18.1
Average teacher salary	\$43,865	\$44,754	\$45,637
Average years of experience	8.5	9.2	10.9
Percent of teachers in first 3 years	18%	17%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,047

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

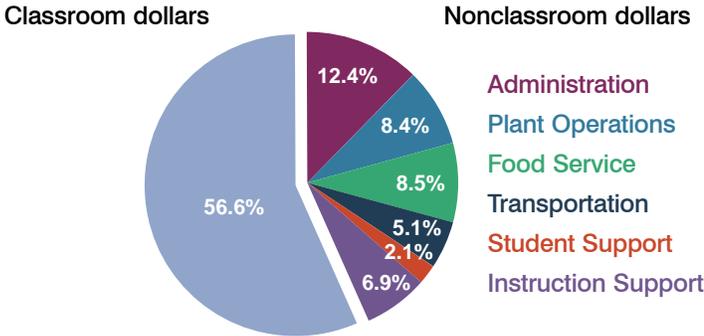
# Bullhead City Elementary School District

Mohave County  
Peer groups: Efficiency Group 10, Achievement Group 22  
Legislative district(s): 3

District size: Medium-Large  
Students attending: 3,136  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom decreased significantly from 63.4 to 56.6 percent. Overall, spending on administration, transportation, food service, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$889	\$938	\$728
	Students per administrator	78	63	66
Plant Operations	Cost per square foot	\$4.44	\$6.51	\$6.10
	Square footage per student	135	135	152
Food Service	Cost per meal equivalent	\$2.89	\$2.43	\$2.45
Transportation	Cost per mile	\$3.71	\$3.27	\$3.39
	Miles per rider	90	200	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

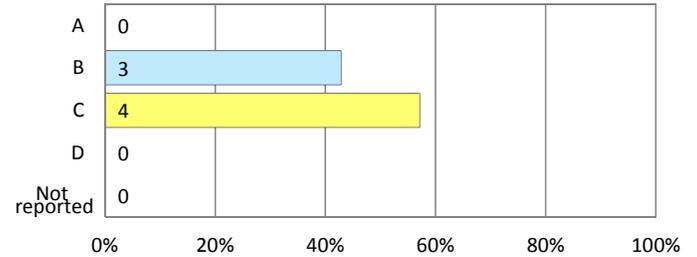
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,257</b>	<b>\$7,170</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,138</b>	<b>\$4,059</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,119</b>	<b>\$3,111</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	872	889	938	728	1,147
Plant Operations	664	601	892	927	1,033
Food Service	465	613	515	375	404
Transportation	313	362	402	352	443
Student Support	196	154	379	571	573
Instruction Support	609	492	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

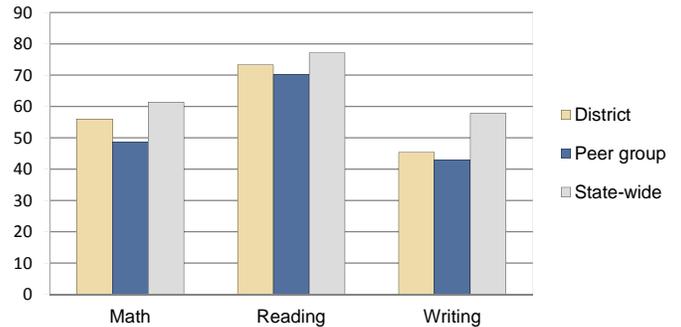
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	45%	54%	22%
Students per teacher	17.2	13.8	18.1
Average teacher salary	\$38,918	\$43,606	\$45,637
Average years of experience	7.7	10.0	10.9
Percent of teachers in first 3 years	21%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,261

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Camp Verde Unified School District

Yavapai County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 1

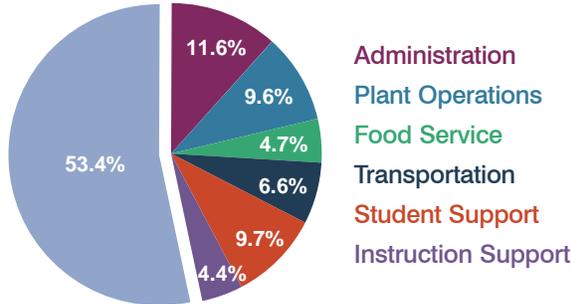
District size: Medium  
Students attending: 1,389  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.2 to 53.4 percent. Spending on administration and student support increased significantly, and spending on plant operations decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$820	\$1,104	\$728
	Students per administrator	63	56	66
Plant Operations	Cost per square foot	\$4.12	\$4.74	\$6.10
	Square footage per student	163	259	152
Food Service	Cost per meal equivalent	\$2.72	\$2.98	\$2.45
Transportation	Cost per mile	\$2.61	\$2.71	\$3.39
	Miles per rider	317	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

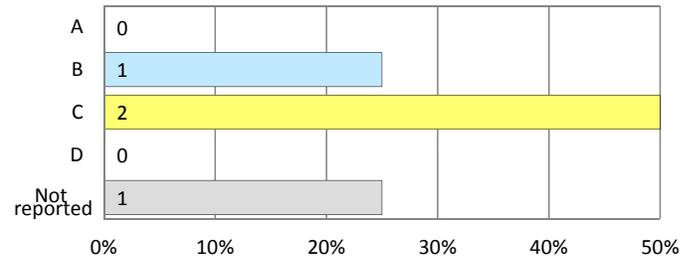
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,277</b>	<b>\$7,037</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,829</b>	<b>\$3,755</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,448</b>	<b>\$3,282</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	649	820	1,104	728	1,147
Plant Operations	1,030	674	1,213	927	1,033
Food Service	322	331	421	375	404
Transportation	435	465	527	352	443
Student Support	717	682	651	571	573
Instruction Support	295	310	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

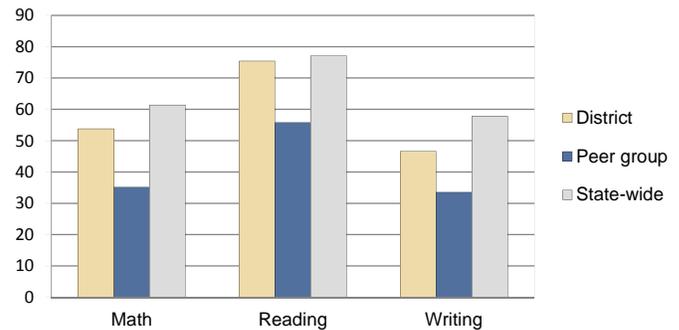
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	84%	68%	78%
Poverty rate (2010)	36%	40%	22%
Students per teacher	18.0	15.5	18.1
Average teacher salary	\$38,338	\$42,449	\$45,637
Average years of experience	9.1	12.2	10.9
Percent of teachers in first 3 years	25%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,479

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

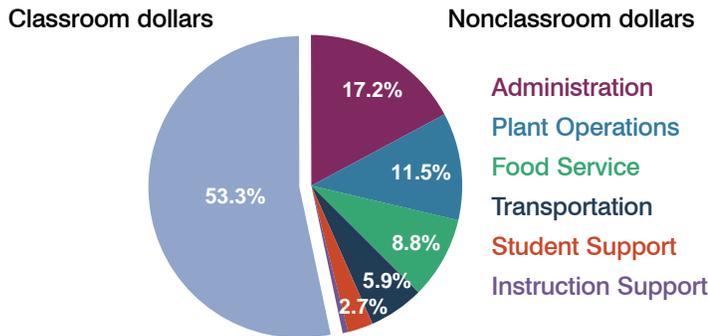
# Canon Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 22  
Legislative district(s): 4

District size: Very Small  
Students attending: 169  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, increasing significantly overall from 50.5 to 53.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,820	\$2,437	\$728
	Students per administrator	24	30	66
Plant Operations	Cost per square foot	\$5.38	\$7.51	\$6.10
	Square footage per student	226	297	152
Food Service	Cost per meal equivalent	\$5.08	\$4.80	\$2.45
Transportation	Cost per mile	\$1.38	\$1.55	\$3.39
	Miles per rider	625	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

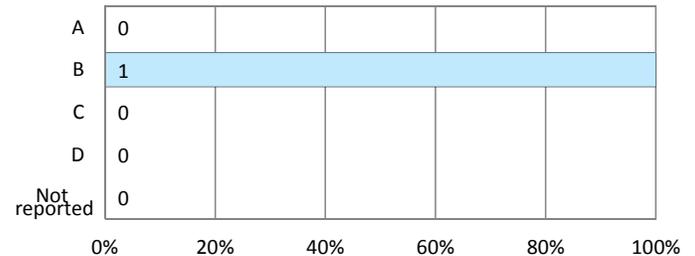
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,258</b>	<b>\$10,580</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,639</b>	<b>\$5,641</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,619</b>	<b>\$4,939</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,689	1,820	2,437	728	1,147
Plant Operations	1,305	1,218	2,284	927	1,033
Food Service	860	929	742	375	404
Transportation	543	628	886	352	443
Student Support	202	280	451	571	573
Instruction Support	20	64	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

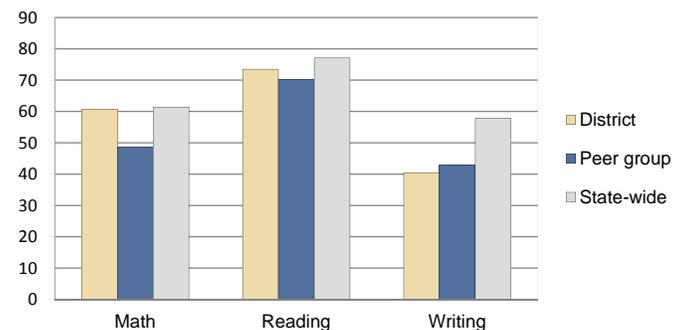
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	51%	54%	22%
Students per teacher	15.3	13.8	18.1
Average teacher salary	\$43,447	\$43,606	\$45,637
Average years of experience	8.5	10.0	10.9
Percent of teachers in first 3 years	0%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,087

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Cartwright Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 13

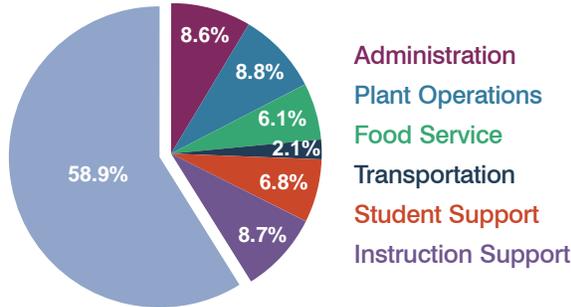
District size: Large  
Students attending: 16,566  
Number of schools: 20

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

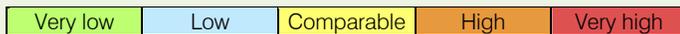


### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom remained fairly stable, but decreased significantly overall from 61.3 to 58.9 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$647	\$648	\$728
	Students per administrator	78	71	66
Plant Operations	Cost per square foot	\$5.33	\$6.32	\$6.10
	Square footage per student	123	130	152
Food Service	Cost per meal equivalent	\$2.36	\$2.29	\$2.45
Transportation	Cost per mile	\$4.83	\$4.66	\$3.39
	Miles per rider	134	180	283



### Per-pupil spending by operational area

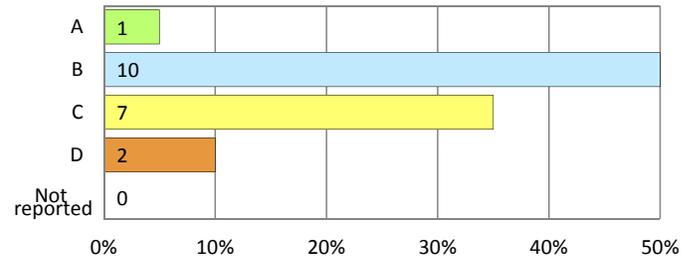
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,499</b>	<b>\$7,519</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,496</b>	<b>\$4,431</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,003</b>	<b>\$3,088</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	603	647	648	728	1,147
Plant Operations	650	658	789	927	1,033
Food Service	455	460	467	375	404
Transportation	150	160	273	352	443
Student Support	513	512	498	571	573
Instruction Support	632	651	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

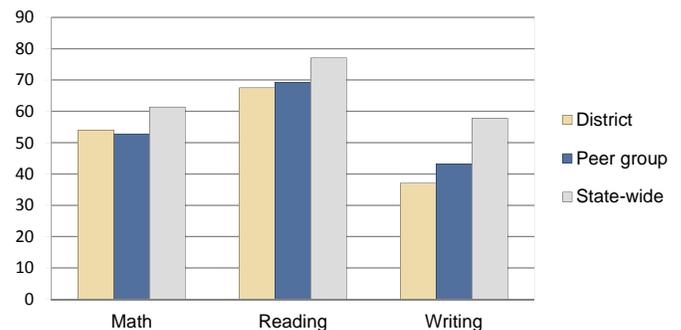
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	36%	31%	22%
Students per teacher	13.8	17.1	18.1
Average teacher salary	\$41,524	\$41,467	\$45,637
Average years of experience	9.1	9.6	10.9
Percent of teachers in first 3 years	18%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,547

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

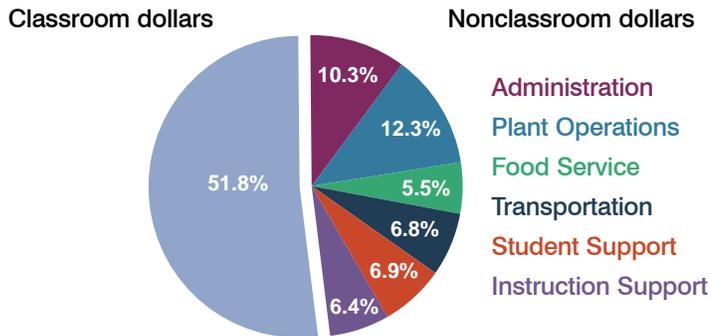
# Casa Grande Elementary School District

Pinal County  
Peer groups: Efficiency Group 9, Achievement Group 14  
Legislative district(s): 23 and 25

District size: Medium-Large  
Students attending: 7,088  
Number of schools: 12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.2 to 51.8 percent. Spending on plant operations increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$716	\$828	\$728
	Students per administrator	72	72	66
Plant Operations	Cost per square foot	\$6.75	\$6.46	\$6.10
	Square footage per student	127	132	152
Food Service	Cost per meal equivalent	\$2.51	\$2.30	\$2.45
Transportation	Cost per mile	\$3.21	\$5.00	\$3.39
	Miles per rider	286	136	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

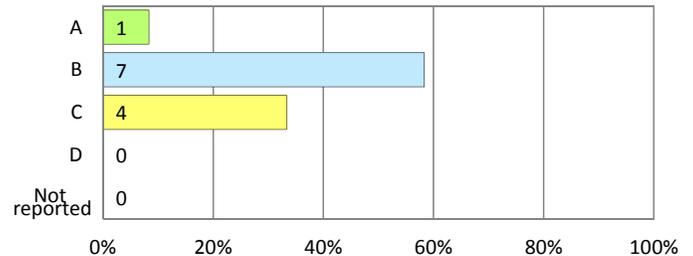
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,906</b>	<b>\$6,953</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,673</b>	<b>\$3,602</b>	<b>\$3,806</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,233</b>	<b>\$3,351</b>	<b>\$3,528</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	685	716	828	728	1,147
Plant Operations	825	854	854	927	1,033
Food Service	389	387	507	375	404
Transportation	448	470	268	352	443
Student Support	452	477	554	571	573
Instruction Support	434	447	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

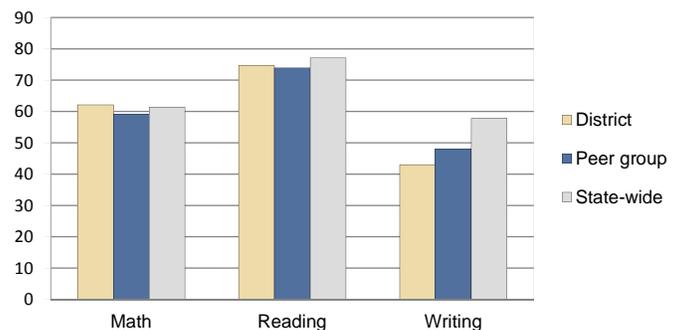
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	18.9	19.0	18.1
Average teacher salary	\$44,572	\$43,082	\$45,637
Average years of experience	8.4	7.2	10.9
Percent of teachers in first 3 years	24%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$973

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

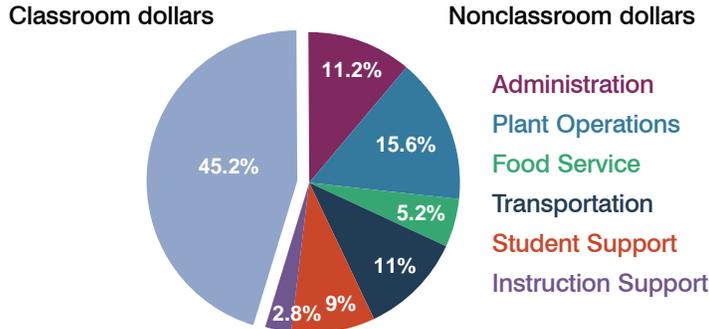
# Casa Grande Union High School District

Pinal County  
Peer groups: Efficiency Group 3, Achievement Group 10  
Legislative district(s): 23 and 25

District size: Medium-Large  
Students attending: 3,632  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

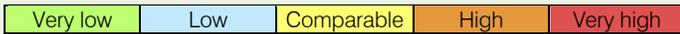


### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 54 to 45.2 percent. Spending on plant operations, transportation, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$830	\$745	\$728
	Students per administrator	63	68	66
Plant Operations	Cost per square foot	\$6.98	\$5.71	\$6.10
	Square footage per student	166	163	152
Food Service	Cost per meal equivalent	\$3.07	\$2.76	\$2.45
Transportation	Cost per mile	\$3.69	\$3.17	\$3.39
	Miles per rider	302	270	283



### Per-pupil spending by operational area

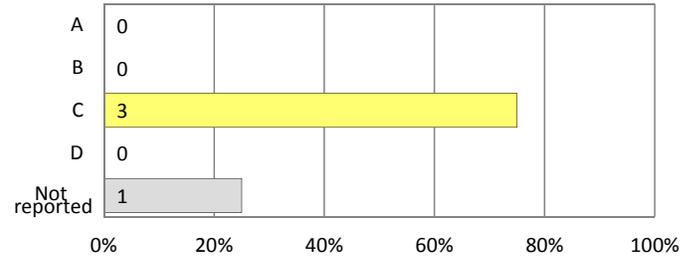
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,361</b>	<b>\$7,421</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,541</b>	<b>\$3,352</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,820</b>	<b>\$4,069</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	772	830	745	728	1,147
Plant Operations	1,017	1,161	917	927	1,033
Food Service	387	388	329	375	404
Transportation	809	813	423	352	443
Student Support	638	668	519	571	573
Instruction Support	197	209	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

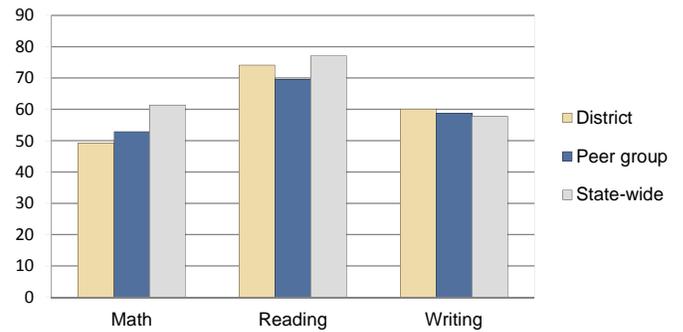
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	81%	83%	78%
Poverty rate (2010)	29%	30%	22%
Students per teacher	20.5	20.5	18.1
Average teacher salary	\$43,353	\$49,055	\$45,637
Average years of experience	11.2	11.5	10.9
Percent of teachers in first 3 years	11%	11%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,295

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	▲
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

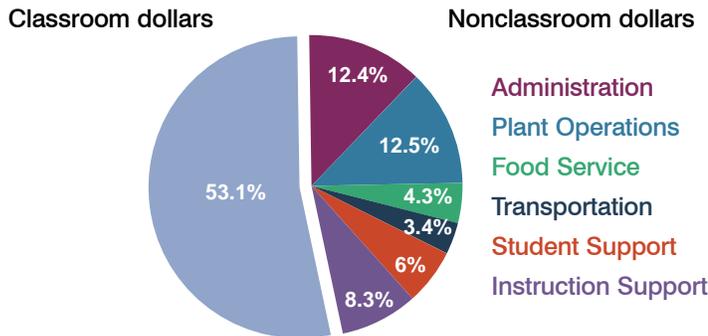
# Catalina Foothills Unified School District

Pima County  
Peer groups: Efficiency Group 3, Achievement Group 1  
Legislative district(s): 26 and 30

District size: Medium-Large  
Students attending: 4,779  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased significantly overall from 58.1 percent. Spending on instruction support increased significantly, while spending on other areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$832	\$745	\$728
	Students per administrator	64	68	66
Plant Operations	Cost per square foot	\$5.00	\$5.71	\$6.10
	Square footage per student	168	163	152
Food Service	Cost per meal equivalent	\$2.93	\$2.76	\$2.45
Transportation	Cost per mile	\$3.07	\$3.17	\$3.39
	Miles per rider	248	270	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

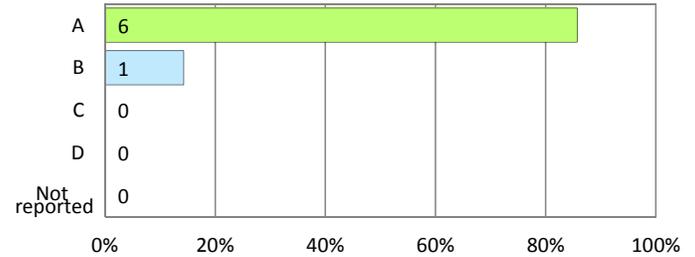
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,786</b>	<b>\$6,698</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,685</b>	<b>\$3,558</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,101</b>	<b>\$3,140</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	812	832	745	728	1,147
Plant Operations	767	839	917	927	1,033
Food Service	274	284	329	375	404
Transportation	223	226	423	352	443
Student Support	444	402	519	571	573
Instruction Support	581	557	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

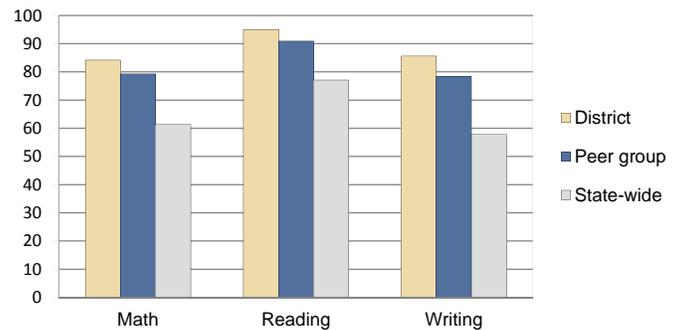
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	95%	93%	78%
Poverty rate (2010)	6%	8%	22%
Students per teacher	18.4	18.4	18.1
Average teacher salary	\$42,563	\$41,257	\$45,637
Average years of experience	11.2	10.0	10.9
Percent of teachers in first 3 years	17%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,063

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

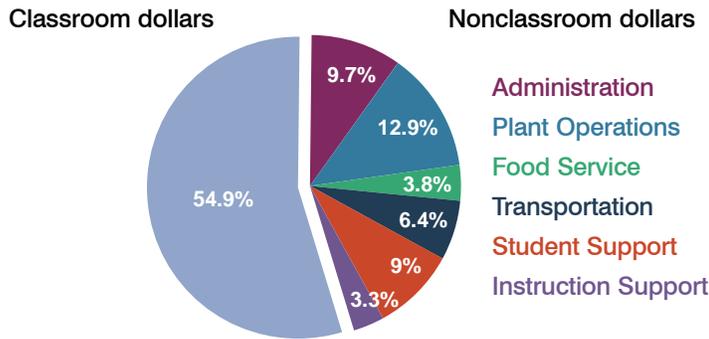
# Cave Creek Unified School District

Maricopa County  
Peer groups: Efficiency Group 3, Achievement Group 1  
Legislative district(s): 7 and 8

District size: Medium-Large  
Students attending: 5,575  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area

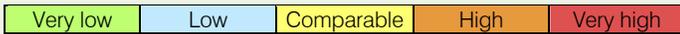


### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.6 to 54.9 percent. Spending on plant operations increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$701	\$745	\$728
	Students per administrator	69	68	66
Plant Operations	Cost per square foot	\$5.59	\$5.71	\$6.10
	Square footage per student	166	163	152
Food Service	Cost per meal equivalent	\$2.73	\$2.76	\$2.45
Transportation	Cost per mile	\$3.35	\$3.17	\$3.39
	Miles per rider	324	270	283



### Per-pupil spending by operational area

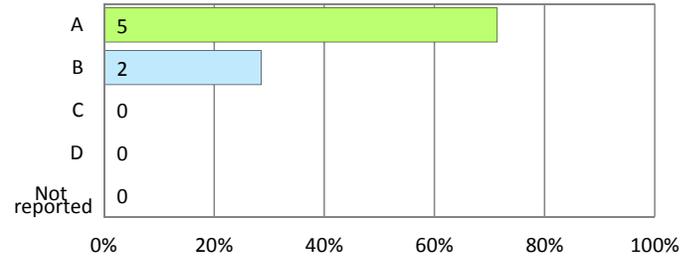
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,210</b>	<b>\$7,198</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,921</b>	<b>\$3,948</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,289</b>	<b>\$3,250</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	709	701	745	728	1,147
Plant Operations	960	927	917	927	1,033
Food Service	280	271	329	375	404
Transportation	456	462	423	352	443
Student Support	702	648	519	571	573
Instruction Support	182	241	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

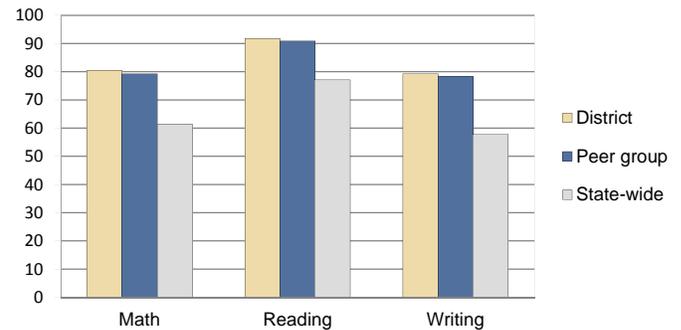
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	95%	93%	78%
Poverty rate (2010)	8%	8%	22%
Students per teacher	19.9	18.4	18.1
Average teacher salary	\$41,215	\$41,257	\$45,637
Average years of experience	13.5	10.0	10.9
Percent of teachers in first 3 years	7%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,874

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

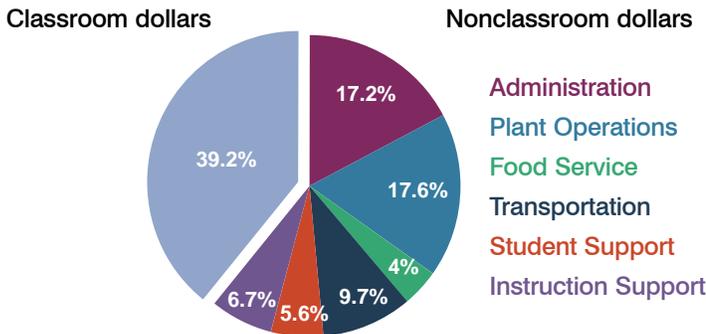
# Cedar Unified School District

Navajo County  
Peer groups: Efficiency Group 6, Achievement Group 8  
Legislative district(s): 2

District size: Small  
Students attending: 289  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased significantly from 48.1 to 39.2 percent. Overall, spending on administration, plant operations, and instruction support increased significantly, and spending on transportation decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,075	\$1,488	\$728
	Students per administrator	18	42	66
Plant Operations	Cost per square foot	\$5.81	\$5.22	\$6.10
	Square footage per student	541	292	152
Food Service	Cost per meal equivalent	\$2.79	\$3.04	\$2.45
Transportation	Cost per mile	\$2.13	\$2.12	\$3.39
	Miles per rider	756	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

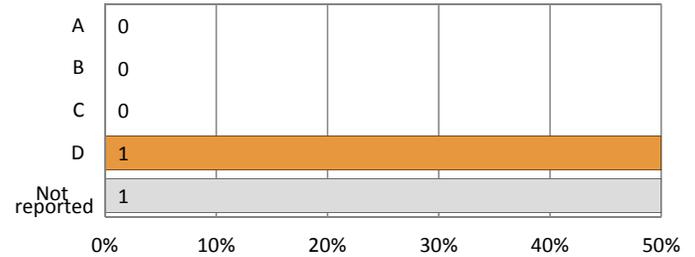
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$17,320</b>	<b>\$17,853</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,959</b>	<b>\$7,000</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$10,361</b>	<b>\$10,853</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,417	3,075	1,488	728	1,147
Plant Operations	3,087	3,139	1,455	927	1,033
Food Service	680	708	449	375	404
Transportation	1,665	1,739	472	352	443
Student Support	825	1,006	611	571	573
Instruction Support	1,687	1,186	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

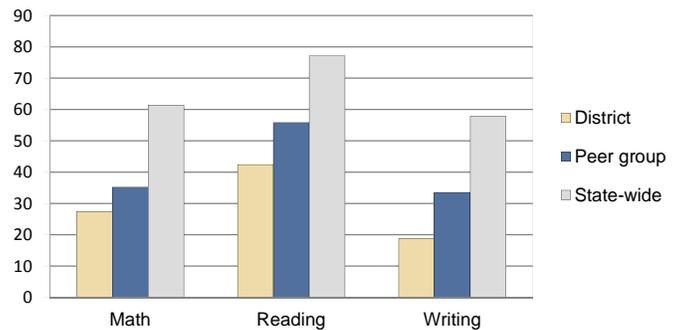
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	92%	95%
Graduation rate (2010)	73%	68%	78%
Poverty rate (2010)	40%	40%	22%
Students per teacher	11.1	15.5	18.1
Average teacher salary	\$40,154	\$42,449	\$45,637
Average years of experience	13.2	12.2	10.9
Percent of teachers in first 3 years	4%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$750

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	▶
Student attendance	▶
Parent/student satisfaction	▶
Teacher attendance	▶
Teacher professional development	▶
Teacher evaluations	-
Tutoring	-
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

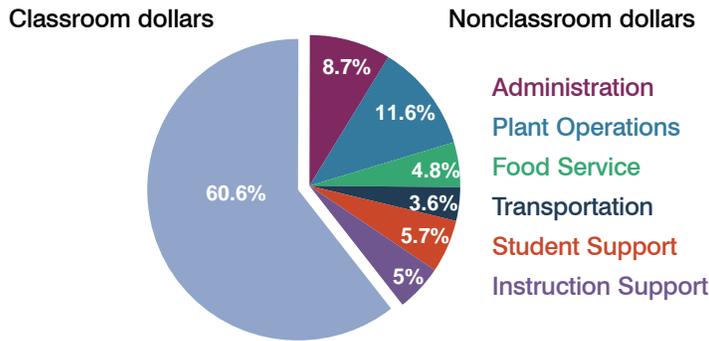
# Chandler Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 20, 21 and 22

District size: Very Large  
Students attending: 37,390  
Number of schools: 41

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased significantly from 63.7 to 60.6 percent. Overall, spending on plant operations and student support increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$573	\$613	\$728
	Students per administrator	100	81	66
Plant Operations	Cost per square foot	\$6.69	\$6.03	\$6.10
	Square footage per student	115	142	152
Food Service	Cost per meal equivalent	\$2.56	\$2.42	\$2.45
Transportation	Cost per mile	\$3.94	\$3.96	\$3.39
	Miles per rider	238	279	283



### Per-pupil spending by operational area

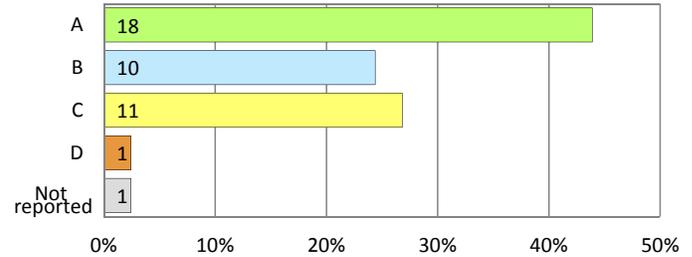
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,799</b>	<b>\$6,629</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,215</b>	<b>\$4,020</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,584</b>	<b>\$2,609</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	562	573	613	728	1,147
Plant Operations	733	768	855	927	1,033
Food Service	338	315	317	375	404
Transportation	223	238	330	352	443
Student Support	391	380	556	571	573
Instruction Support	337	335	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

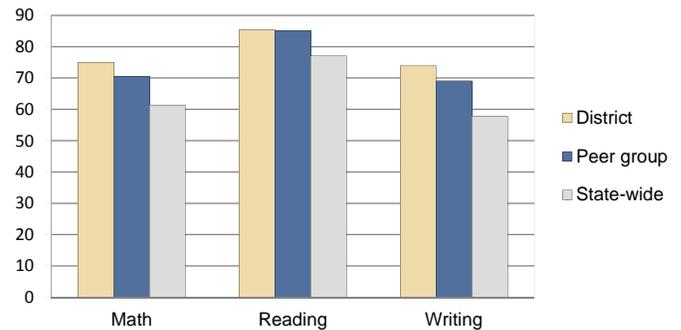
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	91%	90%	78%
Poverty rate (2010)	12%	13%	22%
Students per teacher	19.7	18.2	18.1
Average teacher salary	\$52,495	\$46,027	\$45,637
Average years of experience	9.4	10.8	10.9
Percent of teachers in first 3 years	13%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,241

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

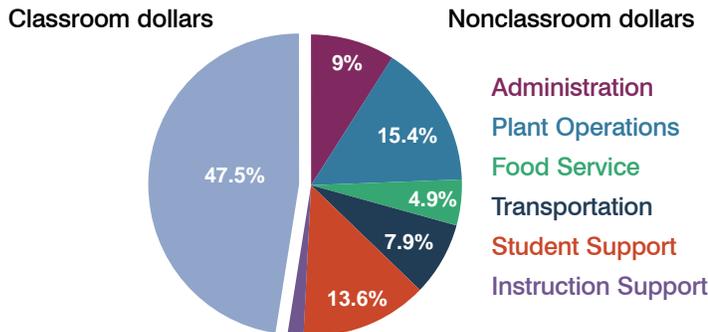
# Chinle Unified School District

Apache County  
Peer groups: Efficiency Group 4, Achievement Group 8  
Legislative district(s): 2

District size: Medium-Large  
Students attending: 3,636  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing significantly overall from 49.6 to 47.5 percent. Spending on administration increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,054	\$736	\$728
	Students per administrator	52	65	66
Plant Operations	Cost per square foot	\$6.60	\$5.52	\$6.10
	Square footage per student	273	169	152
Food Service	Cost per meal equivalent	\$2.38	\$2.60	\$2.45
Transportation	Cost per mile	\$2.92	\$2.93	\$3.39
	Miles per rider	453	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

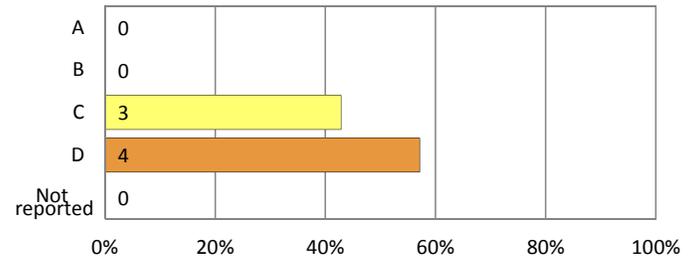
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,777</b>	<b>\$11,744</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,536</b>	<b>\$5,579</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,241</b>	<b>\$6,165</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,058	1,054	736	728	1,147
Plant Operations	1,823	1,803	917	927	1,033
Food Service	737	574	351	375	404
Transportation	884	932	360	352	443
Student Support	1,560	1,596	528	571	573
Instruction Support	179	206	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

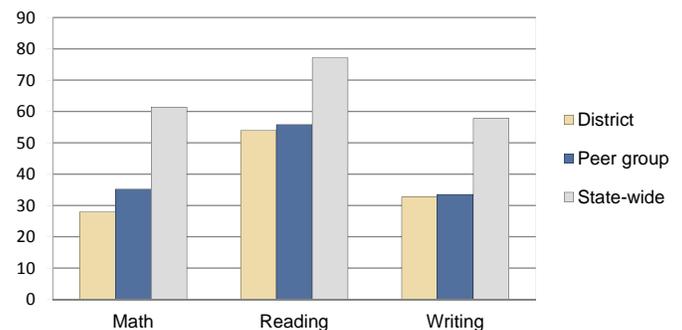
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	73%	68%	78%
Poverty rate (2010)	41%	40%	22%
Students per teacher	15.3	15.5	18.1
Average teacher salary	\$50,848	\$42,449	\$45,637
Average years of experience	13.7	12.2	10.9
Percent of teachers in first 3 years	8%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,274

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Chino Valley Unified School District

Yavapai County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 1

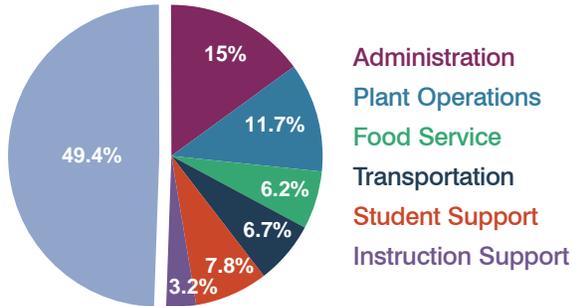
District size: Medium-Large  
Students attending: 2,314  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

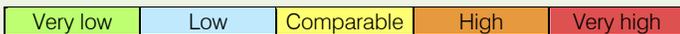


### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.2 to 49.4 percent. Spending on administration, plant operations, and student support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,022	\$736	\$728
	Students per administrator	63	65	66
Plant Operations	Cost per square foot	\$5.57	\$5.52	\$6.10
	Square footage per student	143	169	152
Food Service	Cost per meal equivalent	\$2.78	\$2.60	\$2.45
Transportation	Cost per mile	\$2.66	\$2.93	\$3.39
	Miles per rider	313	324	283



### Per-pupil spending by operational area

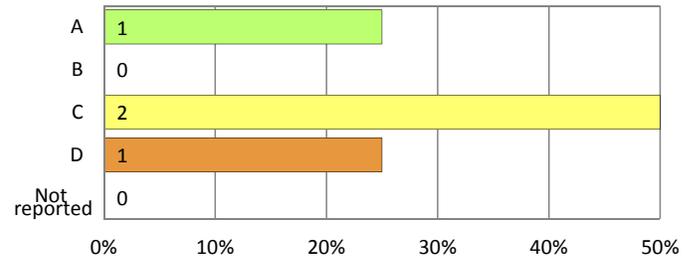
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,063</b>	<b>\$6,789</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,705</b>	<b>\$3,352</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,358</b>	<b>\$3,437</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,176	1,022	736	728	1,147
Plant Operations	746	795	917	927	1,033
Food Service	433	421	351	375	404
Transportation	385	453	360	352	443
Student Support	421	529	528	571	573
Instruction Support	197	217	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

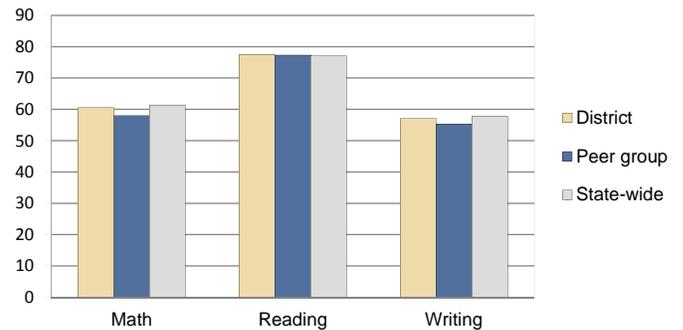
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	95%
Graduation rate (2010)	65%	82%	78%
Poverty rate (2010)	21%	24%	22%
Students per teacher	17.3	17.3	18.1
Average teacher salary	\$33,214	\$41,429	\$45,637
Average years of experience	10.2	12.6	10.9
Percent of teachers in first 3 years	20%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,445

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	■
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

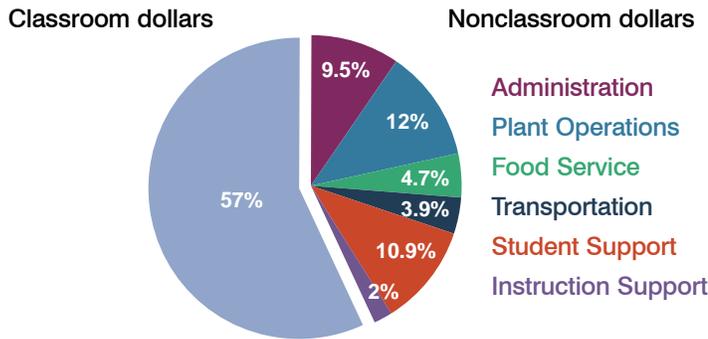
# Clarkdale-Jerome Elementary School District

Yavapai County  
Peer groups: Efficiency Group 11, Achievement Group 18  
Legislative district(s): 1

District size: Small  
Students attending: 407  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60 to 57 percent. Spending on administration, plant operations, and student support increased, and spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$707	\$1,132	\$728
	Students per administrator	143	54	66
Plant Operations	Cost per square foot	\$7.54	\$7.44	\$6.10
	Square footage per student	118	142	152
Food Service	Cost per meal equivalent	\$2.06	\$2.63	\$2.45
Transportation	Cost per mile	\$4.09	\$2.07	\$3.39
	Miles per rider	103	259	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

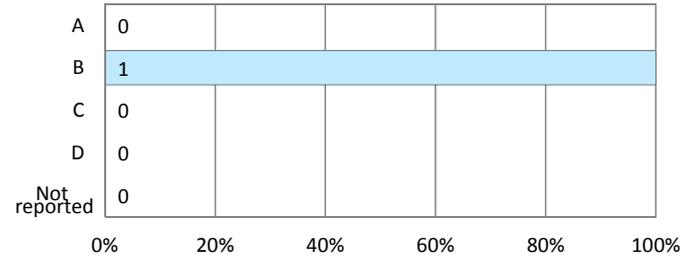
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,310</b>	<b>\$7,414</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,810</b>	<b>\$4,226</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,500</b>	<b>\$3,188</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	687	707	1,132	728	1,147
Plant Operations	875	893	1,013	927	1,033
Food Service	377	345	496	375	404
Transportation	337	290	443	352	443
Student Support	1,076	808	486	571	573
Instruction Support	148	145	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

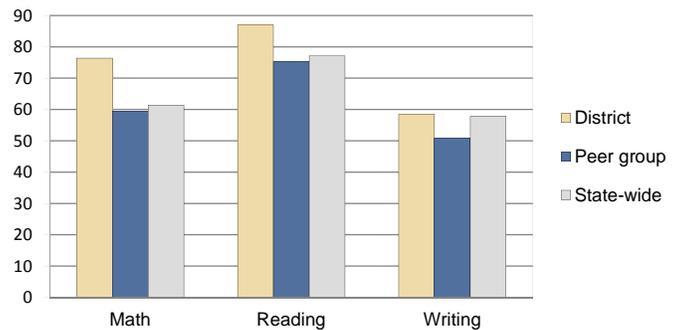
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	18.5	12.8	18.1
Average teacher salary	\$48,031	\$42,725	\$45,637
Average years of experience	13.7	10.9	10.9
Percent of teachers in first 3 years	14%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,135

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

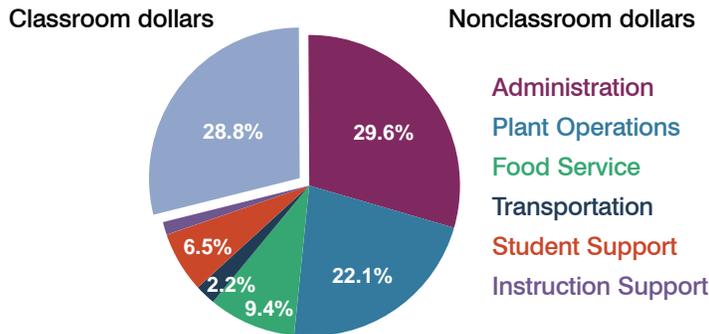
# Clifton Unified School District

Greenlee County  
Peer groups: Efficiency Group 7, Achievement Group 5  
Legislative district(s): 5

District size: Very Small  
Students attending: 60  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil doubled, which is partially explained by the 67 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing significantly overall from 50.5 to 28.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,592	\$3,161	\$728
	Students per administrator	12	25	66
Plant Operations	Cost per square foot	\$2.26	\$4.62	\$6.10
	Square footage per student	1,520	519	152
Food Service	Cost per meal equivalent	NR	\$4.12	\$2.45
Transportation	Cost per mile	\$1.40	\$1.16	\$3.39
	Miles per rider	210	1,347	283



### Per-pupil spending by operational area

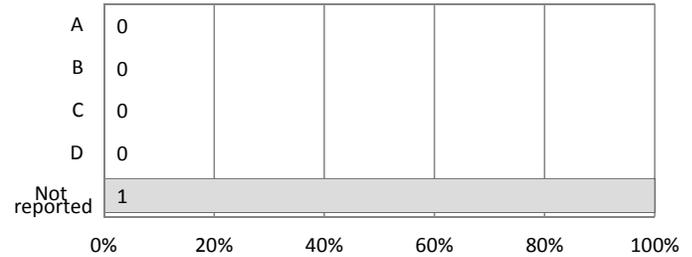
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,796</b>	<b>\$15,529</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,241</b>	<b>\$4,468</b>	<b>\$7,856</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,555</b>	<b>\$11,061</b>	<b>\$9,572</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,390	4,592	3,161	728	1,147
Plant Operations	1,652	3,441	2,886	927	1,033
Food Service	876	1,460	888	375	404
Transportation	190	343	1,137	352	443
Student Support	574	1,013	950	571	573
Instruction Support	873	212	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

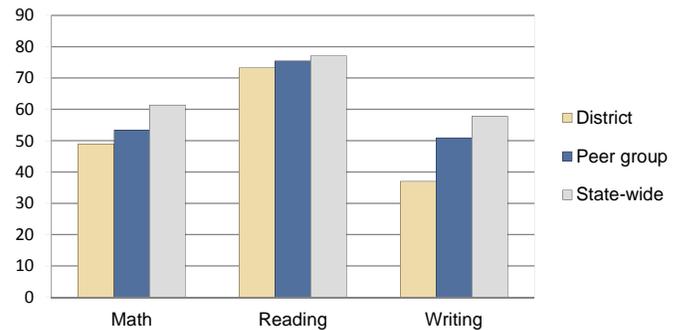
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	95%
Graduation rate (2010)	50%	77%	78%
Poverty rate (2010)	17%	16%	22%
Students per teacher	10.9	15.1	18.1
Average teacher salary	\$23,561	\$39,479	\$45,637
Average years of experience	13.7	11.1	10.9
Percent of teachers in first 3 years	67%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$0

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

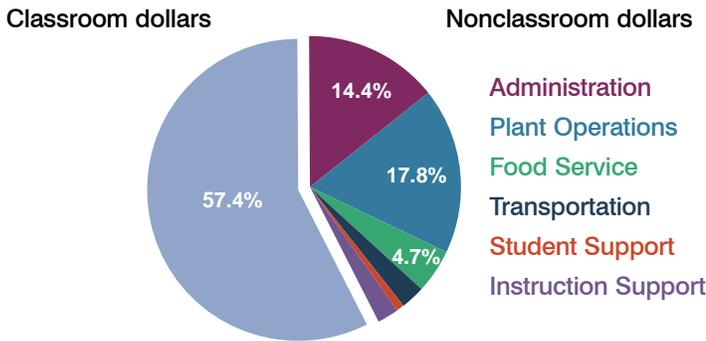
# Cochise Elementary School District

Cochise County  
 Peer groups: Efficiency Group 12, Achievement Group 21  
 Legislative district(s): 25

District size: Very Small  
 Students attending: 81  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing significantly overall from 54.3 to 57.4 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,333	\$2,437	\$728
	Students per administrator	41	30	66
Plant Operations	Cost per square foot	\$9.16	\$7.51	\$6.10
	Square footage per student	316	297	152
Food Service	Cost per meal equivalent	\$4.72	\$4.80	\$2.45
Transportation	Cost per mile	\$1.30	\$1.55	\$3.39
	Miles per rider	309	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

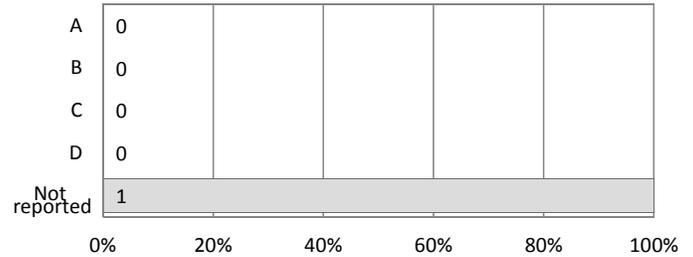
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,847</b>	<b>\$16,235</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,517</b>	<b>\$9,324</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,330</b>	<b>\$6,911</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,590	2,333	2,437	728	1,147
Plant Operations	2,665	2,892	2,284	927	1,033
Food Service	632	762	742	375	404
Transportation	266	417	886	352	443
Student Support	110	124	451	571	573
Instruction Support	1,067	383	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

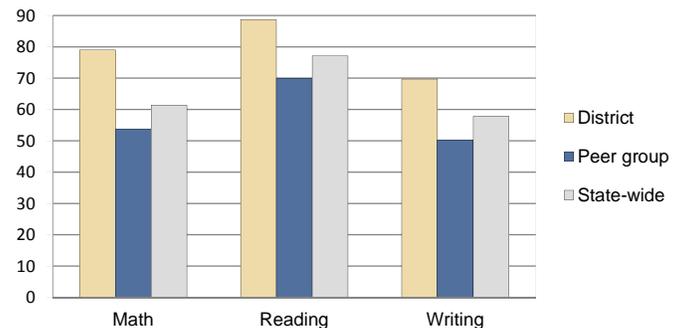
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	38%	38%	22%
Students per teacher	11.6	13.1	18.1
Average teacher salary	\$56,030	\$42,832	\$45,637
Average years of experience	17.9	10.3	10.9
Percent of teachers in first 3 years	0%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,355

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

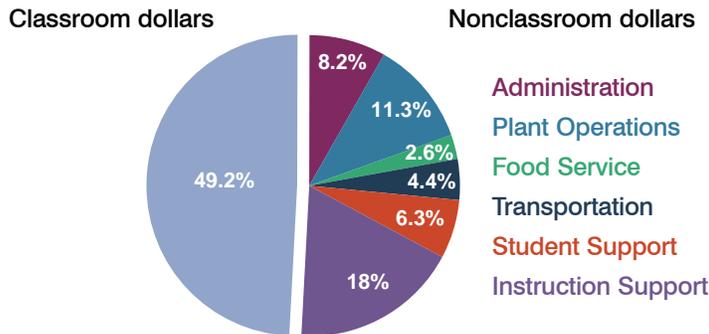
# Colorado City Unified School District

Mohave County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 3

District size: Small  
Students attending: 393  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

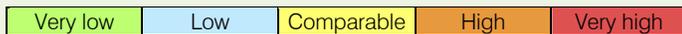


### 5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom increased significantly from 37 to 49.2 percent. Spending on administration and food service decreased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$931	\$1,488	\$728
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$6.74	\$5.22	\$6.10
	Square footage per student	190	292	152
Food Service	Cost per meal equivalent	\$2.06	\$3.04	\$2.45
Transportation	Cost per mile	\$4.43	\$2.12	\$3.39
	Miles per rider	109	363	283



### Per-pupil spending by operational area

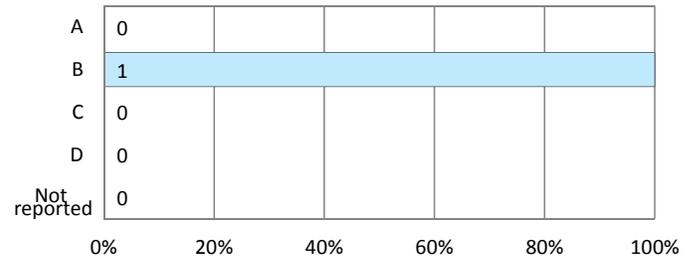
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,747</b>	<b>\$11,343</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,177</b>	<b>\$5,577</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,570</b>	<b>\$5,766</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,168	931	1,488	728	1,147
Plant Operations	1,139	1,283	1,455	927	1,033
Food Service	305	302	449	375	404
Transportation	432	496	472	352	443
Student Support	703	713	611	571	573
Instruction Support	1,823	2,041	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

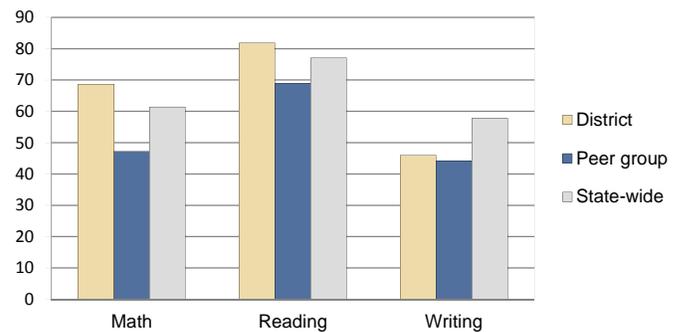
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	83%	80%	78%
Poverty rate (2010)	35%	32%	22%
Students per teacher	17.8	15.1	18.1
Average teacher salary	\$38,500	\$40,287	\$45,637
Average years of experience	14.5	11.6	10.9
Percent of teachers in first 3 years	5%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,601

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	▴
Tutoring	-
Other	-

▴ = yes, □ = no, ▴ = partially, and - = no goal set

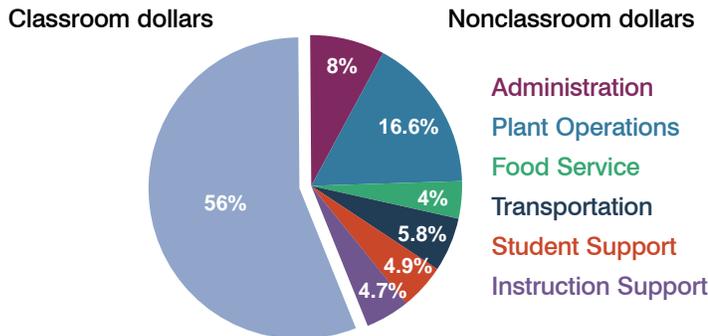
# Colorado River Union High School District

Mohave County  
Peer groups: Efficiency Group 4, Achievement Group 12  
Legislative district(s): 3

District size: Medium-Large  
Students attending: 2,327  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.3 to 56 percent. Spending on plant operations and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$517	\$736	\$728
	Students per administrator	78	65	66
Plant Operations	Cost per square foot	\$5.94	\$5.52	\$6.10
	Square footage per student	180	169	152
Food Service	Cost per meal equivalent	\$1.85	\$2.60	\$2.45
Transportation	Cost per mile	\$2.77	\$2.93	\$3.39
	Miles per rider	463	324	283

Very low    Low    Comparable    High    Very high

### Per-pupil spending by operational area

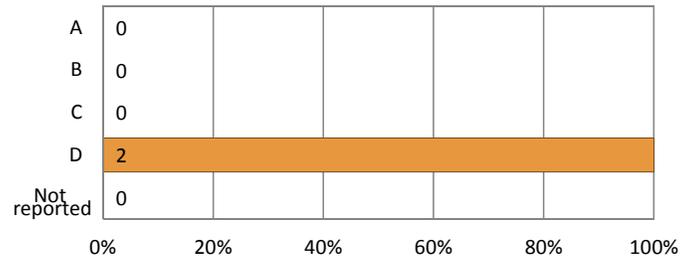
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,013</b>	<b>\$6,431</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,274</b>	<b>\$3,602</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,739</b>	<b>\$2,829</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	469	517	736	728	1,147
Plant Operations	958	1,069	917	927	1,033
Food Service	276	255	351	375	404
Transportation	360	374	360	352	443
Student Support	320	313	528	571	573
Instruction Support	356	301	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

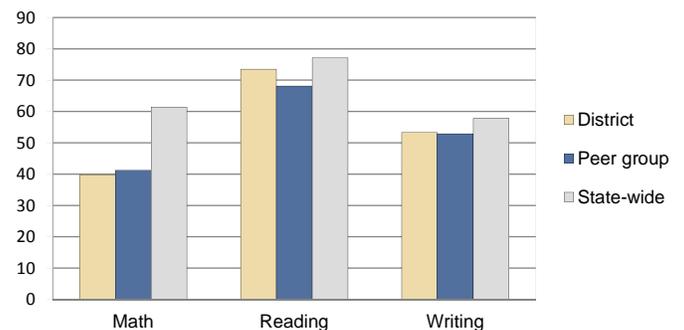
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	78%	79%	78%
Poverty rate (2010)	31%	31%	22%
Students per teacher	22.4	16.8	18.1
Average teacher salary	\$44,281	\$42,100	\$45,637
Average years of experience	10.6	10.2	10.9
Percent of teachers in first 3 years	14%	18%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,460

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

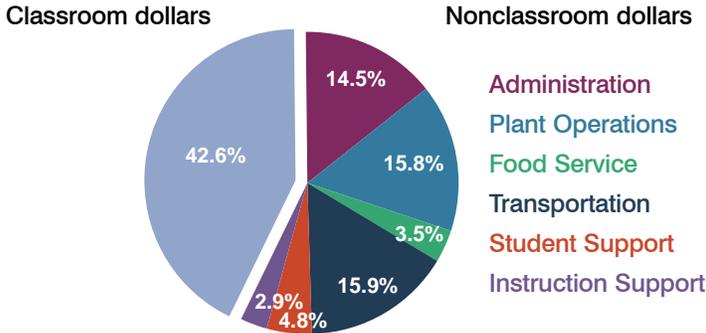
# Concho Elementary School District

Apache County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 5

District size: Very Small  
Students attending: 151  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased by 14 percent, which contributed to the 37 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 44.1 to 42.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,532	\$2,437	\$728
	Students per administrator	33	30	66
Plant Operations	Cost per square foot	\$10.15	\$7.51	\$6.10
	Square footage per student	272	297	152
Food Service	Cost per meal equivalent	\$3.08	\$4.80	\$2.45
Transportation	Cost per mile	\$0.88	\$1.55	\$3.39
	Miles per rider	2,193	685	283



### Per-pupil spending by operational area

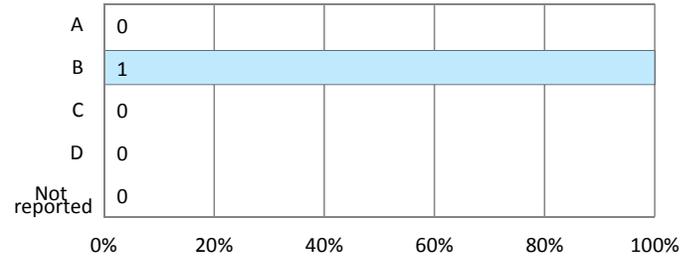
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$14,068</b>	<b>\$17,455</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,597</b>	<b>\$7,432</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,471</b>	<b>\$10,023</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,979	2,532	2,437	728	1,147
Plant Operations	1,787	2,764	2,284	927	1,033
Food Service	497	611	742	375	404
Transportation	2,189	2,775	886	352	443
Student Support	555	845	451	571	573
Instruction Support	464	496	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

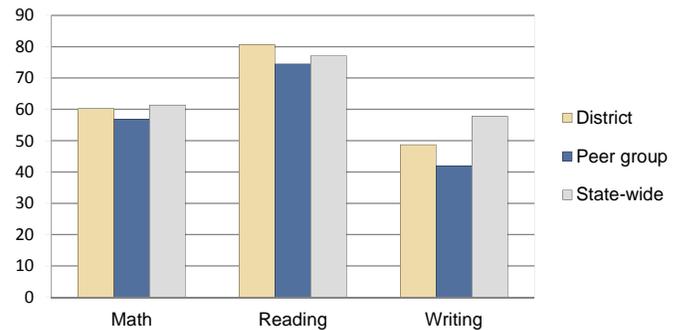
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	32%	31%	22%
Students per teacher	10.0	13.3	18.1
Average teacher salary	\$36,050	\$42,042	\$45,637
Average years of experience	11.8	13.4	10.9
Percent of teachers in first 3 years	7%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,739

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

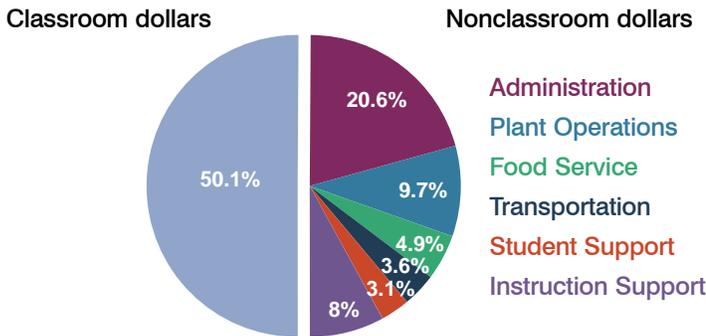
# Congress Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 18  
Legislative district(s): 4

District size: Very Small  
Students attending: 116  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

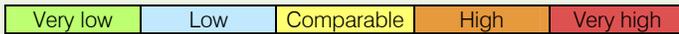


### 5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.7 to 50.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Spending on administration and instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,442	\$2,437	\$728
	Students per administrator	35	30	66
Plant Operations	Cost per square foot	\$5.12	\$7.51	\$6.10
	Square footage per student	224	297	152
Food Service	Cost per meal equivalent	\$3.08	\$4.80	\$2.45
Transportation	Cost per mile	\$1.02	\$1.55	\$3.39
	Miles per rider	519	685	283



### Per-pupil spending by operational area

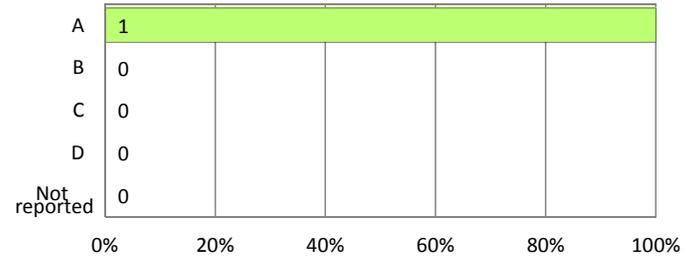
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,245</b>	<b>\$11,852</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,329</b>	<b>\$5,941</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,916</b>	<b>\$5,911</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,627	2,442	2,437	728	1,147
Plant Operations	1,244	1,147	2,284	927	1,033
Food Service	614	581	742	375	404
Transportation	469	419	886	352	443
Student Support	319	370	451	571	573
Instruction Support	643	952	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

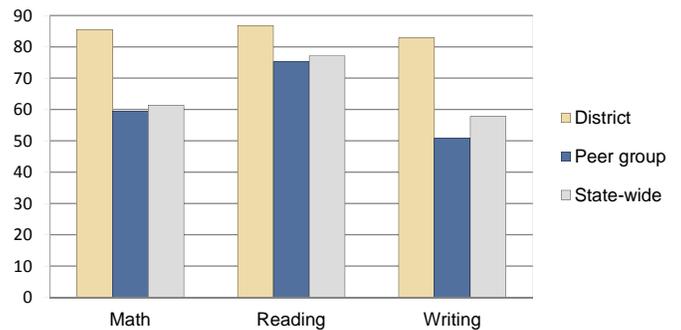
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	12.9	12.8	18.1
Average teacher salary	\$49,453	\$42,725	\$45,637
Average years of experience	13.5	10.9	10.9
Percent of teachers in first 3 years	20%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,571

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

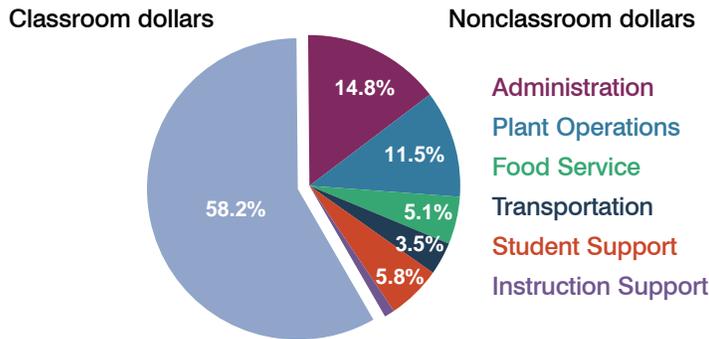
# Continental Elementary School District

Pima County  
Peer groups: Efficiency Group 11, Achievement Group 17  
Legislative district(s): 30

District size: Small  
Students attending: 524  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing significantly overall from 55.3 to 58.2 percent. Spending on administration increased, and spending on plant operations, transportation, and instruction support decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,055	\$1,132	\$728
	Students per administrator	57	54	66
Plant Operations	Cost per square foot	\$5.68	\$7.44	\$6.10
	Square footage per student	144	142	152
Food Service	Cost per meal equivalent	\$2.41	\$2.63	\$2.45
Transportation	Cost per mile	\$1.61	\$2.07	\$3.39
	Miles per rider	140	259	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

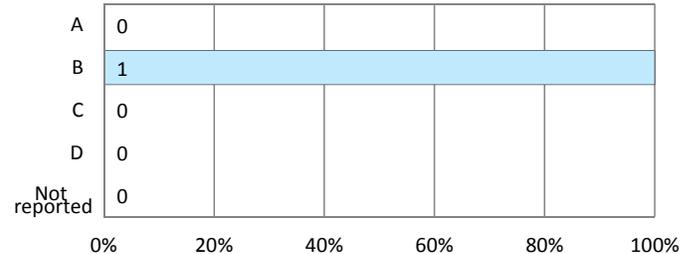
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,344</b>	<b>\$7,127</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,112</b>	<b>\$4,148</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,232</b>	<b>\$2,979</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,162	1,055	1,132	728	1,147
Plant Operations	910	817	1,013	927	1,033
Food Service	386	362	496	375	404
Transportation	214	247	443	352	443
Student Support	460	417	486	571	573
Instruction Support	100	81	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

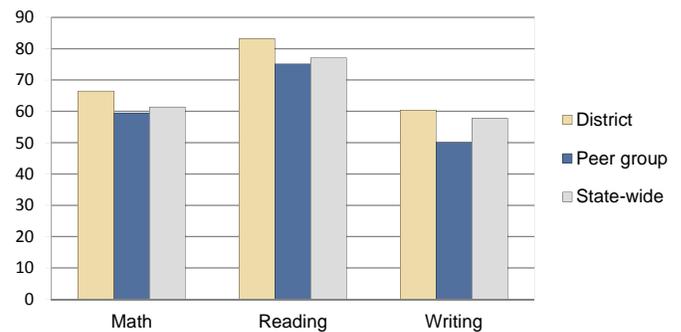
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	15%	11%	22%
Students per teacher	18.7	12.7	18.1
Average teacher salary	\$42,257	\$40,873	\$45,637
Average years of experience	12.0	11.6	10.9
Percent of teachers in first 3 years	0%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,766

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

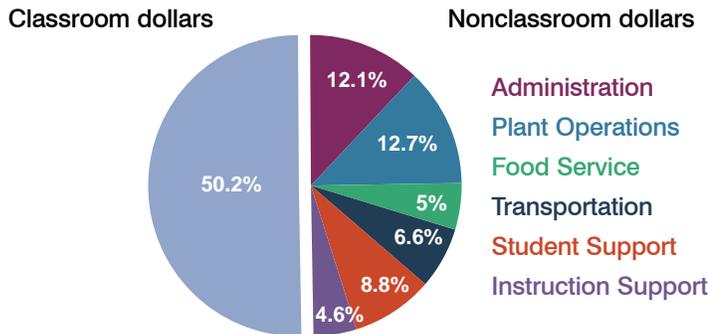
# Coolidge Unified School District

Pinal County  
Peer groups: Efficiency Group 4, Achievement Group 5  
Legislative district(s): 23

District size: Medium-Large  
Students attending: 3,933  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 54.4 to 50.2 percent. Spending on plant operations and instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$888	\$736	\$728
	Students per administrator	62	65	66
Plant Operations	Cost per square foot	\$4.35	\$5.52	\$6.10
	Square footage per student	214	169	152
Food Service	Cost per meal equivalent	\$2.85	\$2.60	\$2.45
Transportation	Cost per mile	\$2.53	\$2.93	\$3.39
	Miles per rider	449	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

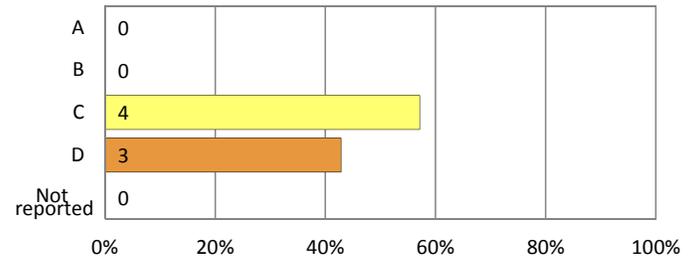
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,675</b>	<b>\$7,328</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,629</b>	<b>\$3,676</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,046</b>	<b>\$3,652</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,061	888	736	728	1,147
Plant Operations	1,030	930	917	927	1,033
Food Service	359	369	351	375	404
Transportation	459	483	360	352	443
Student Support	670	646	528	571	573
Instruction Support	467	336	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

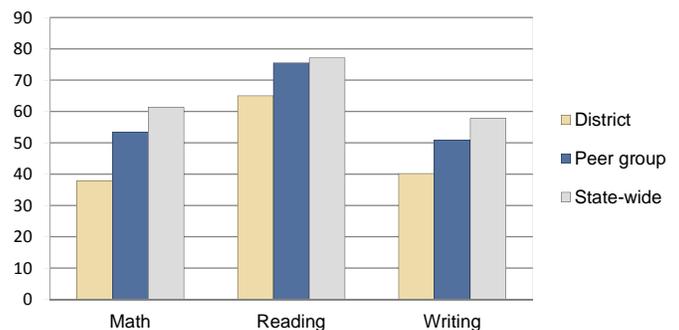
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	95%
Graduation rate (2010)	67%	77%	78%
Poverty rate (2010)	18%	16%	22%
Students per teacher	19.0	15.1	18.1
Average teacher salary	\$42,581	\$39,479	\$45,637
Average years of experience	8.5	11.1	10.9
Percent of teachers in first 3 years	23%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,125

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Cottonwood-Oak Creek Elementary School District

Yavapai County  
Peer groups: Efficiency Group 10, Achievement Group 20  
Legislative district(s): 1

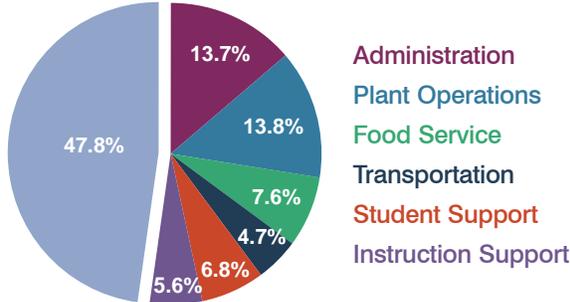
District size: Medium-Large  
Students attending: 2,038  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, decreasing significantly overall from 53.5 to 47.8 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,006	\$938	\$728
	Students per administrator	55	63	66
Plant Operations	Cost per square foot	\$6.76	\$6.51	\$6.10
	Square footage per student	150	135	152
Food Service	Cost per meal equivalent	\$2.43	\$2.43	\$2.45
Transportation	Cost per mile	\$3.15	\$3.27	\$3.39
	Miles per rider	226	200	283



### Per-pupil spending by operational area

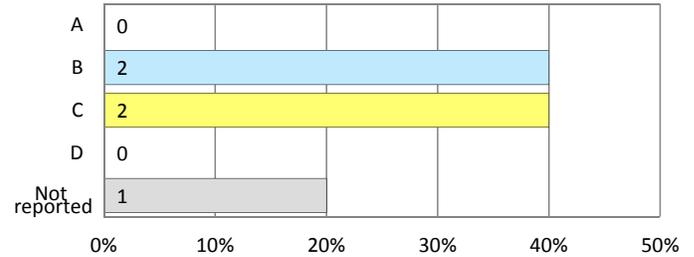
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,328</b>	<b>\$7,336</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,868</b>	<b>\$3,504</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,460</b>	<b>\$3,832</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	948	1,006	938	728	1,147
Plant Operations	841	1,014	892	927	1,033
Food Service	605	556	515	375	404
Transportation	287	343	402	352	443
Student Support	468	498	379	571	573
Instruction Support	311	415	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

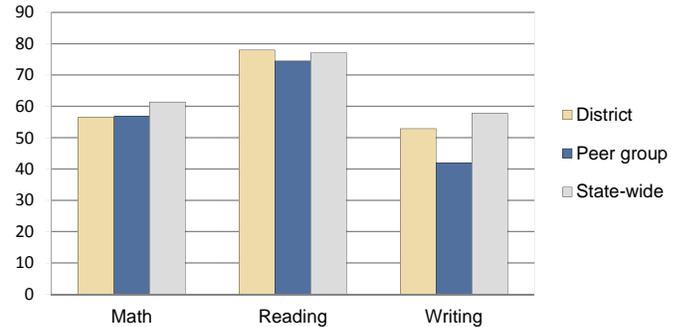
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	33%	31%	22%
Students per teacher	20.4	13.3	18.1
Average teacher salary	\$44,379	\$42,042	\$45,637
Average years of experience	11.9	13.4	10.9
Percent of teachers in first 3 years	6%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,612

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

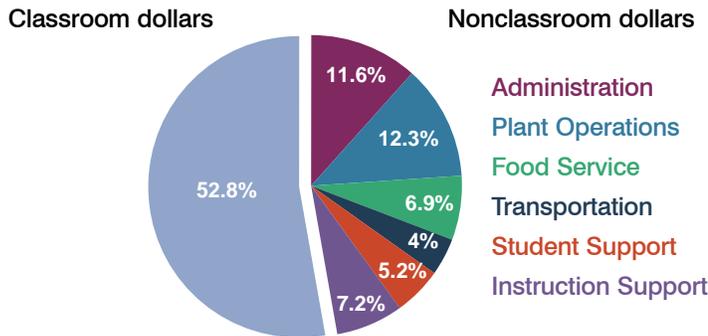
# Crane Elementary School District

Yuma County  
Peer groups: Efficiency Group 9, Achievement Group 15  
Legislative district(s): 24

District size: Medium-Large  
Students attending: 5,822  
Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.5 to 52.8 percent. Spending on plant operations increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$736	\$828	\$728
	Students per administrator	75	72	66
Plant Operations	Cost per square foot	\$7.26	\$6.46	\$6.10
	Square footage per student	108	132	152
Food Service	Cost per meal equivalent	\$2.23	\$2.30	\$2.45
Transportation	Cost per mile	\$4.46	\$5.00	\$3.39
	Miles per rider	97	136	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

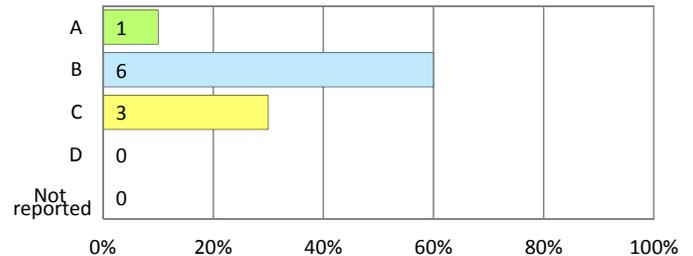
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,814</b>	<b>\$6,362</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,647</b>	<b>\$3,359</b>	<b>\$3,806</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,167</b>	<b>\$3,003</b>	<b>\$3,528</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	751	736	828	728	1,147
Plant Operations	868	782	854	927	1,033
Food Service	443	446	507	375	404
Transportation	254	253	268	352	443
Student Support	378	329	554	571	573
Instruction Support	473	457	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

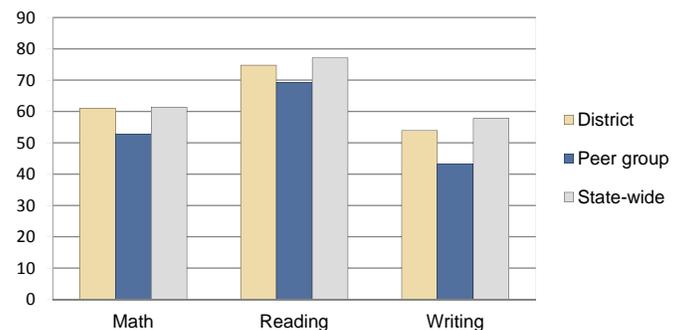
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	28%	31%	22%
Students per teacher	18.3	17.1	18.1
Average teacher salary	\$39,679	\$41,467	\$45,637
Average years of experience	9.2	9.6	10.9
Percent of teachers in first 3 years	16%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,328

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Creighton Elementary School District

Maricopa County

Peer groups: Efficiency Group 9, Achievement Group 16

Legislative district(s): 11, 14 and 15

District size: Medium-Large

Students attending: 6,236

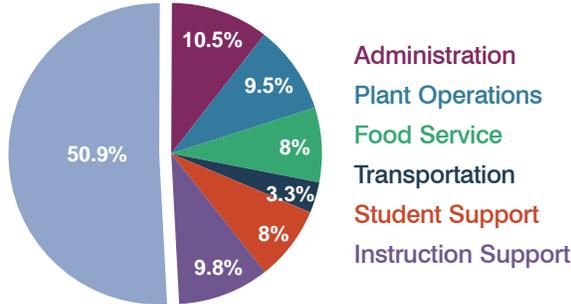
Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

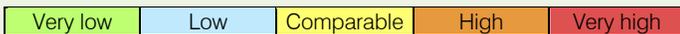


### 5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55 to 50.9 percent. Spending on administration, food service, and instruction support increased significantly, and spending on plant operations and student support decreased. Spending on transportation remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$906	\$828	\$728
	Students per administrator	62	72	66
Plant Operations	Cost per square foot	\$5.86	\$6.46	\$6.10
	Square footage per student	141	132	152
Food Service	Cost per meal equivalent	\$2.54	\$2.30	\$2.45
Transportation	Cost per mile	\$6.87	\$5.00	\$3.39
	Miles per rider	137	136	283



### Per-pupil spending by operational area

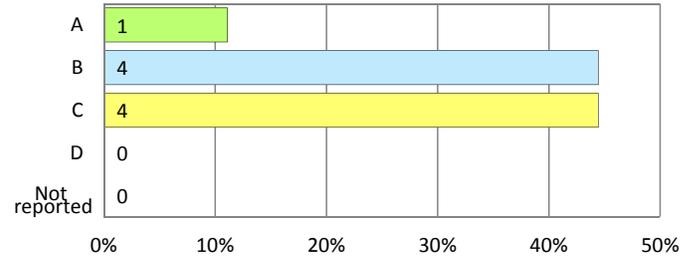
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,794</b>	<b>\$8,668</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,688</b>	<b>\$4,416</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,106</b>	<b>\$4,252</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	883	906	828	728	1,147
Plant Operations	763	825	854	927	1,033
Food Service	620	693	507	375	404
Transportation	278	288	268	352	443
Student Support	668	695	554	571	573
Instruction Support	894	845	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

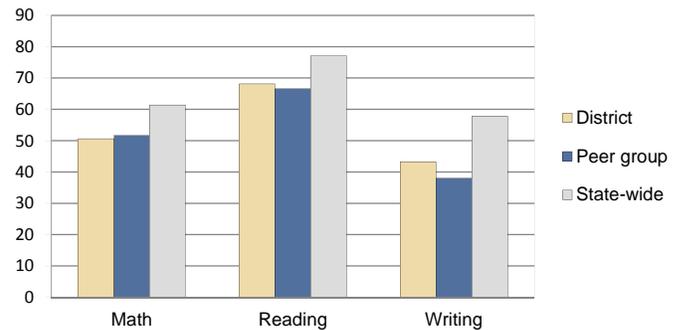
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	48%	46%	22%
Students per teacher	15.7	17.6	18.1
Average teacher salary	\$43,911	\$45,321	\$45,637
Average years of experience	8.6	9.5	10.9
Percent of teachers in first 3 years	27%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,580

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

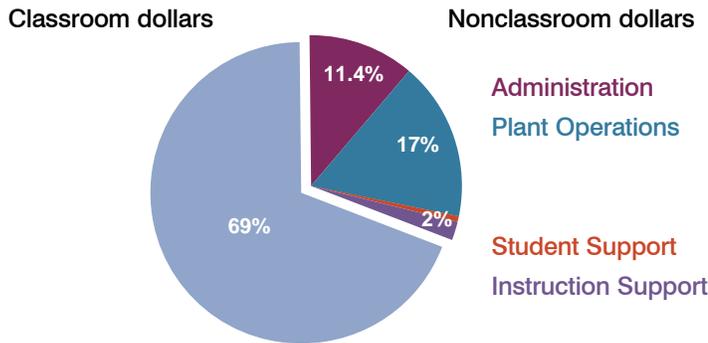
# Crown King Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 18  
Legislative district(s): 4

District size: Very Small  
Students attending: 6  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing significantly overall from 71.2 to 69 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased significantly and spending on plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,989	\$2,437	\$728
	Students per administrator	6	30	66
Plant Operations	Cost per square foot	\$9.51	\$7.51	\$6.10
	Square footage per student	311	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	N/A	\$1.55	\$3.39
	Miles per rider	N/A	685	283



### Per-pupil spending by operational area

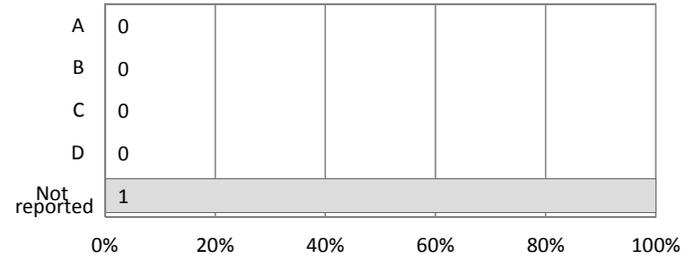
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$17,240</b>	<b>\$17,440</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$11,844</b>	<b>\$12,030</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,396</b>	<b>\$5,410</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,956	1,989	2,437	728	1,147
Plant Operations	3,022	2,962	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	0	0	886	352	443
Student Support	126	109	451	571	573
Instruction Support	292	350	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)

AIMS scores are not shown because the District has 10 or fewer students.

### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	89%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	6.1	12.8	18.1
Average teacher salary	N/A	\$42,725	\$45,637
Average years of experience	N/A	10.9	10.9
Percent of teachers in first 3 years	0%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$880

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

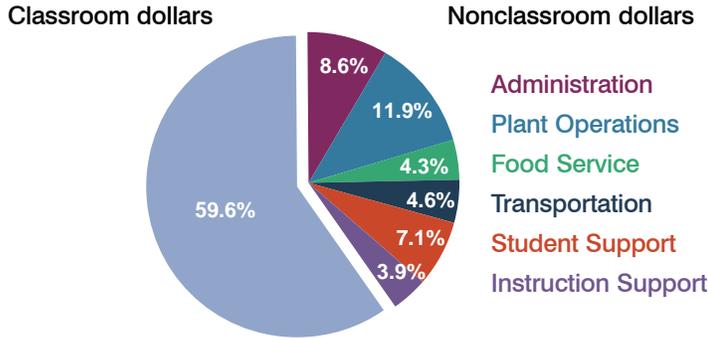
# Deer Valley Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 4, 6, 7 and 9

District size: Very Large  
Students attending: 33,814  
Number of schools: 37

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom remained fairly stable, but decreased overall from 61.2 to 59.6 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$570	\$613	\$728
	Students per administrator	87	81	66
Plant Operations	Cost per square foot	\$6.06	\$6.03	\$6.10
	Square footage per student	131	142	152
Food Service	Cost per meal equivalent	\$2.26	\$2.42	\$2.45
Transportation	Cost per mile	\$3.89	\$3.96	\$3.39
	Miles per rider	286	279	283



### Per-pupil spending by operational area

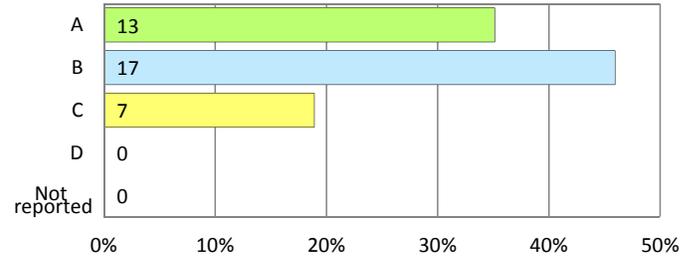
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,697</b>	<b>\$6,670</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,061</b>	<b>\$3,975</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,636</b>	<b>\$2,695</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	597	570	613	728	1,147
Plant Operations	769	794	855	927	1,033
Food Service	287	290	317	375	404
Transportation	281	304	330	352	443
Student Support	461	475	556	571	573
Instruction Support	241	262	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

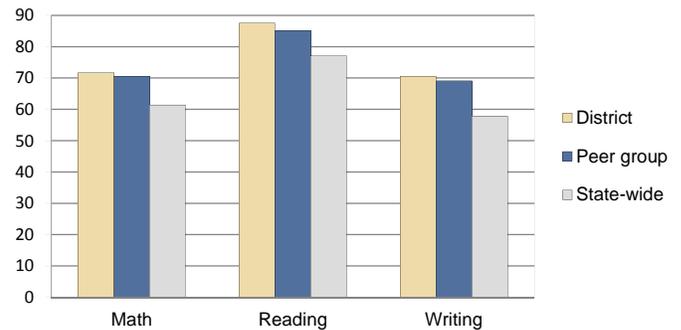
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	89%	90%	78%
Poverty rate (2010)	12%	13%	22%
Students per teacher	18.8	18.2	18.1
Average teacher salary	\$45,368	\$46,027	\$45,637
Average years of experience	11.8	10.8	10.9
Percent of teachers in first 3 years	9%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,832

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

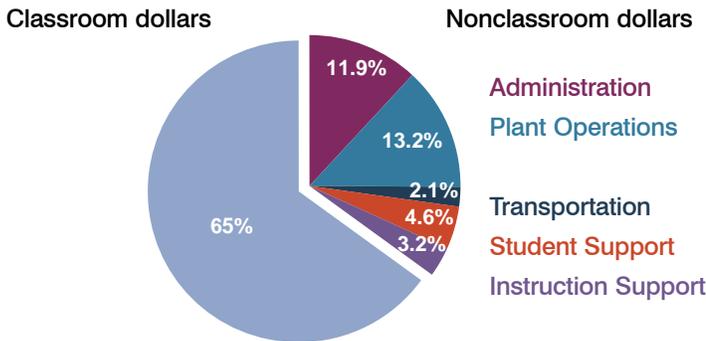
# Double Adobe Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 25

District size: Very Small  
Students attending: 50  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, increasing overall from 63.3 to 65 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation decreased, and spending on instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,324	\$2,437	\$728
	Students per administrator	40	30	66
Plant Operations	Cost per square foot	\$8.47	\$7.51	\$6.10
	Square footage per student	174	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$0.14	\$1.55	\$3.39
	Miles per rider	1,424	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

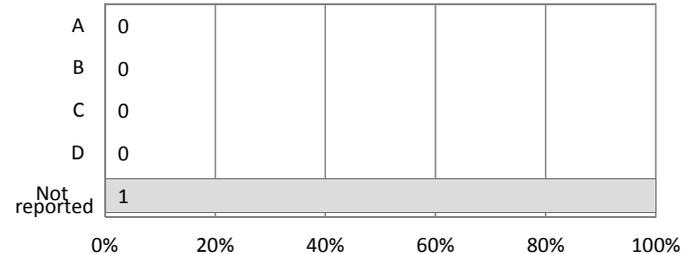
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,951</b>	<b>\$11,152</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,042</b>	<b>\$7,246</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,909</b>	<b>\$3,906</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,699	1,324	2,437	728	1,147
Plant Operations	1,344	1,472	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	157	237	886	352	443
Student Support	593	520	451	571	573
Instruction Support	116	353	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

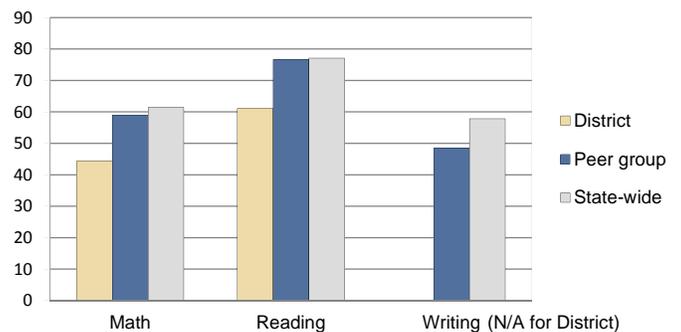
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	26%	24%	22%
Students per teacher	11.2	12.4	18.1
Average teacher salary	\$46,775	\$45,745	\$45,637
Average years of experience	19.9	12.9	10.9
Percent of teachers in first 3 years	29%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,262

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

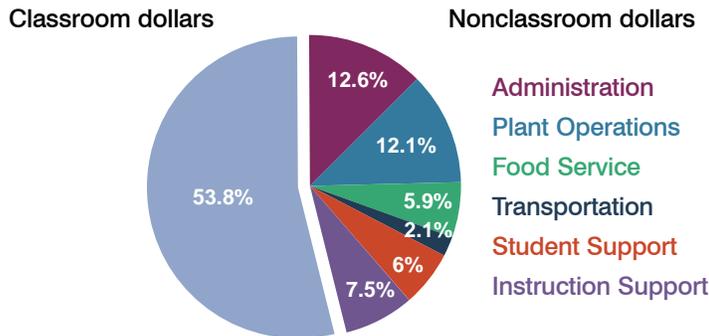
# Douglas Unified School District

Cochise County  
Peer groups: Efficiency Group 4, Achievement Group 8  
Legislative district(s): 25

District size: Medium-Large  
Students attending: 4,018  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area

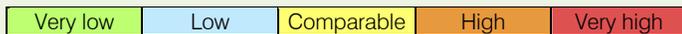


### 5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.8 to 53.8 percent. Spending on food service and instruction support increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$845	\$736	\$728
	Students per administrator	56	65	66
Plant Operations	Cost per square foot	\$5.54	\$5.52	\$6.10
	Square footage per student	147	169	152
Food Service	Cost per meal equivalent	\$2.46	\$2.60	\$2.45
Transportation	Cost per mile	\$4.19	\$2.93	\$3.39
	Miles per rider	424	324	283



### Per-pupil spending by operational area

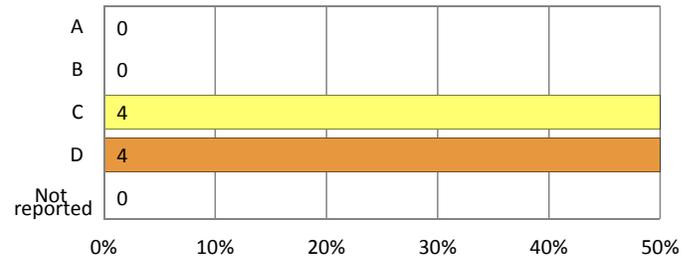
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,407</b>	<b>\$6,685</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,937</b>	<b>\$3,599</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,470</b>	<b>\$3,086</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	898	845	736	728	1,147
Plant Operations	817	811	917	927	1,033
Food Service	400	394	351	375	404
Transportation	149	131	360	352	443
Student Support	425	403	528	571	573
Instruction Support	781	502	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

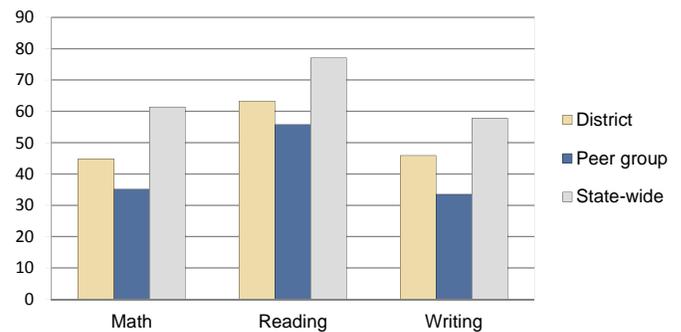
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	91%	68%	78%
Poverty rate (2010)	39%	40%	22%
Students per teacher	21.6	15.5	18.1
Average teacher salary	\$39,531	\$42,449	\$45,637
Average years of experience	11.0	12.2	10.9
Percent of teachers in first 3 years	26%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,676

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

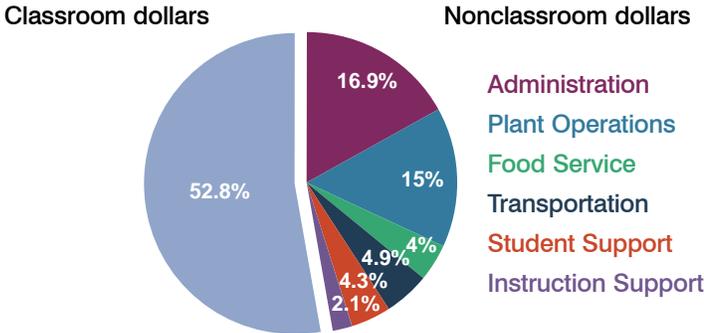
# Duncan Unified School District

Greenlee County  
Peer groups: Efficiency Group 6, Achievement Group 4  
Legislative district(s): 5

District size: Small  
Students attending: 398  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.1 to 52.8 percent. Spending on administration increased significantly and spending on instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,579	\$1,488	\$728
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$4.38	\$5.22	\$6.10
	Square footage per student	321	292	152
Food Service	Cost per meal equivalent	\$2.87	\$3.04	\$2.45
Transportation	Cost per mile	\$1.16	\$2.12	\$3.39
	Miles per rider	471	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

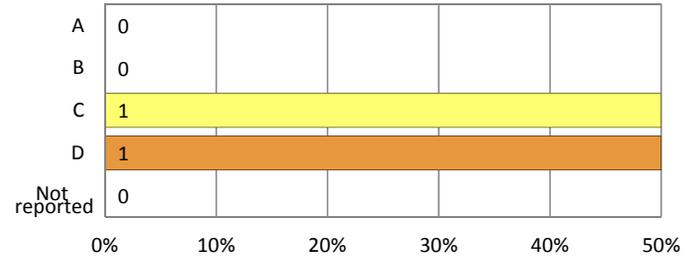
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,594</b>	<b>\$9,351</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,268</b>	<b>\$4,935</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,326</b>	<b>\$4,416</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,449	1,579	1,488	728	1,147
Plant Operations	1,472	1,409	1,455	927	1,033
Food Service	369	377	449	375	404
Transportation	455	457	472	352	443
Student Support	439	399	611	571	573
Instruction Support	142	195	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

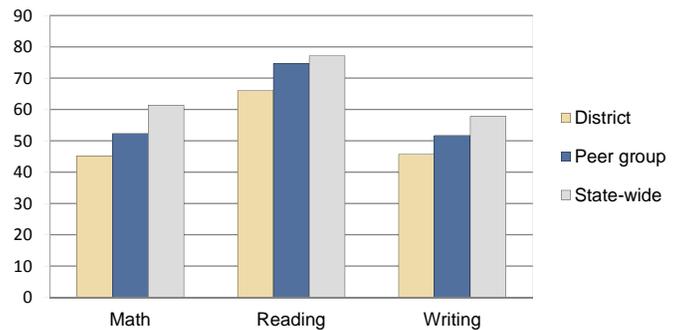
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	98%	95%	95%
Graduation rate (2010)	77%	77%	78%
Poverty rate (2010)	10%	11%	22%
Students per teacher	13.4	15.6	18.1
Average teacher salary	\$39,895	\$38,961	\$45,637
Average years of experience	12.6	10.0	10.9
Percent of teachers in first 3 years	17%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,748

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Dysart Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 4, 9 and 12

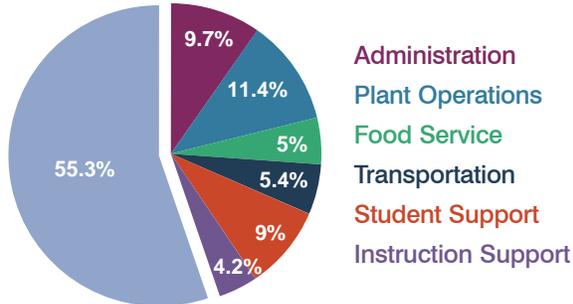
District size: Very Large  
Students attending: 23,346  
Number of schools: 24

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

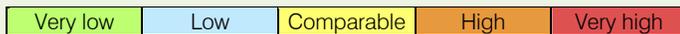


### 5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom decreased significantly from 59.4 to 55.3 percent. Spending on administration decreased significantly, and spending on plant operations, instruction support, and student support increased significantly. Spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$688	\$613	\$728
	Students per administrator	75	81	66
Plant Operations	Cost per square foot	\$5.90	\$6.03	\$6.10
	Square footage per student	137	142	152
Food Service	Cost per meal equivalent	\$2.35	\$2.42	\$2.45
Transportation	Cost per mile	\$4.59	\$3.96	\$3.39
	Miles per rider	238	279	283



### Per-pupil spending by operational area

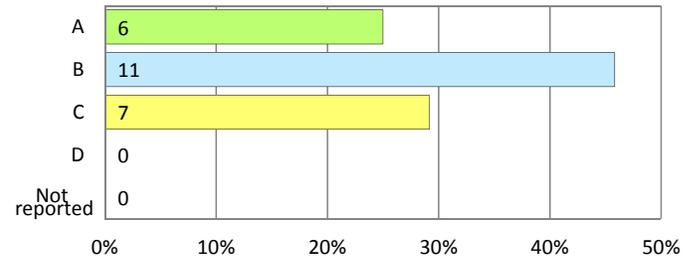
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,184</b>	<b>\$7,095</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,015</b>	<b>\$3,925</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,169</b>	<b>\$3,170</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	689	688	613	728	1,147
Plant Operations	756	810	855	927	1,033
Food Service	353	351	317	375	404
Transportation	387	382	330	352	443
Student Support	623	640	556	571	573
Instruction Support	361	299	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

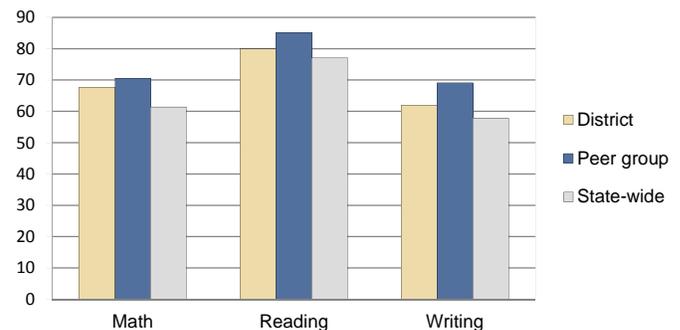
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	87%	90%	78%
Poverty rate (2010)	15%	13%	22%
Students per teacher	18.3	18.2	18.1
Average teacher salary	\$44,417	\$46,027	\$45,637
Average years of experience	6.2	10.8	10.9
Percent of teachers in first 3 years	38%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,489

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	-
Tutoring	▲
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

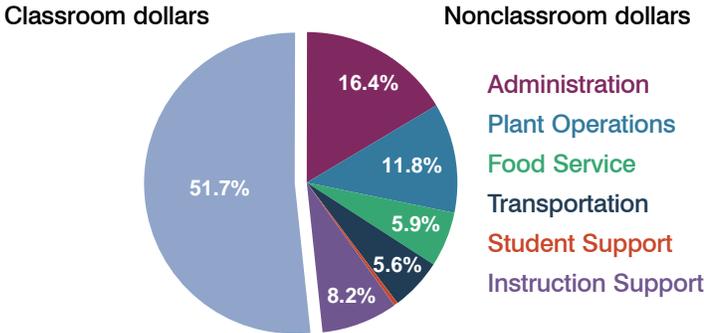
# Elfrida Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 25

District size: Very Small  
Students attending: 118  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

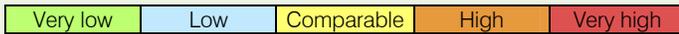


### 5-year trend

Student enrollment decreased by 35 percent which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 50.1 to 51.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service decreased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,740	\$2,437	\$728
	Students per administrator	39	30	66
Plant Operations	Cost per square foot	\$4.96	\$7.51	\$6.10
	Square footage per student	252	297	152
Food Service	Cost per meal equivalent	\$3.29	\$4.80	\$2.45
Transportation	Cost per mile	\$2.32	\$1.55	\$3.39
	Miles per rider	336	685	283



### Per-pupil spending by operational area

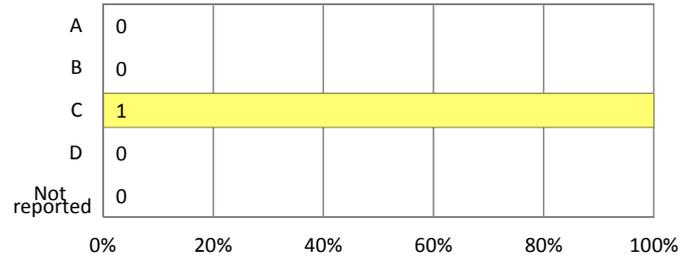
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,907</b>	<b>\$10,597</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,941</b>	<b>\$5,480</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,966</b>	<b>\$5,117</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,662	1,740	2,437	728	1,147
Plant Operations	1,126	1,249	2,284	927	1,033
Food Service	604	626	742	375	404
Transportation	615	595	886	352	443
Student Support	0	40	451	571	573
Instruction Support	959	867	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

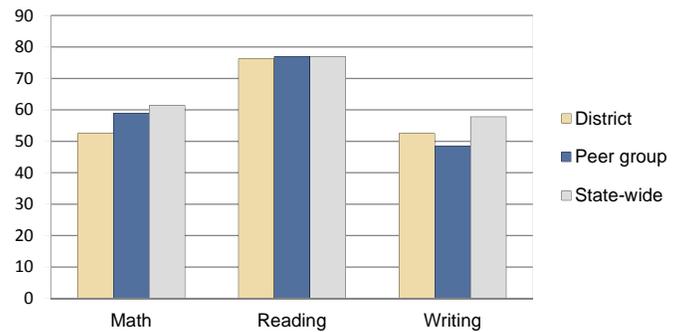
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	26%	24%	22%
Students per teacher	11.8	12.4	18.1
Average teacher salary	\$36,206	\$45,745	\$45,637
Average years of experience	12.6	12.9	10.9
Percent of teachers in first 3 years	10%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,633

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Eloy Elementary School District

Pinal County  
Peer groups: Efficiency Group 10, Achievement Group 20  
Legislative district(s): 23

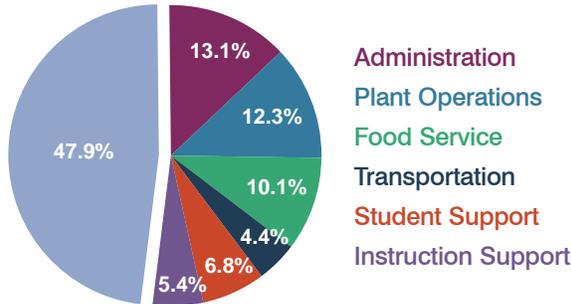
District size: Medium  
Students attending: 1,005  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased significantly from 52.9 to 47.9 percent. Spending on administration, food service, and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,049	\$938	\$728
	Students per administrator	46	63	66
Plant Operations	Cost per square foot	\$6.27	\$6.51	\$6.10
	Square footage per student	157	135	152
Food Service	Cost per meal equivalent	\$3.19	\$2.43	\$2.45
Transportation	Cost per mile	\$4.04	\$3.27	\$3.39
	Miles per rider	152	200	283



### Per-pupil spending by operational area

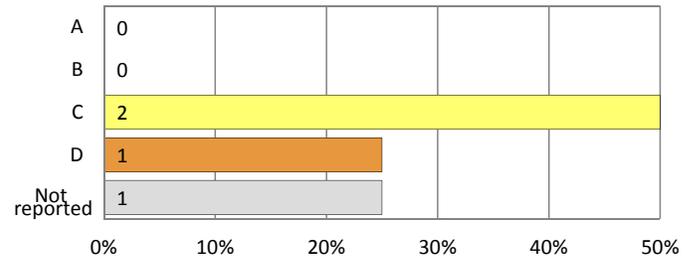
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,929</b>	<b>\$8,026</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,768</b>	<b>\$3,844</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,161</b>	<b>\$4,182</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,045	1,049	938	728	1,147
Plant Operations	962	986	892	927	1,033
Food Service	763	813	515	375	404
Transportation	314	357	402	352	443
Student Support	623	548	379	571	573
Instruction Support	454	429	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

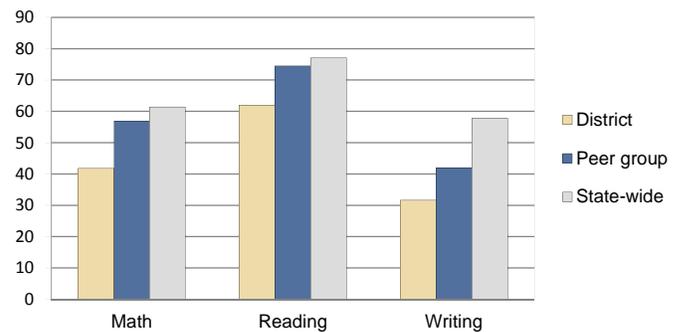
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	32%	31%	22%
Students per teacher	19.3	13.3	18.1
Average teacher salary	\$40,596	\$42,042	\$45,637
Average years of experience	13.6	13.4	10.9
Percent of teachers in first 3 years	12%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,118

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

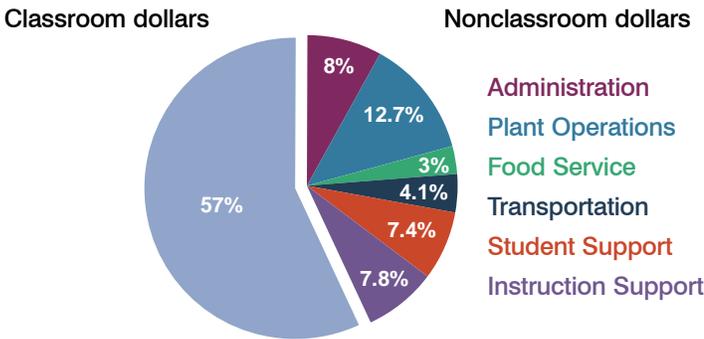
# Flagstaff Unified School District

Coconino County  
Peer groups: Efficiency Group 2, Achievement Group 3  
Legislative district(s): 1 and 2

District size: Large  
Students attending: 9,643  
Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom remained fairly stable, but decreased overall from 58.3 to 57 percent. Spending on administration and transportation decreased, and spending on plant operations and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$670	\$611	\$728
	Students per administrator	73	70	66
Plant Operations	Cost per square foot	\$5.87	\$6.25	\$6.10
	Square footage per student	182	147	152
Food Service	Cost per meal equivalent	\$2.99	\$2.59	\$2.45
Transportation	Cost per mile	\$1.87	\$3.34	\$3.39
	Miles per rider	552	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

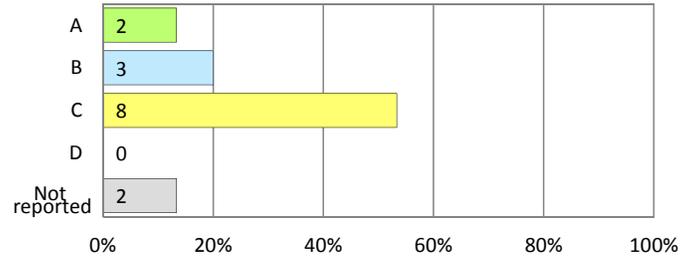
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,313</b>	<b>\$8,411</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,662</b>	<b>\$4,794</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,651</b>	<b>\$3,617</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	748	670	611	728	1,147
Plant Operations	983	1,067	909	927	1,033
Food Service	255	257	304	375	404
Transportation	322	342	333	352	443
Student Support	671	622	518	571	573
Instruction Support	672	659	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

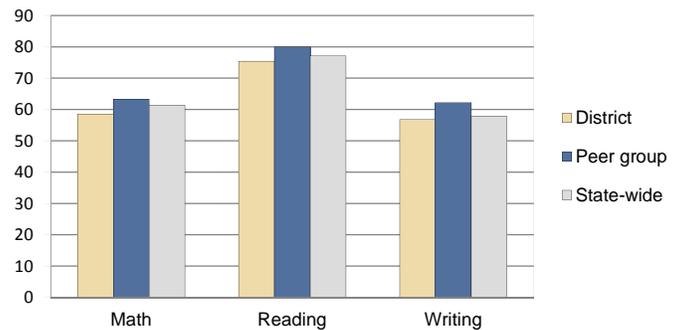
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	80%	81%	78%
Poverty rate (2010)	22%	22%	22%
Students per teacher	17.1	18.0	18.1
Average teacher salary	\$46,433	\$46,077	\$45,637
Average years of experience	12.2	12.6	10.9
Percent of teachers in first 3 years	15%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,670

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Florence Unified School District

Pinal County  
Peer groups: Efficiency Group 4, Achievement Group 4  
Legislative district(s): 23

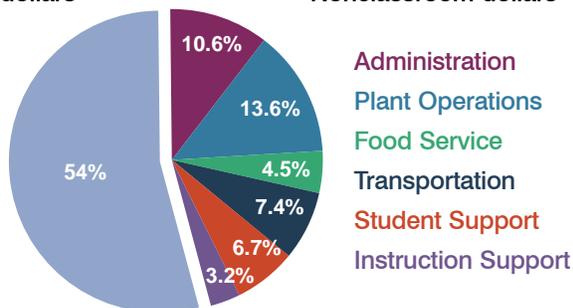
District size: Medium-Large  
Students attending: 7,925  
Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 63.2 to 54 percent. Spending on administration, plant operations, transportation, student support, and instruction support increased, while spending on food service remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$720	\$736	\$728
	Students per administrator	75	65	66
Plant Operations	Cost per square foot	\$5.98	\$5.52	\$6.10
	Square footage per student	155	169	152
Food Service	Cost per meal equivalent	\$2.67	\$2.60	\$2.45
Transportation	Cost per mile	\$2.02	\$2.93	\$3.39
	Miles per rider	587	324	283



### Per-pupil spending by operational area

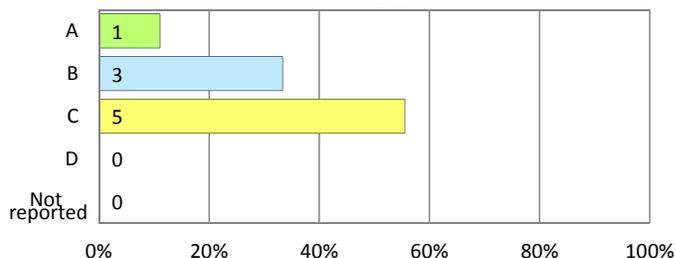
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,870</b>	<b>\$6,801</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,939</b>	<b>\$3,669</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,931</b>	<b>\$3,132</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	679	720	736	728	1,147
Plant Operations	911	928	917	927	1,033
Food Service	283	304	351	375	404
Transportation	455	505	360	352	443
Student Support	402	456	528	571	573
Instruction Support	201	219	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

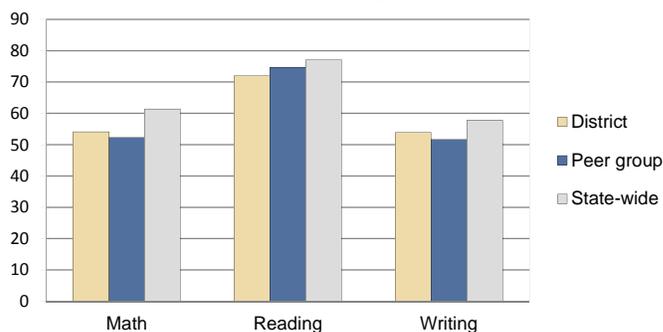
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	67%	77%	78%
Poverty rate (2010)	12%	11%	22%
Students per teacher	17.8	15.6	18.1
Average teacher salary	\$39,742	\$38,961	\$45,637
Average years of experience	8.5	10.0	10.9
Percent of teachers in first 3 years	16%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,726

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

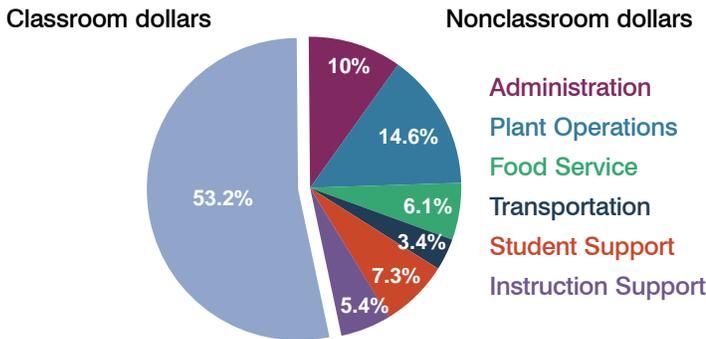
# Flowing Wells Unified School District

Pima County  
Peer groups: Efficiency Group 3, Achievement Group 7  
Legislative district(s): 26 and 27

District size: Medium-Large  
Students attending: 5,330  
Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60 to 53.2 percent. Spending on administration, plant operations, student support, and instruction support increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$720	\$745	\$728
	Students per administrator	74	68	66
Plant Operations	Cost per square foot	\$7.26	\$5.71	\$6.10
	Square footage per student	145	163	152
Food Service	Cost per meal equivalent	\$2.73	\$2.76	\$2.45
Transportation	Cost per mile	\$5.35	\$3.17	\$3.39
	Miles per rider	152	270	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

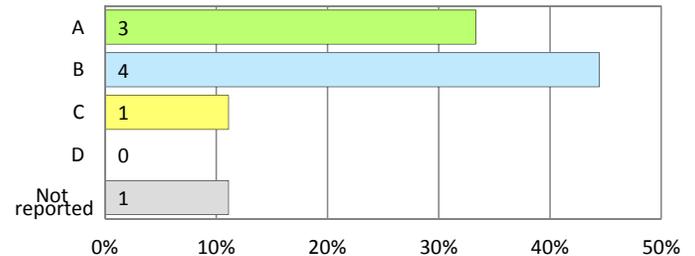
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,347</b>	<b>\$7,196</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,933</b>	<b>\$3,826</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,414</b>	<b>\$3,370</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	696	720	745	728	1,147
Plant Operations	1,060	1,050	917	927	1,033
Food Service	418	438	329	375	404
Transportation	240	246	423	352	443
Student Support	630	526	519	571	573
Instruction Support	370	390	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

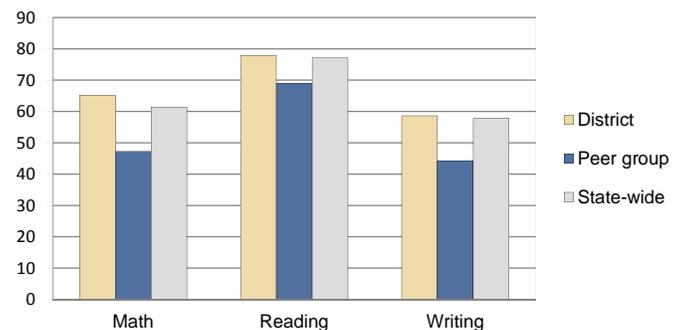
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	95%
Graduation rate (2010)	88%	80%	78%
Poverty rate (2010)	28%	32%	22%
Students per teacher	17.5	15.1	18.1
Average teacher salary	\$38,841	\$40,287	\$45,637
Average years of experience	11.5	11.6	10.9
Percent of teachers in first 3 years	18%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,441

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Fountain Hills Unified School District

Maricopa County  
Peer groups: Efficiency Group 3, Achievement Group 2  
Legislative district(s): 8

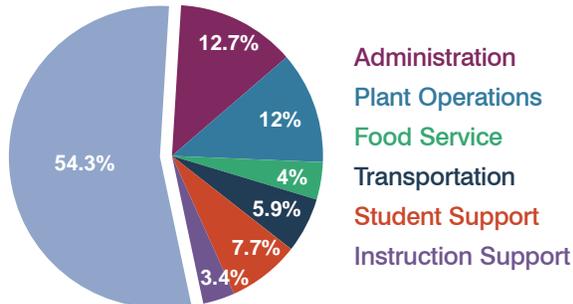
District size: Medium-Large  
Students attending: 2,001  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

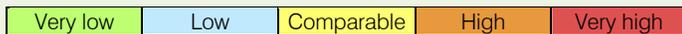


### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.1 to 54.3 percent. Spending on plant operations decreased, and spending on transportation and student support increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$967	\$745	\$728
	Students per administrator	64	68	66
Plant Operations	Cost per square foot	\$3.85	\$5.71	\$6.10
	Square footage per student	239	163	152
Food Service	Cost per meal equivalent	\$3.88	\$2.76	\$2.45
Transportation	Cost per mile	\$2.98	\$3.17	\$3.39
	Miles per rider	305	270	283



### Per-pupil spending by operational area

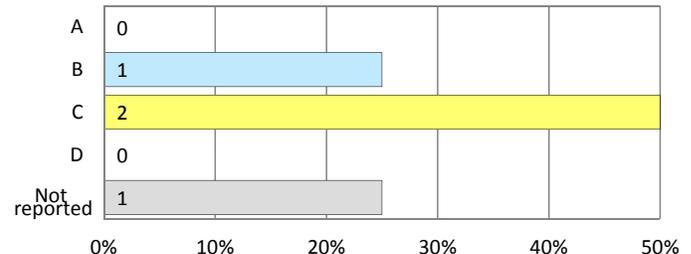
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,507</b>	<b>\$7,634</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,950</b>	<b>\$4,148</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,557</b>	<b>\$3,486</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	971	967	745	728	1,147
Plant Operations	965	919	917	927	1,033
Food Service	295	306	329	375	404
Transportation	406	447	423	352	443
Student Support	626	589	519	571	573
Instruction Support	294	258	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

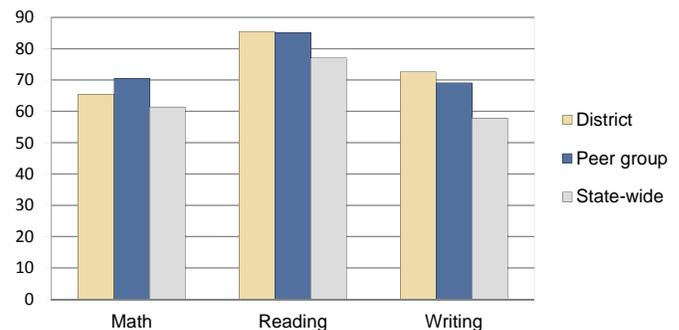
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	93%	90%	78%
Poverty rate (2010)	13%	13%	22%
Students per teacher	16.9	18.2	18.1
Average teacher salary	\$41,815	\$46,027	\$45,637
Average years of experience	12.0	10.8	10.9
Percent of teachers in first 3 years	15%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,989

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

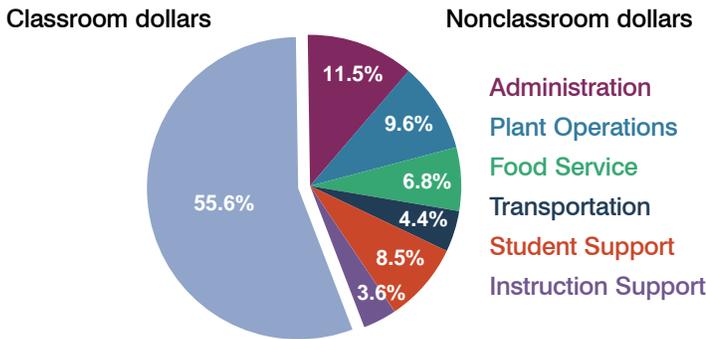
# Fowler Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 15  
Legislative district(s): 16

District size: Medium-Large  
Students attending: 4,291  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased from 57.5 to 55.6 percent. Spending on plant operations increased and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$782	\$828	\$728
	Students per administrator	74	72	66
Plant Operations	Cost per square foot	\$4.96	\$6.46	\$6.10
	Square footage per student	131	132	152
Food Service	Cost per meal equivalent	\$2.16	\$2.30	\$2.45
Transportation	Cost per mile	\$4.86	\$5.00	\$3.39
	Miles per rider	77	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

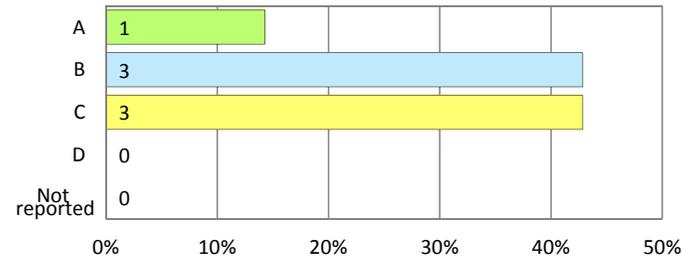
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,359</b>	<b>\$6,760</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,213</b>	<b>\$3,757</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,146</b>	<b>\$3,003</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	710	782	828	728	1,147
Plant Operations	698	649	854	927	1,033
Food Service	505	458	507	375	404
Transportation	264	297	268	352	443
Student Support	642	575	554	571	573
Instruction Support	327	242	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

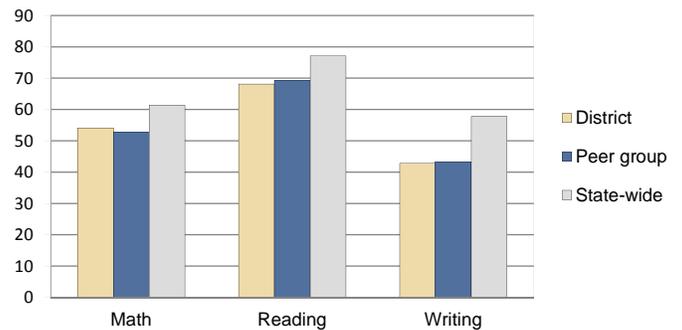
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	31%	31%	22%
Students per teacher	18.5	17.1	18.1
Average teacher salary	\$43,984	\$41,467	\$45,637
Average years of experience	8.8	9.6	10.9
Percent of teachers in first 3 years	23%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,797

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

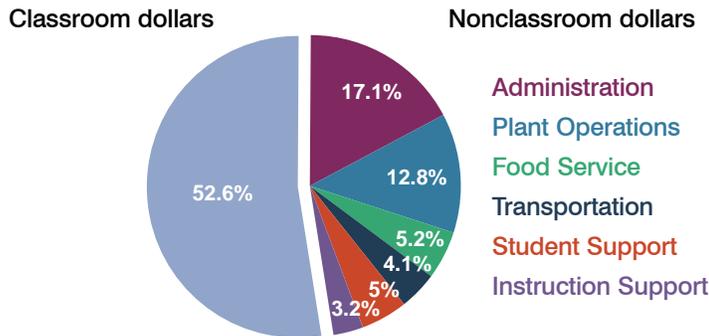
# Fredonia-Moccasin Unified School District

Coconino County  
Peer groups: Efficiency Group 6, Achievement Group 6  
Legislative district(s): 3

District size: Small  
Students attending: 292  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.8 to 52.6 percent. Spending on administration, student support, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,644	\$1,488	\$728
	Students per administrator	42	42	66
Plant Operations	Cost per square foot	\$3.38	\$5.22	\$6.10
	Square footage per student	363	292	152
Food Service	Cost per meal equivalent	\$3.05	\$3.04	\$2.45
Transportation	Cost per mile	\$2.61	\$2.12	\$3.39
	Miles per rider	420	363	283



### Per-pupil spending by operational area

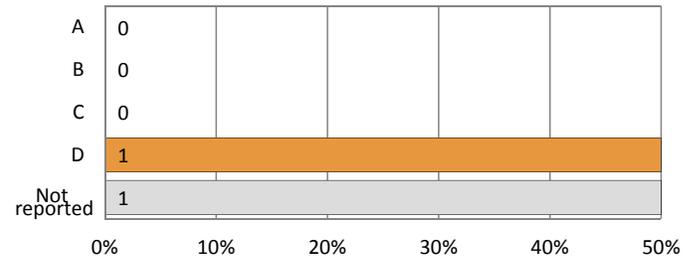
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,277</b>	<b>\$9,595</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,256</b>	<b>\$5,049</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,021</b>	<b>\$4,546</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,866	1,644	1,488	728	1,147
Plant Operations	1,324	1,227	1,455	927	1,033
Food Service	560	502	449	375	404
Transportation	413	390	472	352	443
Student Support	495	474	611	571	573
Instruction Support	363	309	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

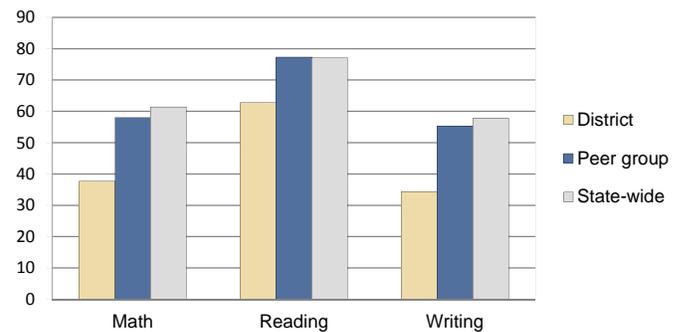
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	91%	82%	78%
Poverty rate (2010)	24%	24%	22%
Students per teacher	13.8	17.3	18.1
Average teacher salary	\$44,568	\$41,429	\$45,637
Average years of experience	10.8	12.6	10.9
Percent of teachers in first 3 years	17%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,966

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	▲
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

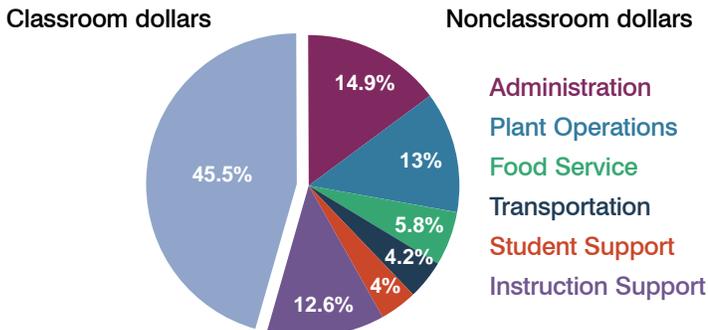
# Ft. Thomas Unified School District

Graham County  
Peer groups: Efficiency Group 6, Achievement Group 8  
Legislative district(s): 5

District size: Small  
Students attending: 505  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.7 to 45.5 percent. Spending on plant operations, student support, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,123	\$1,488	\$728
	Students per administrator	26	42	66
Plant Operations	Cost per square foot	\$5.23	\$5.22	\$6.10
	Square footage per student	354	292	152
Food Service	Cost per meal equivalent	\$3.30	\$3.04	\$2.45
Transportation	Cost per mile	\$2.86	\$2.12	\$3.39
	Miles per rider	199	363	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

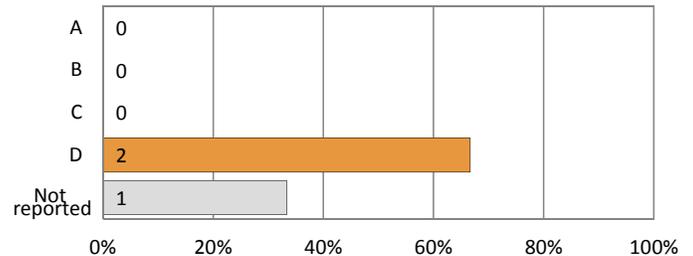
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$14,751</b>	<b>\$14,257</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,928</b>	<b>\$6,494</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,823</b>	<b>\$7,763</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,076	2,123	1,488	728	1,147
Plant Operations	1,786	1,853	1,455	927	1,033
Food Service	752	824	449	375	404
Transportation	651	593	472	352	443
Student Support	638	566	611	571	573
Instruction Support	1,920	1,804	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

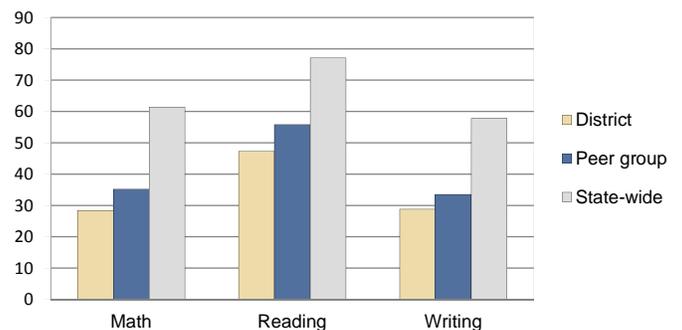
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	62%	68%	78%
Poverty rate (2010)	38%	40%	22%
Students per teacher	10.7	15.5	18.1
Average teacher salary	\$33,570	\$42,449	\$45,637
Average years of experience	13.8	12.2	10.9
Percent of teachers in first 3 years	12%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$0

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Gadsden Elementary School District

Yuma County

Peer groups: Efficiency Group 10, Achievement Group 21

Legislative district(s): 24

District size: Medium-Large

Students attending: 4,881

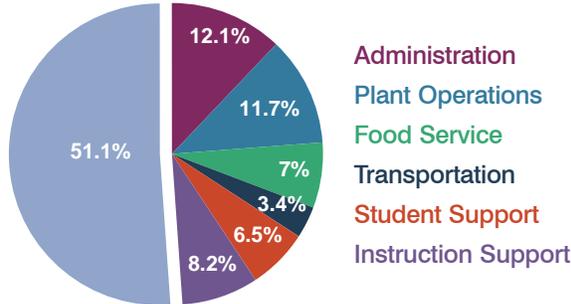
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing slightly overall from 50.2 to 51.1 percent. Spending on plant operations increased, and spending on food service and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$841	\$938	\$728
	Students per administrator	69	63	66
Plant Operations	Cost per square foot	\$8.09	\$6.51	\$6.10
	Square footage per student	100	135	152
Food Service	Cost per meal equivalent	\$2.40	\$2.43	\$2.45
Transportation	Cost per mile	\$3.51	\$3.27	\$3.39
	Miles per rider	66	200	283



### Per-pupil spending by operational area

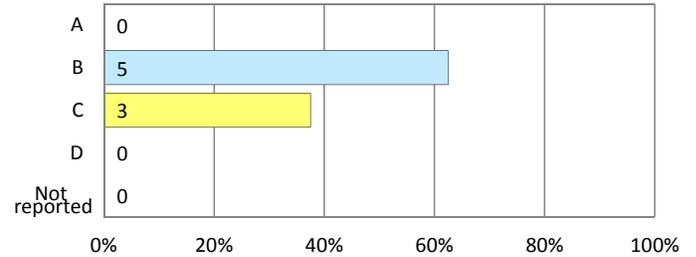
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,007</b>	<b>\$6,931</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,543</b>	<b>\$3,542</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,464</b>	<b>\$3,389</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	844	841	938	728	1,147
Plant Operations	823	810	892	927	1,033
Food Service	504	487	515	375	404
Transportation	234	237	402	352	443
Student Support	476	450	379	571	573
Instruction Support	583	564	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

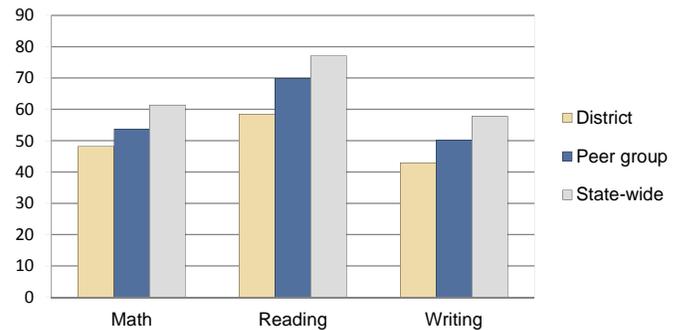
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	39%	38%	22%
Students per teacher	21.9	13.1	18.1
Average teacher salary	\$44,212	\$42,832	\$45,637
Average years of experience	7.8	10.3	10.9
Percent of teachers in first 3 years	33%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,274

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

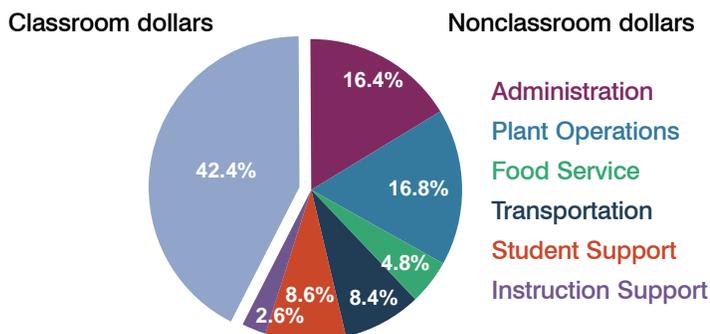
# Ganado Unified School District

Apache County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 2

District size: Medium  
Students attending: 1,527  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom decreased significantly from 46.3 to 42.4 percent. Overall, spending on administration and instruction support decreased significantly, and spending on plant operations, transportation, food service, and student support increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,069	\$1,104	\$728
	Students per administrator	37	56	66
Plant Operations	Cost per square foot	\$5.62	\$4.74	\$6.10
	Square footage per student	378	259	152
Food Service	Cost per meal equivalent	\$2.61	\$2.98	\$2.45
Transportation	Cost per mile	\$2.63	\$2.71	\$3.39
	Miles per rider	388	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

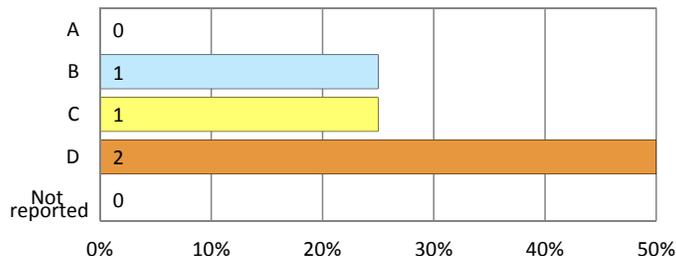
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,810</b>	<b>\$12,639</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,547</b>	<b>\$5,356</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,263</b>	<b>\$7,283</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,048	2,069	1,104	728	1,147
Plant Operations	2,028	2,126	1,213	927	1,033
Food Service	590	602	421	375	404
Transportation	979	1,067	527	352	443
Student Support	1,249	1,084	651	571	573
Instruction Support	369	335	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

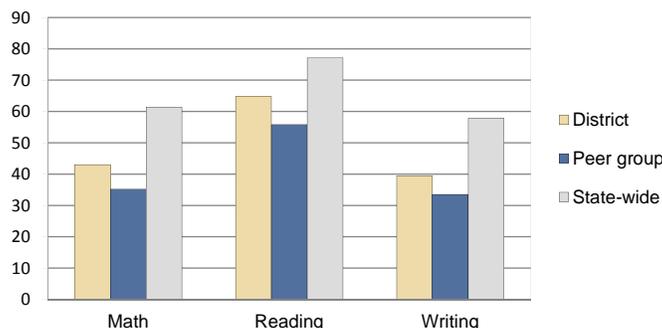
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	95%
Graduation rate (2010)	75%	68%	78%
Poverty rate (2010)	36%	40%	22%
Students per teacher	18.0	15.5	18.1
Average teacher salary	\$49,224	\$42,449	\$45,637
Average years of experience	9.9	12.2	10.9
Percent of teachers in first 3 years	18%	16%	16%

### Proposition 301 pay, goals, and results

The District did not submit information required by A.R.S. §15-977(J).

# Gila Bend Unified School District

Maricopa County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 25

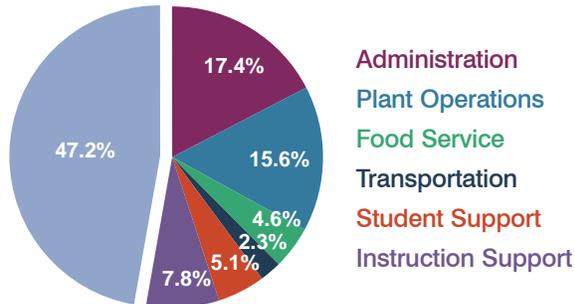
District size: Small  
Students attending: 444  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53 to 47.2 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending on food service and student support decreased significantly. Spending on transportation remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,728	\$1,488	\$728
	Students per administrator	40	42	66
Plant Operations	Cost per square foot	\$7.40	\$5.22	\$6.10
	Square footage per student	209	292	152
Food Service	Cost per meal equivalent	\$2.12	\$3.04	\$2.45
Transportation	Cost per mile	\$2.17	\$2.12	\$3.39
	Miles per rider	235	363	283



### Per-pupil spending by operational area

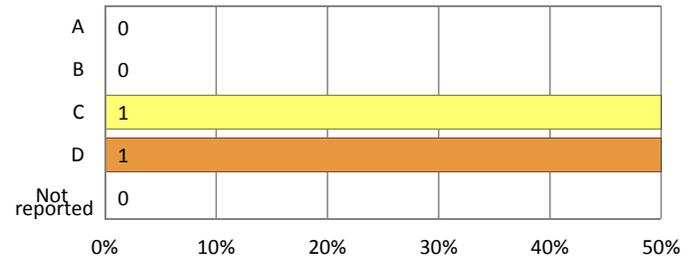
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,135</b>	<b>\$9,928</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,749</b>	<b>\$4,686</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,386</b>	<b>\$5,242</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,489	1,728	1,488	728	1,147
Plant Operations	1,323	1,546	1,455	927	1,033
Food Service	416	456	449	375	404
Transportation	188	230	472	352	443
Student Support	465	506	611	571	573
Instruction Support	505	776	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

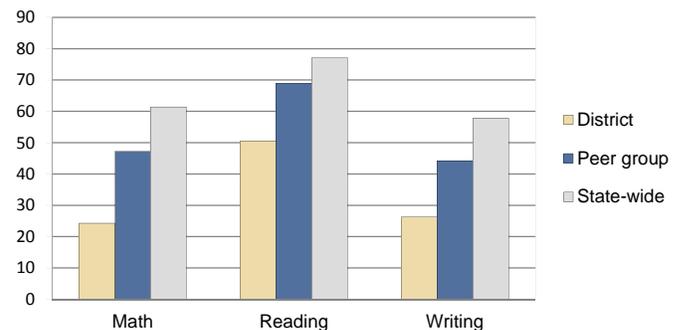
### District and school letter grades

District grade: **D**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	71%	80%	78%
Poverty rate (2010)	33%	32%	22%
Students per teacher	12.7	15.1	18.1
Average teacher salary	\$34,182	\$40,287	\$45,637
Average years of experience	10.2	11.6	10.9
Percent of teachers in first 3 years	44%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,031

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

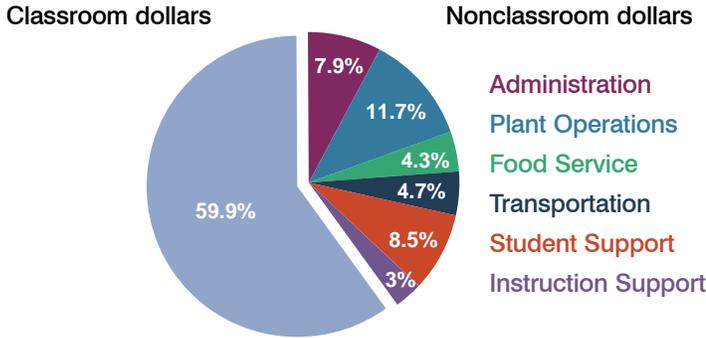
# Gilbert Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 1  
Legislative district(s): 18, 19, 21 and 22

District size: Very Large  
Students attending: 36,599  
Number of schools: 40

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased significantly from 63.3 to 59.9 percent. Spending on student support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$501	\$613	\$728
	Students per administrator	81	81	66
Plant Operations	Cost per square foot	\$5.66	\$6.03	\$6.10
	Square footage per student	131	142	152
Food Service	Cost per meal equivalent	\$2.30	\$2.42	\$2.45
Transportation	Cost per mile	\$3.68	\$3.96	\$3.39
	Miles per rider	278	279	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

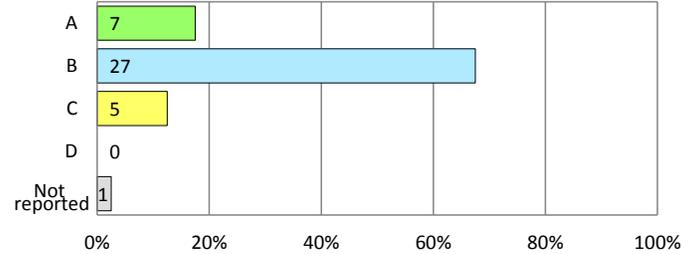
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,617</b>	<b>\$6,369</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,106</b>	<b>\$3,817</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,511</b>	<b>\$2,552</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	473	501	613	728	1,147
Plant Operations	749	744	855	927	1,033
Food Service	289	272	317	375	404
Transportation	291	302	330	352	443
Student Support	531	540	556	571	573
Instruction Support	178	193	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

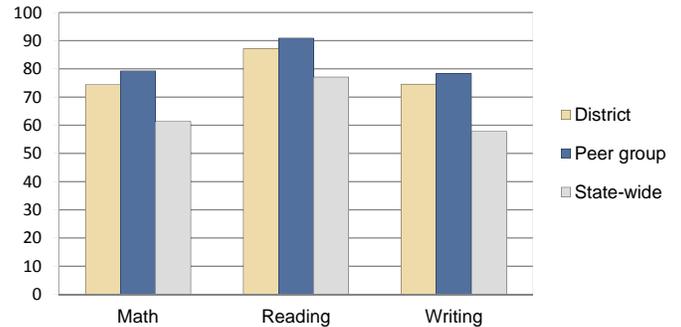
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	93%	93%	78%
Poverty rate (2010)	10%	8%	22%
Students per teacher	17.3	18.4	18.1
Average teacher salary	\$43,795	\$41,257	\$45,637
Average years of experience	10.9	10.0	10.9
Percent of teachers in first 3 years	10%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,754

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

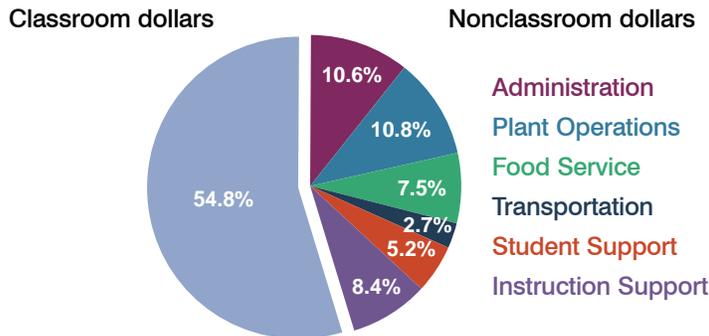
# Glendale Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 10, 12 and 13

District size: Large  
Students attending: 12,046  
Number of schools: 17

## OPERATIONAL EFFICIENCY

### Spending by operational area

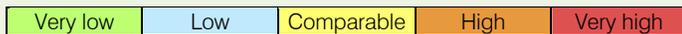


### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 56.3 to 54.8 percent. Spending on plant operations and food service increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$733	\$648	\$728
	Students per administrator	66	71	66
Plant Operations	Cost per square foot	\$6.36	\$6.32	\$6.10
	Square footage per student	116	130	152
Food Service	Cost per meal equivalent	\$2.28	\$2.29	\$2.45
Transportation	Cost per mile	\$6.47	\$4.66	\$3.39
	Miles per rider	112	180	283



### Per-pupil spending by operational area

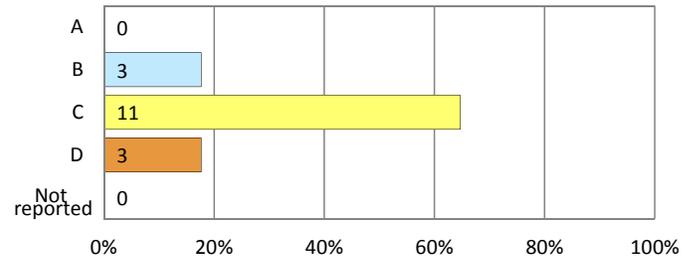
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,167</b>	<b>\$6,910</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,984</b>	<b>\$3,787</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,183</b>	<b>\$3,123</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	778	733	648	728	1,147
Plant Operations	745	737	789	927	1,033
Food Service	520	518	467	375	404
Transportation	201	188	273	352	443
Student Support	372	361	498	571	573
Instruction Support	567	586	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

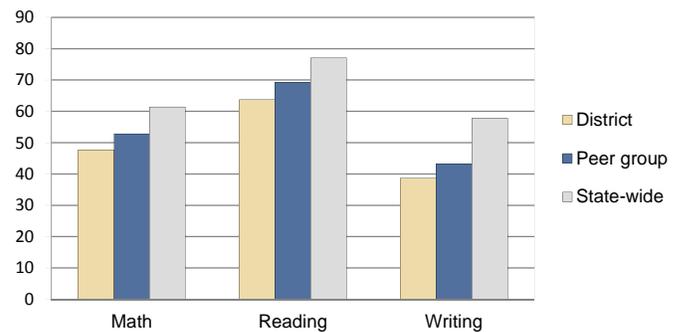
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	32%	31%	22%
Students per teacher	17.4	17.1	18.1
Average teacher salary	\$40,975	\$41,467	\$45,637
Average years of experience	7.5	9.6	10.9
Percent of teachers in first 3 years	36%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,370

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

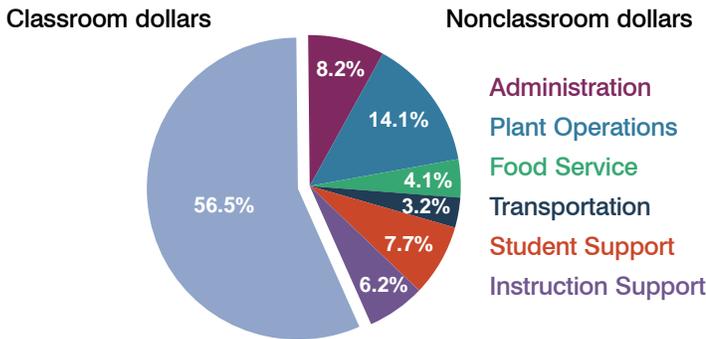
# Glendale Union High School District

Maricopa County  
Peer groups: Efficiency Group 2, Achievement Group 10  
Legislative district(s): 6, 10, 11, 12, 13, 14 and 15

District size: Large  
Students attending: 14,633  
Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased significantly from 59.8 to 56.5 percent. Spending on student support increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$643	\$611	\$728
	Students per administrator	74	70	66
Plant Operations	Cost per square foot	\$7.09	\$6.25	\$6.10
	Square footage per student	156	147	152
Food Service	Cost per meal equivalent	\$2.59	\$2.59	\$2.45
Transportation	Cost per mile	\$4.92	\$3.34	\$3.39
	Miles per rider	400	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

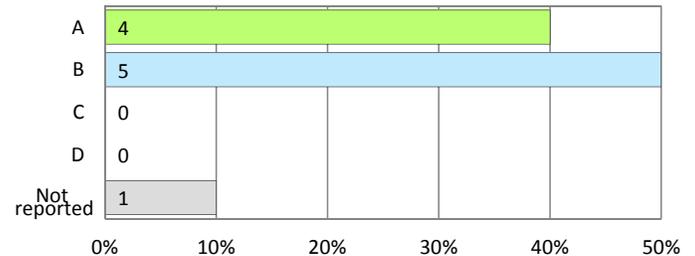
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,621</b>	<b>\$7,822</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,372</b>	<b>\$4,423</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,249</b>	<b>\$3,399</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	628	643	611	728	1,147
Plant Operations	1,075	1,105	909	927	1,033
Food Service	307	316	304	375	404
Transportation	237	253	333	352	443
Student Support	557	597	518	571	573
Instruction Support	445	485	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

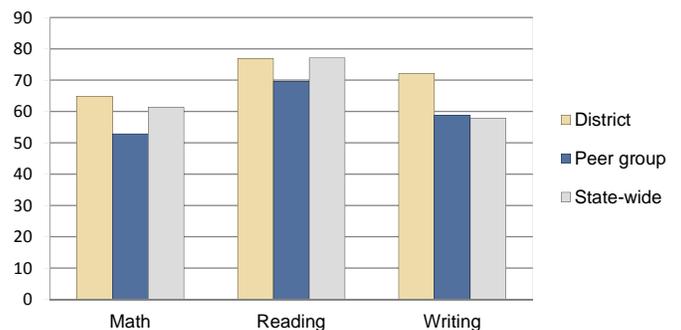
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	87%	83%	78%
Poverty rate (2010)	24%	30%	22%
Students per teacher	20.5	20.5	18.1
Average teacher salary	\$49,604	\$49,055	\$45,637
Average years of experience	11.9	11.5	10.9
Percent of teachers in first 3 years	10%	11%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,224

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Globe Unified School District

Gila County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 5

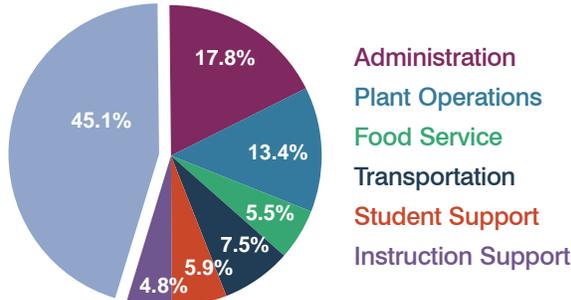
District size: Medium  
Students attending: 1,683  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil returned to 2006 levels, but spending in the classroom decreased significantly from 57.8 to 45.1 percent. Overall, spending on administration, transportation, and student support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,152	\$1,104	\$728
	Students per administrator	66	56	66
Plant Operations	Cost per square foot	\$4.32	\$4.74	\$6.10
	Square footage per student	200	259	152
Food Service	Cost per meal equivalent	\$2.70	\$2.98	\$2.45
Transportation	Cost per mile	\$3.35	\$2.71	\$3.39
	Miles per rider	122	336	283



### Per-pupil spending by operational area

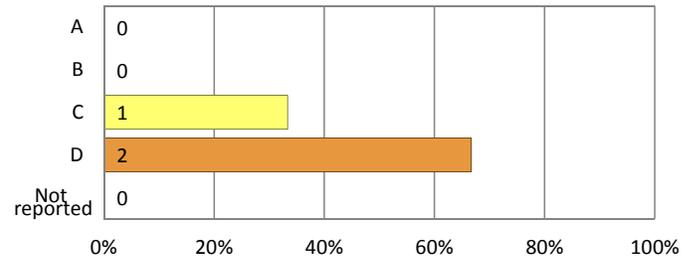
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,988</b>	<b>\$6,465</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,415</b>	<b>\$2,913</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,573</b>	<b>\$3,552</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,229	1,152	1,104	728	1,147
Plant Operations	920	864	1,213	927	1,033
Food Service	335	357	421	375	404
Transportation	384	483	527	352	443
Student Support	287	385	651	571	573
Instruction Support	418	311	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

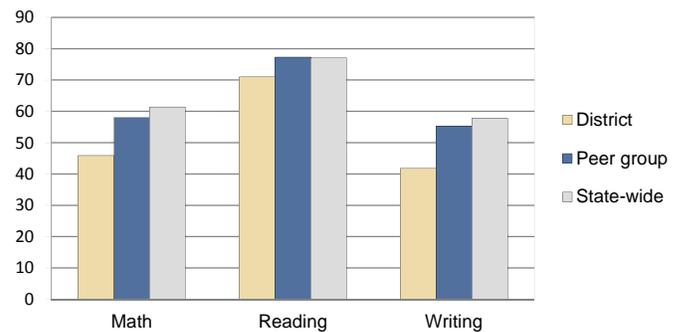
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	84%	82%	78%
Poverty rate (2010)	20%	24%	22%
Students per teacher	19.4	17.3	18.1
Average teacher salary	\$34,443	\$41,429	\$45,637
Average years of experience	11.1	12.6	10.9
Percent of teachers in first 3 years	13%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,812

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

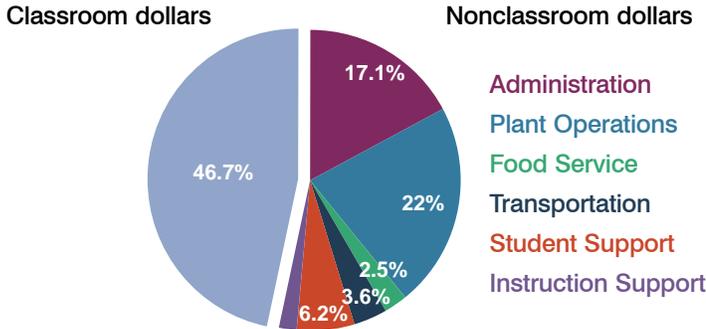
# Grand Canyon Unified School District

Coconino County  
Peer groups: Efficiency Group 6, Achievement Group 5  
Legislative district(s): 1 and 2

District size: Small  
Students attending: 276  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing significantly overall from 49.2 to 46.7 percent. Spending on administration increased significantly, and spending on student support and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,094	\$1,488	\$728
	Students per administrator	46	42	66
Plant Operations	Cost per square foot	\$9.67	\$5.22	\$6.10
	Square footage per student	278	292	152
Food Service	Cost per meal equivalent	\$2.44	\$3.04	\$2.45
Transportation	Cost per mile	\$1.49	\$2.12	\$3.39
	Miles per rider	568	363	283

Very low    Low    Comparable    High    Very high

### Per-pupil spending by operational area

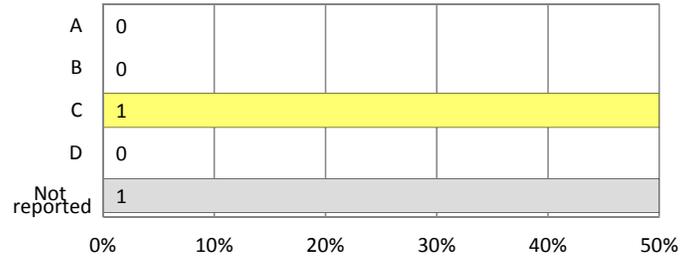
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,474</b>	<b>\$12,233</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,579</b>	<b>\$5,714</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,895</b>	<b>\$6,519</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,391	2,094	1,488	728	1,147
Plant Operations	2,892	2,691	1,455	927	1,033
Food Service	292	301	449	375	404
Transportation	461	446	472	352	443
Student Support	733	761	611	571	573
Instruction Support	126	226	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

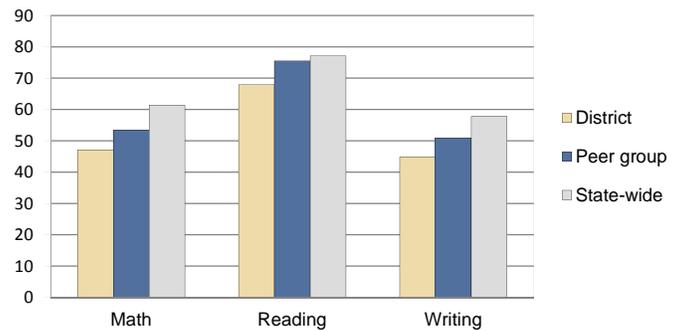
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	71%	77%	78%
Poverty rate (2010)	17%	16%	22%
Students per teacher	10.4	15.1	18.1
Average teacher salary	\$35,832	\$39,479	\$45,637
Average years of experience	9.7	11.1	10.9
Percent of teachers in first 3 years	12%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,758

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

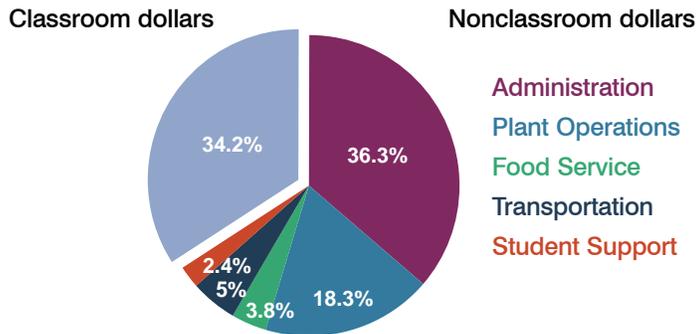
# Hackberry Elementary School District

Mohave County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 2 and 3

District size: Very Small  
Students attending: 19  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil tripled, which is partially explained by the 68 percent decline in student enrollment. Spending in the classroom decreased significantly from 56.7 to 34.2 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$13,917	\$2,437	\$728
	Students per administrator	8	30	66
Plant Operations	Cost per square foot	\$7.64	\$7.51	\$6.10
	Square footage per student	919	297	152
Food Service	Cost per meal equivalent	\$5.62	\$4.80	\$2.45
Transportation	Cost per mile	\$2.05	\$1.55	\$3.39
	Miles per rider	596	685	283



### Per-pupil spending by operational area

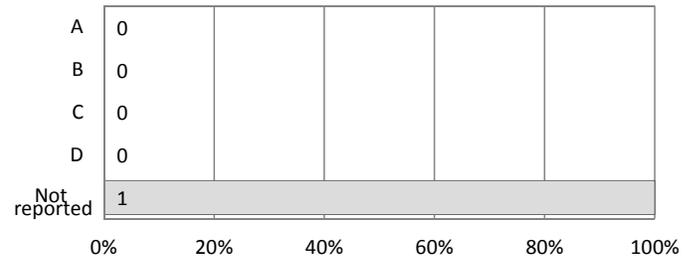
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$26,964</b>	<b>\$38,387</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,345</b>	<b>\$13,113</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$17,619</b>	<b>\$25,274</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	7,743	13,917	2,437	728	1,147
Plant Operations	6,831	7,017	2,284	927	1,033
Food Service	1,181	1,477	742	375	404
Transportation	1,354	1,931	886	352	443
Student Support	510	932	451	571	573
Instruction Support	0	0	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

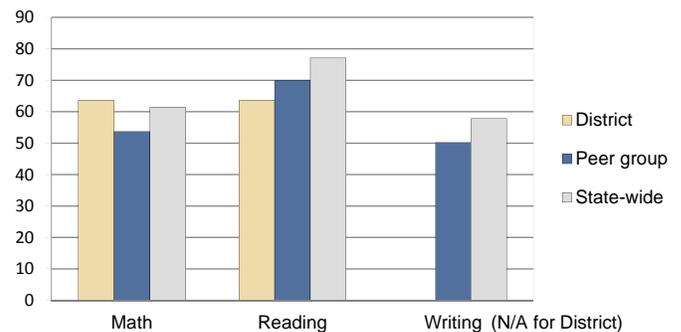
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	100%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	37%	38%	22%
Students per teacher	6.3	13.1	18.1
Average teacher salary	\$39,234	\$42,832	\$45,637
Average years of experience	4.5	10.3	10.9
Percent of teachers in first 3 years	50%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$0

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

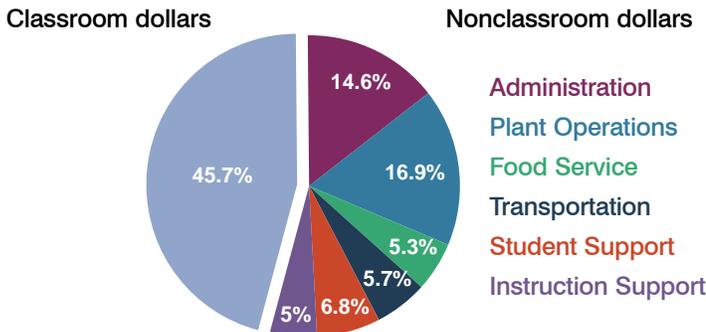
# Hayden-Winkelman Unified School District

Gila County  
Peer groups: Efficiency Group 6, Achievement Group 8  
Legislative district(s): 5 and 23

District size: Small  
Students attending: 351  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing significantly overall from 52.2 to 45.7 percent. Spending on plant operations, student support, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,374	\$1,488	\$728
	Students per administrator	40	42	66
Plant Operations	Cost per square foot	\$3.11	\$5.22	\$6.10
	Square footage per student	510	292	152
Food Service	Cost per meal equivalent	\$2.08	\$3.04	\$2.45
Transportation	Cost per mile	\$2.00	\$2.12	\$3.39
	Miles per rider	406	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

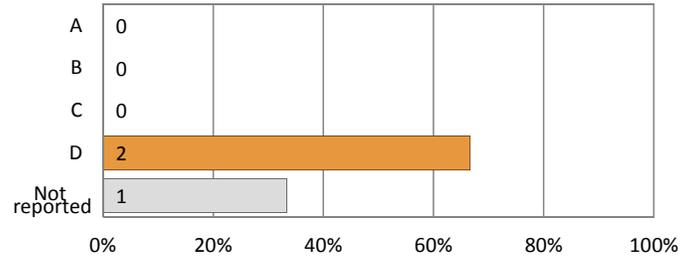
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,700</b>	<b>\$9,405</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,733</b>	<b>\$4,302</b>	<b>\$4,919</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,967</b>	<b>\$5,103</b>	<b>\$4,997</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,356	1,374	1,488	728	1,147
Plant Operations	1,584	1,588	1,455	927	1,033
Food Service	505	499	449	375	404
Transportation	518	529	472	352	443
Student Support	538	641	611	571	573
Instruction Support	466	472	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

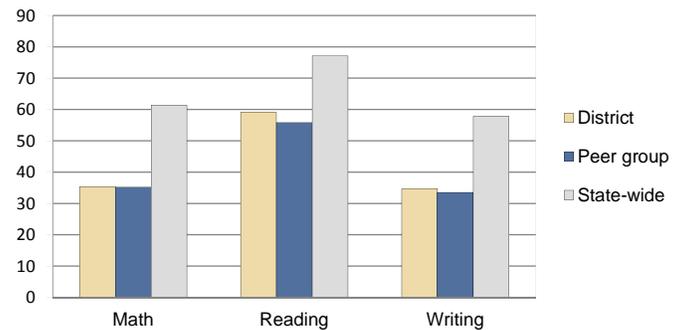
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	95%
Graduation rate (2010)	81%	68%	78%
Poverty rate (2010)	50%	40%	22%
Students per teacher	16.0	15.5	18.1
Average teacher salary	\$39,897	\$42,449	\$45,637
Average years of experience	15.0	12.2	10.9
Percent of teachers in first 3 years	9%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,528

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Heber-Overgaard Unified School District

Navajo County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 5

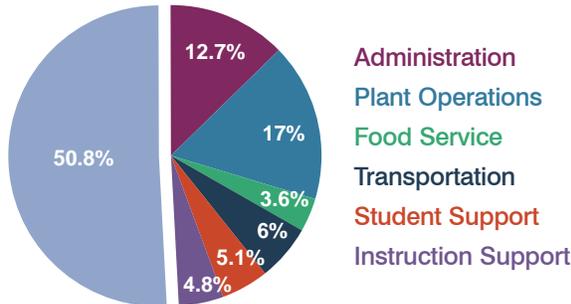
District size: Small  
Students attending: 478  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing overall from 49.8 to 50.8 percent. Spending on administration, transportation, and food service decreased, and spending on plant operations and instruction support increased significantly. Spending on student support varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,143	\$1,488	\$728
	Students per administrator	45	42	66
Plant Operations	Cost per square foot	\$4.81	\$5.22	\$6.10
	Square footage per student	319	292	152
Food Service	Cost per meal equivalent	\$2.77	\$3.04	\$2.45
Transportation	Cost per mile	\$1.83	\$2.12	\$3.39
	Miles per rider	356	363	283



### Per-pupil spending by operational area

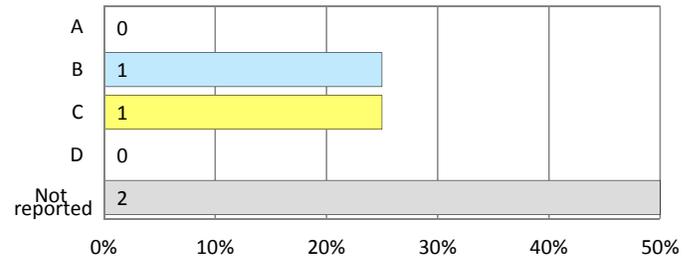
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,535</b>	<b>\$9,005</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,733</b>	<b>\$4,570</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,802</b>	<b>\$4,435</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,265	1,143	1,488	728	1,147
Plant Operations	1,675	1,535	1,455	927	1,033
Food Service	343	321	449	375	404
Transportation	435	545	472	352	443
Student Support	489	460	611	571	573
Instruction Support	595	431	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

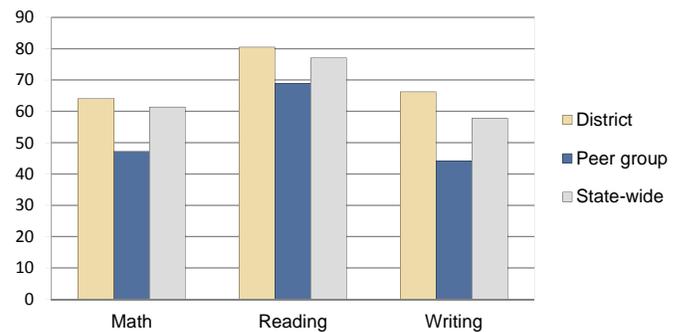
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	95%
Graduation rate (2010)	80%	80%	78%
Poverty rate (2010)	32%	32%	22%
Students per teacher	15.9	15.1	18.1
Average teacher salary	\$39,838	\$40,287	\$45,637
Average years of experience	12.1	11.6	10.9
Percent of teachers in first 3 years	13%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,303

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▴
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

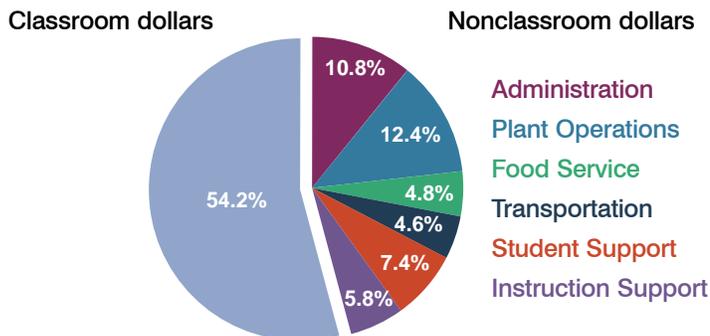
# Higley Unified School District

Maricopa County  
Peer groups: Efficiency Group 2, Achievement Group 1  
Legislative district(s): 21 and 22

District size: Large  
Students attending: 9,502  
Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased significantly from 58.6 to 54.2 percent. Spending on plant operations and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$652	\$611	\$728
	Students per administrator	81	70	66
Plant Operations	Cost per square foot	\$5.12	\$6.25	\$6.10
	Square footage per student	146	147	152
Food Service	Cost per meal equivalent	\$2.98	\$2.59	\$2.45
Transportation	Cost per mile	\$4.54	\$3.34	\$3.39
	Miles per rider	268	324	283

Very low    Low    Comparable    High    Very high

### Per-pupil spending by operational area

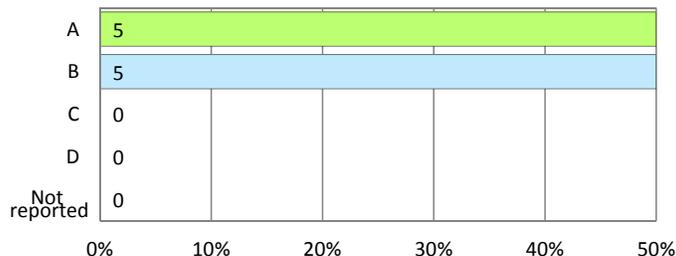
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,350</b>	<b>\$6,024</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,487</b>	<b>\$3,264</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,863</b>	<b>\$2,760</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	696	652	611	728	1,147
Plant Operations	763	748	909	927	1,033
Food Service	277	286	304	375	404
Transportation	265	275	333	352	443
Student Support	477	448	518	571	573
Instruction Support	385	351	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

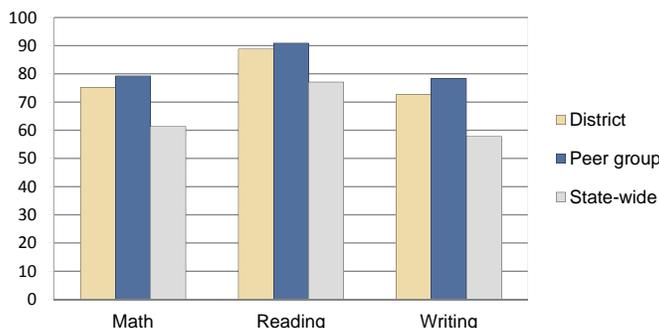
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	87%	93%	78%
Poverty rate (2010)	8%	8%	22%
Students per teacher	18.9	18.4	18.1
Average teacher salary	\$41,094	\$41,257	\$45,637
Average years of experience	6.9	10.0	10.9
Percent of teachers in first 3 years	24%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,190

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

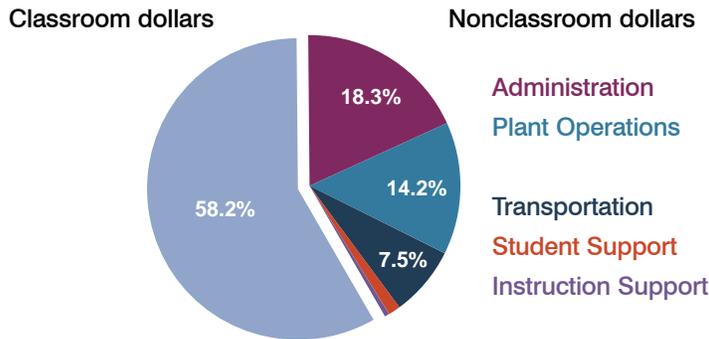
# Hillside Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 4

District size: Very Small  
Students attending: 30  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

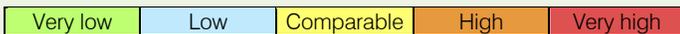


### 5-year trend

Student enrollment increased 85 percent which contributed to the 25 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 64.5 to 58.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,754	\$2,437	\$728
	Students per administrator	16	30	66
Plant Operations	Cost per square foot	\$5.57	\$7.51	\$6.10
	Square footage per student	244	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$0.95	\$1.55	\$3.39
	Miles per rider	931	685	283



### Per-pupil spending by operational area

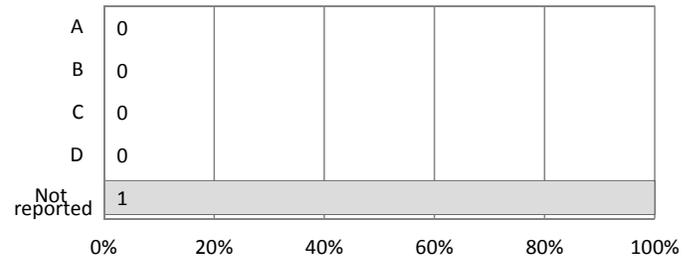
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,796</b>	<b>\$9,560</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,155</b>	<b>\$5,568</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,641</b>	<b>\$3,992</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,683	1,754	2,437	728	1,147
Plant Operations	1,847	1,358	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	890	715	886	352	443
Student Support	168	128	451	571	573
Instruction Support	53	37	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

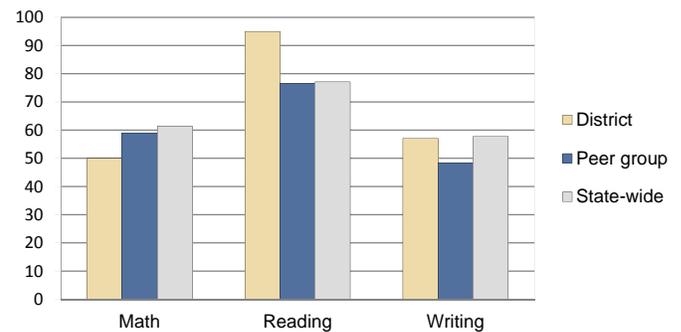
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	22%	24%	22%
Students per teacher	14.8	12.4	18.1
Average teacher salary	N/A	\$45,745	\$45,637
Average years of experience	N/A	12.9	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,207

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

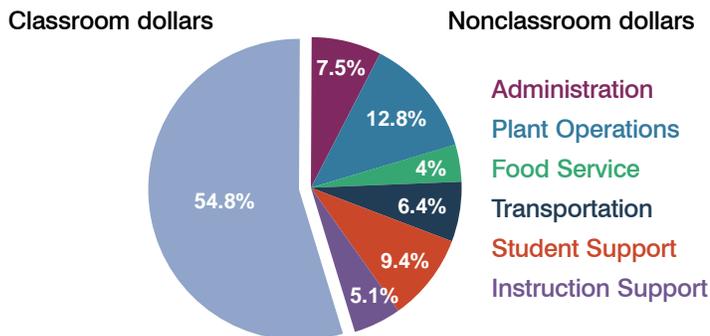
# Holbrook Unified School District

Navajo County  
Peer groups: Efficiency Group 5, Achievement Group 7  
Legislative district(s): 5

District size: Medium  
Students attending: 1,935  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing slightly overall from 55.4 to 54.8 percent. Spending on administration decreased significantly, and spending on transportation and student support increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$729	\$1,104	\$728
	Students per administrator	65	56	66
Plant Operations	Cost per square foot	\$6.02	\$4.74	\$6.10
	Square footage per student	204	259	152
Food Service	Cost per meal equivalent	\$2.49	\$2.98	\$2.45
Transportation	Cost per mile	\$1.53	\$2.71	\$3.39
	Miles per rider	628	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

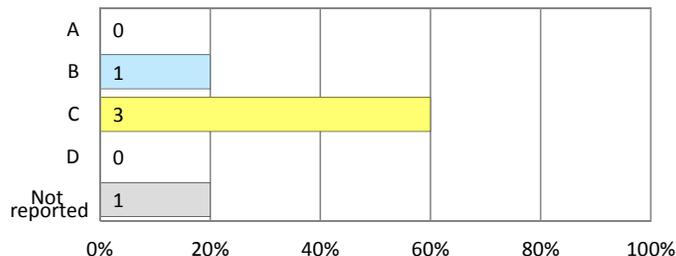
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,638</b>	<b>\$9,656</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,843</b>	<b>\$5,291</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,795</b>	<b>\$4,365</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	886	729	1,104	728	1,147
Plant Operations	1,404	1,229	1,213	927	1,033
Food Service	394	387	421	375	404
Transportation	676	618	527	352	443
Student Support	862	903	651	571	573
Instruction Support	573	499	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

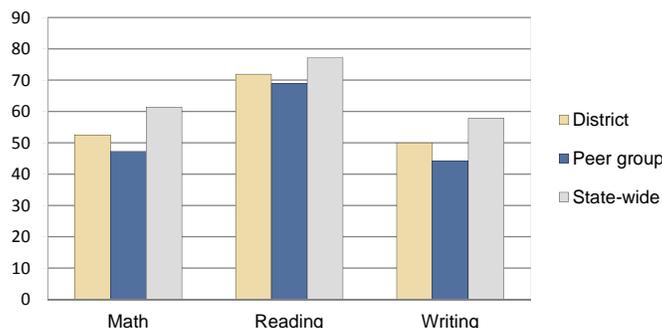
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	95%
Graduation rate (2010)	81%	80%	78%
Poverty rate (2010)	34%	32%	22%
Students per teacher	13.5	15.1	18.1
Average teacher salary	\$44,568	\$40,287	\$45,637
Average years of experience	11.8	11.6	10.9
Percent of teachers in first 3 years	10%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,242

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

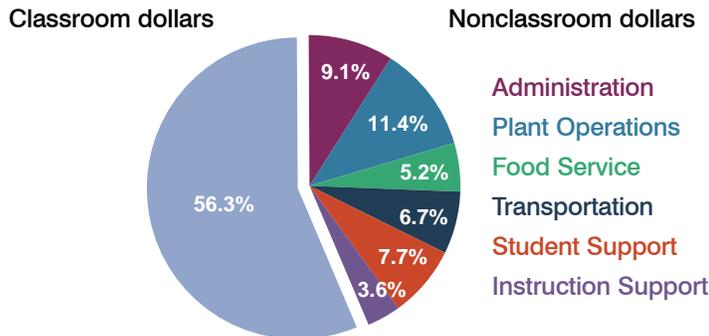
# Humboldt Unified School District

Yavapai County  
Peer groups: Efficiency Group 3, Achievement Group 3  
Legislative district(s): 1 and 4

District size: Medium-Large  
Students attending: 5,741  
Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area

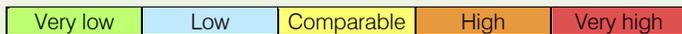


### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.3 to 56.3 percent. Spending on administration, plant operations, student support, and instruction support increased slightly, and spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$591	\$745	\$728
	Students per administrator	113	68	66
Plant Operations	Cost per square foot	\$5.31	\$5.71	\$6.10
	Square footage per student	139	163	152
Food Service	Cost per meal equivalent	\$2.29	\$2.76	\$2.45
Transportation	Cost per mile	\$2.56	\$3.17	\$3.39
	Miles per rider	350	270	283



### Per-pupil spending by operational area

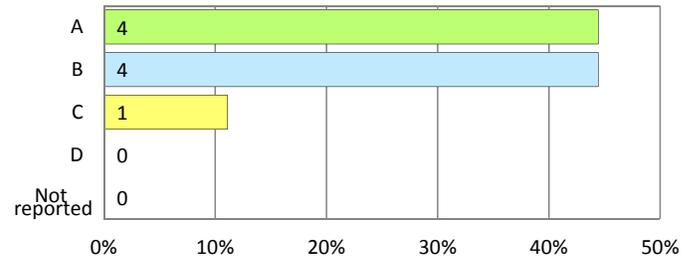
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,450</b>	<b>\$6,469</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,810</b>	<b>\$3,639</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,640</b>	<b>\$2,830</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	555	591	745	728	1,147
Plant Operations	651	738	917	927	1,033
Food Service	329	336	329	375	404
Transportation	385	432	423	352	443
Student Support	480	500	519	571	573
Instruction Support	240	233	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

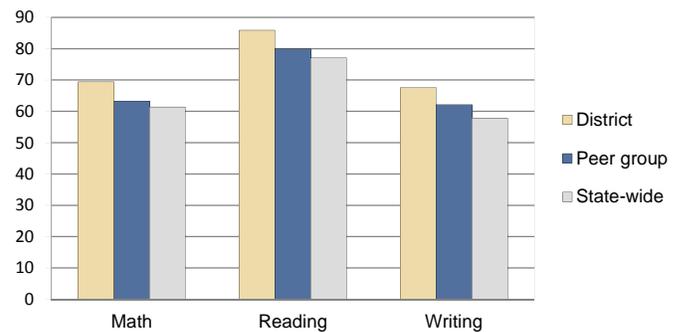
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	82%	81%	78%
Poverty rate (2010)	24%	22%	22%
Students per teacher	18.5	18.0	18.1
Average teacher salary	\$40,602	\$46,077	\$45,637
Average years of experience	11.2	12.6	10.9
Percent of teachers in first 3 years	9%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,192

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

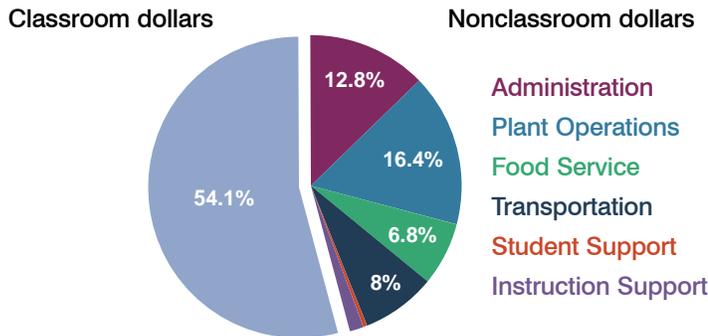
# Hyder Elementary School District

Yuma County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 24

District size: Very Small  
Students attending: 114  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 29 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 55.8 to 54.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and instruction support increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,827	\$2,437	\$728
	Students per administrator	26	30	66
Plant Operations	Cost per square foot	\$5.62	\$7.51	\$6.10
	Square footage per student	416	297	152
Food Service	Cost per meal equivalent	\$3.26	\$4.80	\$2.45
Transportation	Cost per mile	\$1.60	\$1.55	\$3.39
	Miles per rider	626	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

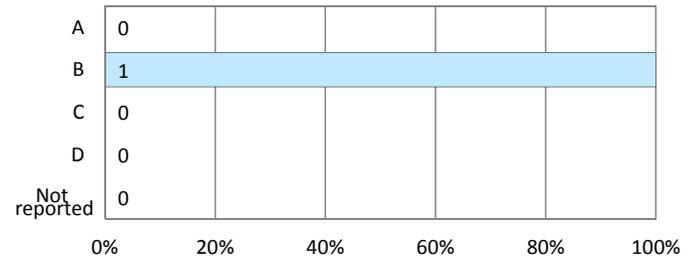
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,653</b>	<b>\$14,220</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,537</b>	<b>\$7,690</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,116</b>	<b>\$6,530</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,779	1,827	2,437	728	1,147
Plant Operations	2,104	2,337	2,284	927	1,033
Food Service	874	973	742	375	404
Transportation	1,110	1,131	886	352	443
Student Support	93	54	451	571	573
Instruction Support	156	208	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

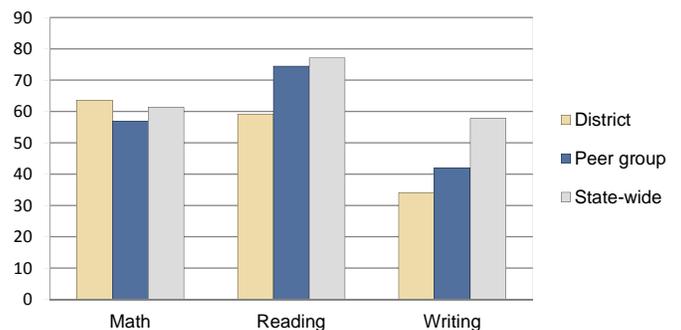
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	30%	31%	22%
Students per teacher	11.6	13.3	18.1
Average teacher salary	\$47,168	\$42,042	\$45,637
Average years of experience	22.6	13.4	10.9
Percent of teachers in first 3 years	7%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,674

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Indian Oasis-Baboquivari Unified School District

Pima County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 25

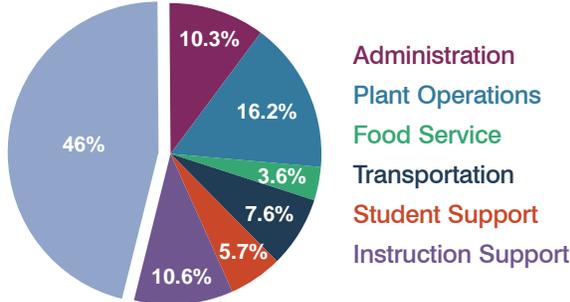
District size: Medium  
Students attending: 941  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 49.3 to 46 percent. Spending on plant operations and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,392	\$1,104	\$728
	Students per administrator	57	56	66
Plant Operations	Cost per square foot	\$6.53	\$4.74	\$6.10
	Square footage per student	335	259	152
Food Service	Cost per meal equivalent	\$2.91	\$2.98	\$2.45
Transportation	Cost per mile	\$3.23	\$2.71	\$3.39
	Miles per rider	488	336	283



### Per-pupil spending by operational area

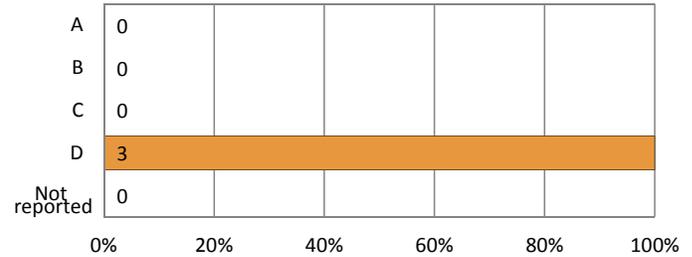
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,461</b>	<b>\$13,475</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,605</b>	<b>\$6,202</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,856</b>	<b>\$7,273</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,128	1,392	1,104	728	1,147
Plant Operations	1,730	2,189	1,213	927	1,033
Food Service	419	482	421	375	404
Transportation	1,102	1,026	527	352	443
Student Support	1,114	761	651	571	573
Instruction Support	1,363	1,423	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

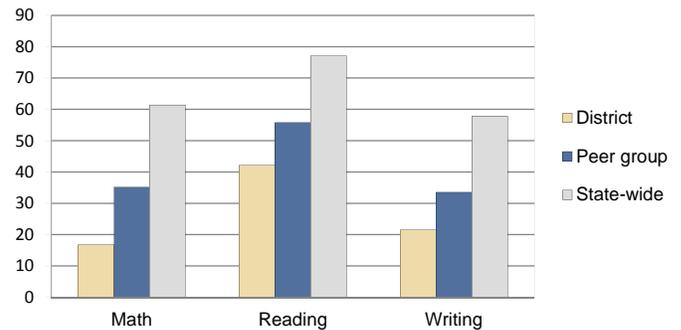
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	95%
Graduation rate (2010)	56%	68%	78%
Poverty rate (2010)	37%	40%	22%
Students per teacher	12.7	15.5	18.1
Average teacher salary	\$41,343	\$42,449	\$45,637
Average years of experience	9.0	12.2	10.9
Percent of teachers in first 3 years	26%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,755

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	▲
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

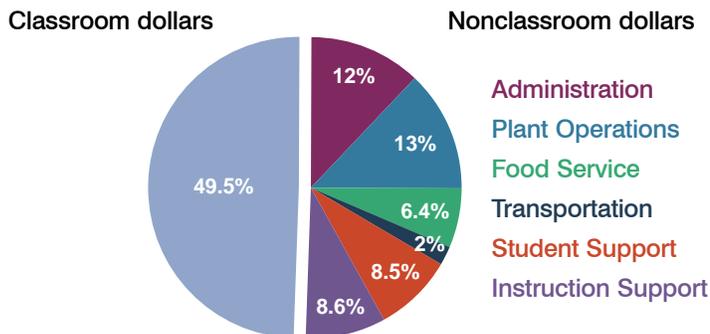
# Isaac Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 16  
Legislative district(s): 14

District size: Medium-Large  
Students attending: 6,987  
Number of schools: 12

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased significantly from 56.9 to 49.5 percent. Spending on administration, plant operations, and instruction support increased significantly, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$978	\$828	\$728
	Students per administrator	72	72	66
Plant Operations	Cost per square foot	\$8.52	\$6.46	\$6.10
	Square footage per student	125	132	152
Food Service	Cost per meal equivalent	\$2.33	\$2.30	\$2.45
Transportation	Cost per mile	\$5.43	\$5.00	\$3.39
	Miles per rider	234	136	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

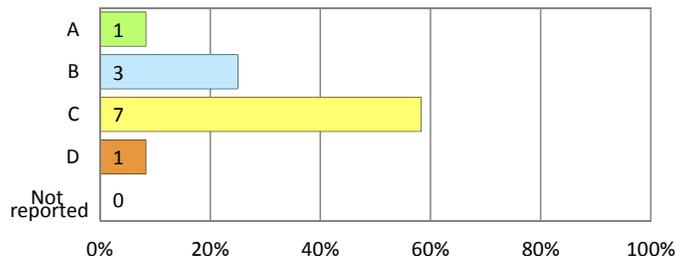
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,265</b>	<b>\$8,170</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,108</b>	<b>\$4,042</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,157</b>	<b>\$4,128</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	931	978	828	728	1,147
Plant Operations	1,040	1,063	854	927	1,033
Food Service	529	526	507	375	404
Transportation	178	165	268	352	443
Student Support	599	698	554	571	573
Instruction Support	880	698	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

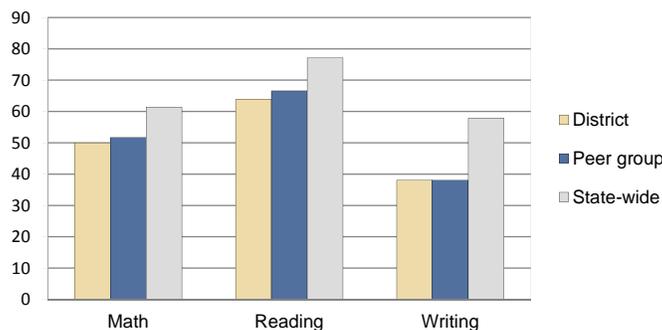
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	43%	46%	22%
Students per teacher	17.8	17.6	18.1
Average teacher salary	\$46,346	\$45,321	\$45,637
Average years of experience	10.3	9.5	10.9
Percent of teachers in first 3 years	18%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,577

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	▲
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# J.O. Combs Unified School District

Pinal County  
Peer groups: Efficiency Group 4, Achievement Group 4  
Legislative district(s): 23

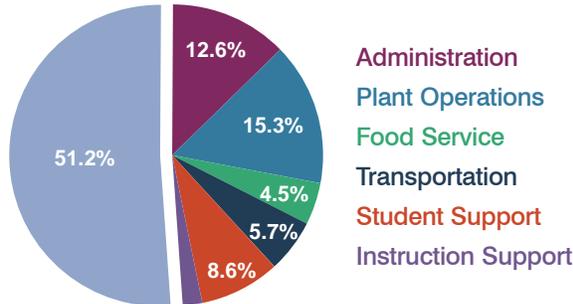
District size: Medium-Large  
Students attending: 3,922  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 59.8 to 51.2 percent. Spending on administration and instruction support decreased, and spending on plant operations and student support increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$771	\$736	\$728
	Students per administrator	80	65	66
Plant Operations	Cost per square foot	\$5.63	\$5.52	\$6.10
	Square footage per student	167	169	152
Food Service	Cost per meal equivalent	\$1.89	\$2.60	\$2.45
Transportation	Cost per mile	\$3.12	\$2.93	\$3.39
	Miles per rider	238	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

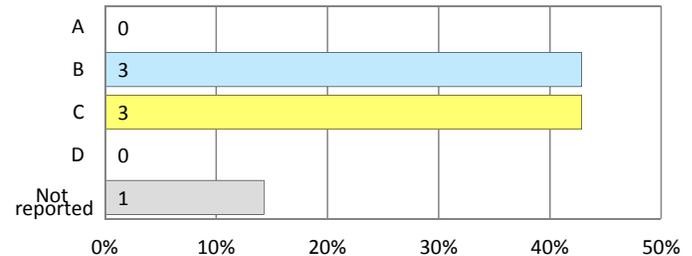
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,143</b>	<b>\$6,139</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,116</b>	<b>\$3,143</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,027</b>	<b>\$2,996</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	814	771	736	728	1,147
Plant Operations	888	938	917	927	1,033
Food Service	280	280	351	375	404
Transportation	346	350	360	352	443
Student Support	554	531	528	571	573
Instruction Support	145	126	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

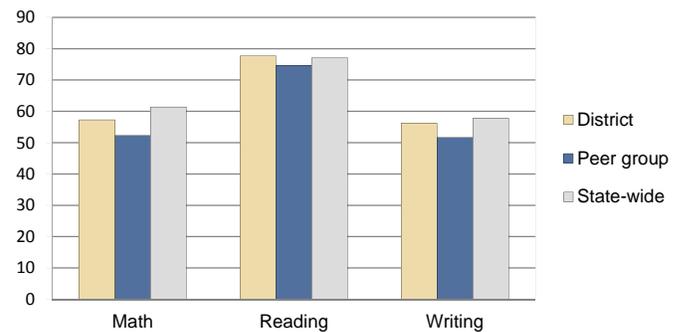
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	77%	78%
Poverty rate (2010)	10%	11%	22%
Students per teacher	19.1	15.6	18.1
Average teacher salary	\$35,325	\$38,961	\$45,637
Average years of experience	7.3	10.0	10.9
Percent of teachers in first 3 years	26%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,588

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

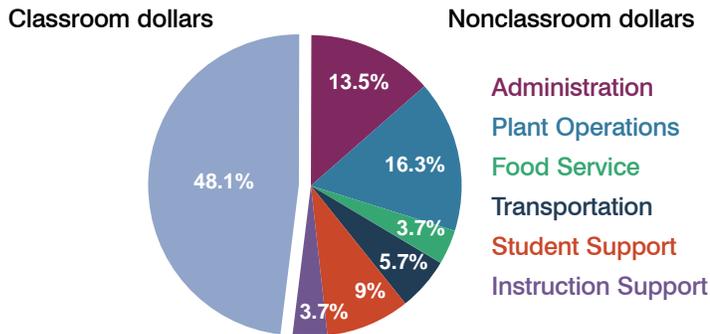
# Joseph City Unified School District

Navajo County  
Peer groups: Efficiency Group 6, Achievement Group 6  
Legislative district(s): 2 and 5

District size: Small  
Students attending: 473  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased significantly from 54 to 48.1 percent. Overall, spending on administration, plant operations, food service, and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,524	\$1,488	\$728
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$4.10	\$5.22	\$6.10
	Square footage per student	447	292	152
Food Service	Cost per meal equivalent	\$4.36	\$3.04	\$2.45
Transportation	Cost per mile	\$1.17	\$2.12	\$3.39
	Miles per rider	523	363	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

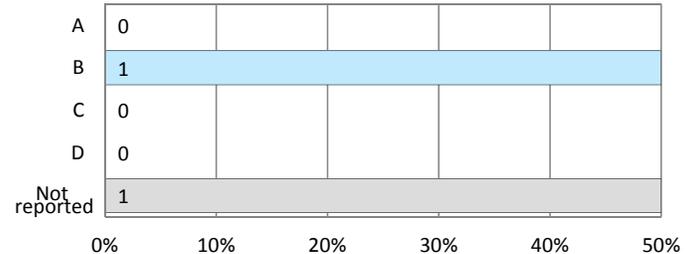
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,548</b>	<b>\$11,260</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,723</b>	<b>\$5,421</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,825</b>	<b>\$5,839</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,281	1,524	1,488	728	1,147
Plant Operations	1,858	1,831	1,455	927	1,033
Food Service	409	416	449	375	404
Transportation	678	639	472	352	443
Student Support	1,180	1,011	611	571	573
Instruction Support	419	418	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

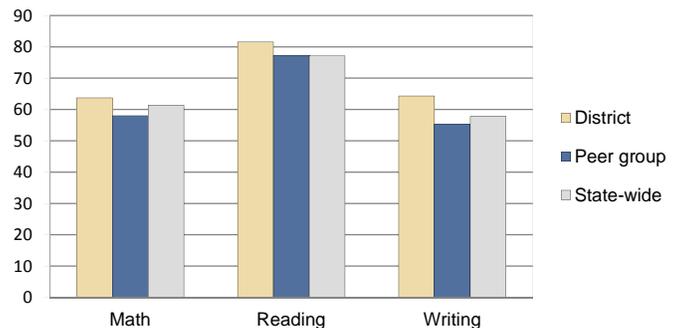
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	97%	82%	78%
Poverty rate (2010)	24%	24%	22%
Students per teacher	14.3	17.3	18.1
Average teacher salary	\$44,400	\$41,429	\$45,637
Average years of experience	12.9	12.6	10.9
Percent of teachers in first 3 years	10%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,951

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Kayenta Unified School District

Navajo County  
Peer groups: Efficiency Group 4, Achievement Group 8  
Legislative district(s): 2

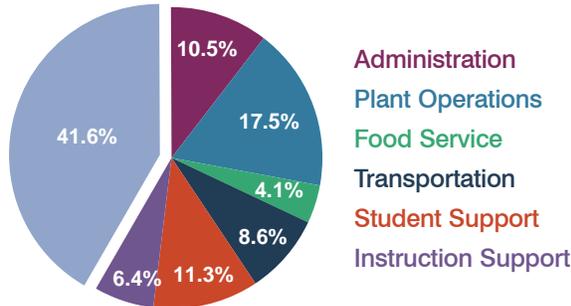
District size: Medium-Large  
Students attending: 2,017  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing significantly overall from 44.5 to 41.6 percent. Spending on administration and plant operations decreased, and spending on transportation and student support increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,131	\$736	\$728
	Students per administrator	45	65	66
Plant Operations	Cost per square foot	\$5.81	\$5.52	\$6.10
	Square footage per student	324	169	152
Food Service	Cost per meal equivalent	\$2.15	\$2.60	\$2.45
Transportation	Cost per mile	\$2.49	\$2.93	\$3.39
	Miles per rider	502	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

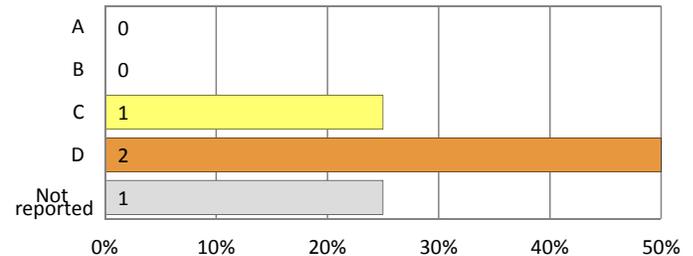
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,643</b>	<b>\$10,811</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,809</b>	<b>\$4,502</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,834</b>	<b>\$6,309</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,154	1,131	736	728	1,147
Plant Operations	2,311	1,884	917	927	1,033
Food Service	497	445	351	375	404
Transportation	892	931	360	352	443
Student Support	1,270	1,224	528	571	573
Instruction Support	710	694	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

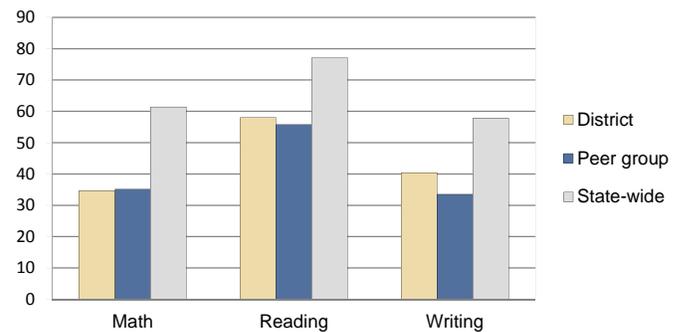
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	92%	95%
Graduation rate (2010)	83%	68%	78%
Poverty rate (2010)	39%	40%	22%
Students per teacher	15.6	15.5	18.1
Average teacher salary	\$42,709	\$42,449	\$45,637
Average years of experience	14.3	12.2	10.9
Percent of teachers in first 3 years	6%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,222

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

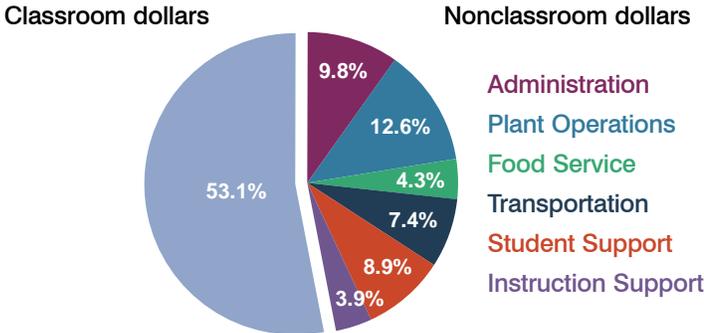
# Kingman Unified School District

Mohave County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 3

District size: Medium-Large  
Students attending: 6,906  
Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.8 to 53.1 percent. Spending on transportation and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$628	\$736	\$728
	Students per administrator	56	65	66
Plant Operations	Cost per square foot	\$4.26	\$5.52	\$6.10
	Square footage per student	189	169	152
Food Service	Cost per meal equivalent	\$2.28	\$2.60	\$2.45
Transportation	Cost per mile	\$2.09	\$2.93	\$3.39
	Miles per rider	436	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

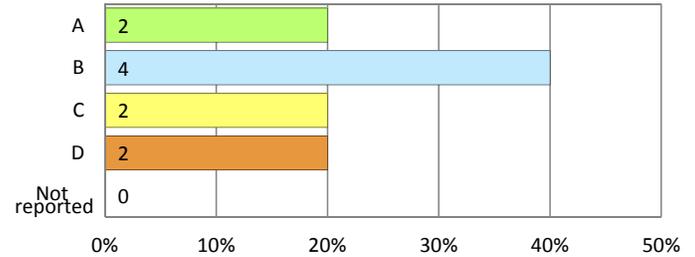
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,182</b>	<b>\$6,390</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,287</b>	<b>\$3,390</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,895</b>	<b>\$3,000</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	596	628	736	728	1,147
Plant Operations	779	808	917	927	1,033
Food Service	269	275	351	375	404
Transportation	421	471	360	352	443
Student Support	581	570	528	571	573
Instruction Support	249	248	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

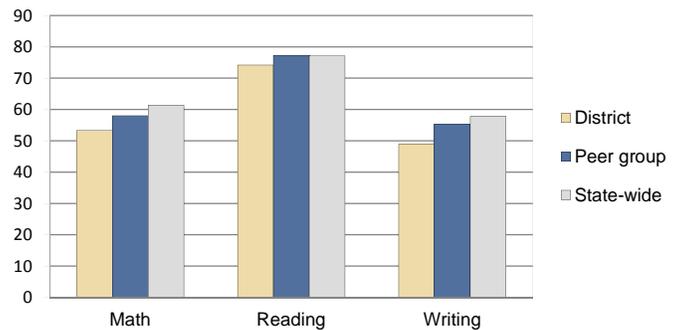
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	72%	82%	78%
Poverty rate (2010)	26%	24%	22%
Students per teacher	19.2	17.3	18.1
Average teacher salary	\$36,984	\$41,429	\$45,637
Average years of experience	11.0	12.6	10.9
Percent of teachers in first 3 years	11%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,260

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Kirkland Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 4

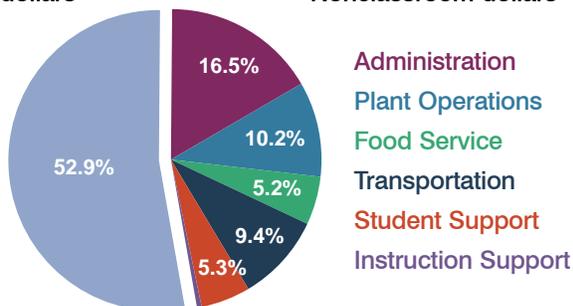
District size: Very Small  
Students attending: 56  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Student enrollment decreased 19 percent, which contributed to the 51 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing slightly overall from 53 to 52.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,359	\$2,437	\$728
	Students per administrator	28	30	66
Plant Operations	Cost per square foot	\$7.85	\$7.51	\$6.10
	Square footage per student	185	297	152
Food Service	Cost per meal equivalent	\$7.02	\$4.80	\$2.45
Transportation	Cost per mile	\$1.96	\$1.55	\$3.39
	Miles per rider	417	685	283



### Per-pupil spending by operational area

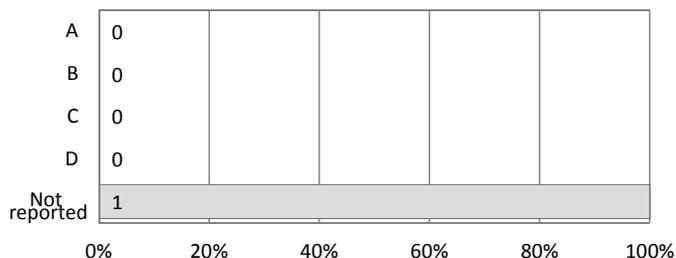
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,944</b>	<b>\$14,300</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,793</b>	<b>\$7,566</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,151</b>	<b>\$6,734</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,245	2,359	2,437	728	1,147
Plant Operations	1,342	1,452	2,284	927	1,033
Food Service	731	743	742	375	404
Transportation	997	1,344	886	352	443
Student Support	731	764	451	571	573
Instruction Support	105	72	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

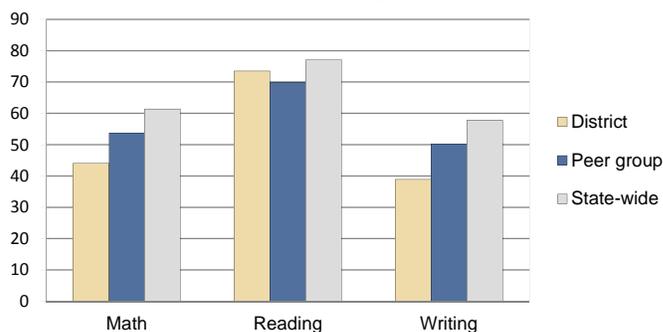
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	39%	38%	22%
Students per teacher	11.3	13.1	18.1
Average teacher salary	\$39,576	\$42,832	\$45,637
Average years of experience	11.2	10.3	10.9
Percent of teachers in first 3 years	20%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,639

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

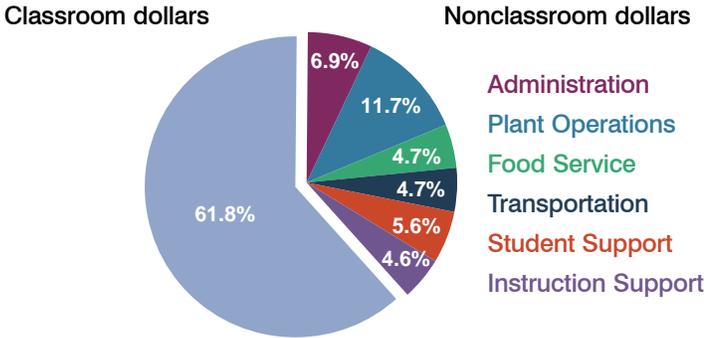
# Kyrene Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 13  
Legislative district(s): 17 and 20

District size: Large  
Students attending: 16,876  
Number of schools: 25

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased significantly from 64 to 61.8 percent. Spending on plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$463	\$648	\$728
	Students per administrator	77	71	66
Plant Operations	Cost per square foot	\$5.27	\$6.32	\$6.10
	Square footage per student	150	130	152
Food Service	Cost per meal equivalent	\$2.84	\$2.29	\$2.45
Transportation	Cost per mile	\$3.30	\$4.66	\$3.39
	Miles per rider	252	180	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

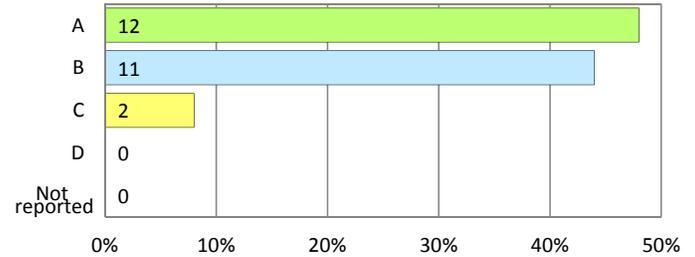
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,121</b>	<b>\$6,736</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,340</b>	<b>\$4,160</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,781</b>	<b>\$2,576</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	504	463	648	728	1,147
Plant Operations	797	790	789	927	1,033
Food Service	363	315	467	375	404
Transportation	321	318	273	352	443
Student Support	458	380	498	571	573
Instruction Support	338	310	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

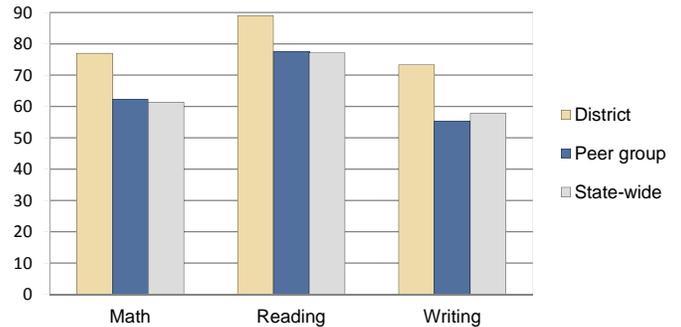
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	9%	14%	22%
Students per teacher	17.3	18.7	18.1
Average teacher salary	\$48,693	\$42,467	\$45,637
Average years of experience	12.6	7.8	10.9
Percent of teachers in first 3 years	8%	27%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,105

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Lake Havasu Unified School District

Mohave County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 3

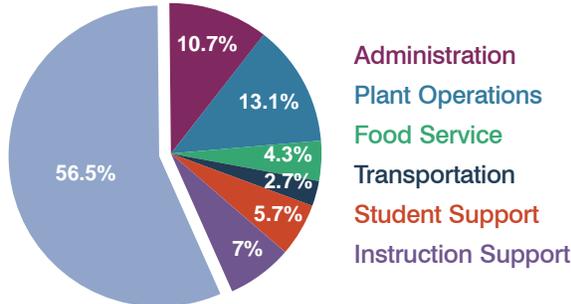
District size: Medium-Large  
Students attending: 5,710  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

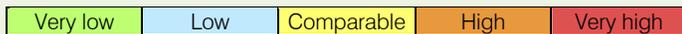


### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom decreased significantly from 61.8 to 56.5 percent. Spending on administration, plant operations, and instruction support increased significantly, and spending on food service decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$708	\$736	\$728
	Students per administrator	68	65	66
Plant Operations	Cost per square foot	\$5.84	\$5.52	\$6.10
	Square footage per student	148	169	152
Food Service	Cost per meal equivalent	\$2.20	\$2.60	\$2.45
Transportation	Cost per mile	\$3.52	\$2.93	\$3.39
	Miles per rider	552	324	283



### Per-pupil spending by operational area

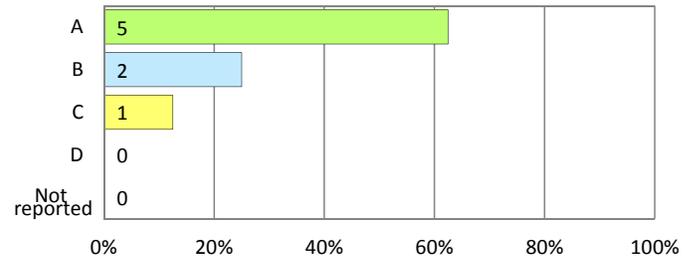
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,557</b>	<b>\$6,633</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,876</b>	<b>\$3,746</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,681</b>	<b>\$2,887</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	632	708	736	728	1,147
Plant Operations	810	866	917	927	1,033
Food Service	290	284	351	375	404
Transportation	138	181	360	352	443
Student Support	390	381	528	571	573
Instruction Support	421	467	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

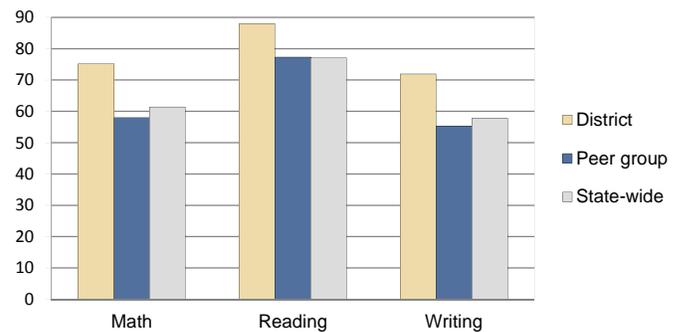
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	66%	82%	78%
Poverty rate (2010)	23%	24%	22%
Students per teacher	17.8	17.3	18.1
Average teacher salary	\$39,002	\$41,429	\$45,637
Average years of experience	9.6	12.6	10.9
Percent of teachers in first 3 years	10%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,192

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

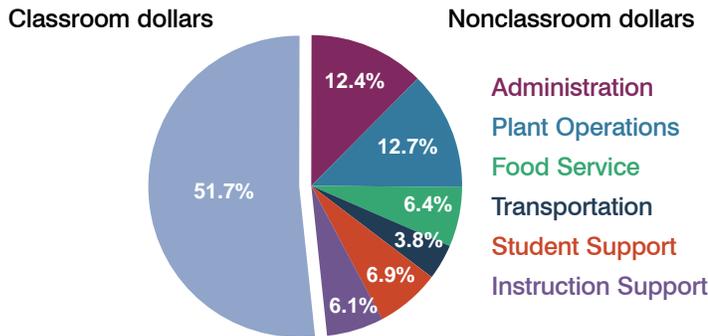
# Laveen Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 14  
Legislative district(s): 16

District size: Medium-Large  
Students attending: 4,823  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom was very inconsistent year to year, ranging from a high of 57 to a low of 51 percent. Overall, spending on administration and student support decreased, and spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$702	\$828	\$728
	Students per administrator	81	72	66
Plant Operations	Cost per square foot	\$7.83	\$6.46	\$6.10
	Square footage per student	93	132	152
Food Service	Cost per meal equivalent	\$1.99	\$2.30	\$2.45
Transportation	Cost per mile	\$5.44	\$5.00	\$3.39
	Miles per rider	102	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

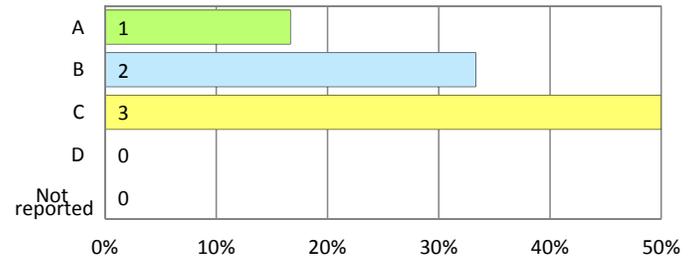
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$5,919</b>	<b>\$5,707</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,157</b>	<b>\$2,954</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,762</b>	<b>\$2,753</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	673	702	828	728	1,147
Plant Operations	678	724	854	927	1,033
Food Service	365	368	507	375	404
Transportation	215	214	268	352	443
Student Support	418	394	554	571	573
Instruction Support	413	351	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

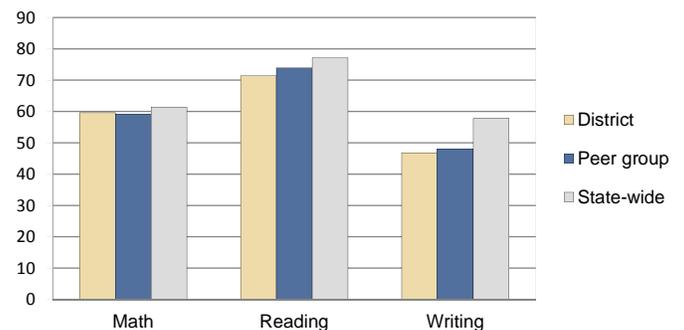
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	19.9	19.0	18.1
Average teacher salary	\$37,364	\$43,082	\$45,637
Average years of experience	5.6	7.2	10.9
Percent of teachers in first 3 years	29%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,855

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Liberty Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 13  
Legislative district(s): 12

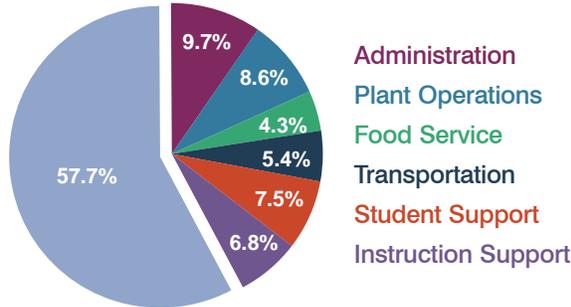
District size: Medium-Large  
Students attending: 3,355  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

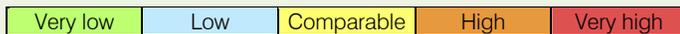


### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased significantly from 62.1 to 57.7 percent. Overall, spending on student support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$645	\$828	\$728
	Students per administrator	70	72	66
Plant Operations	Cost per square foot	\$5.32	\$6.46	\$6.10
	Square footage per student	107	132	152
Food Service	Cost per meal equivalent	\$2.27	\$2.30	\$2.45
Transportation	Cost per mile	\$3.36	\$5.00	\$3.39
	Miles per rider	271	136	283



### Per-pupil spending by operational area

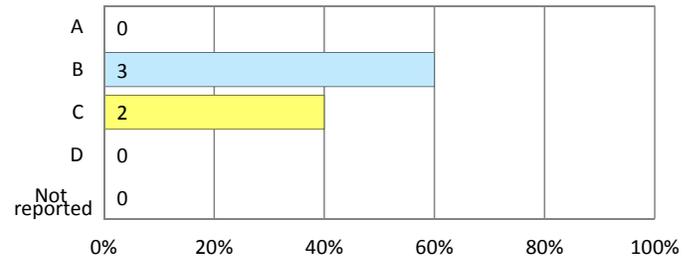
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,992</b>	<b>\$6,654</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,171</b>	<b>\$3,838</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,821</b>	<b>\$2,816</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	618	645	828	728	1,147
Plant Operations	565	571	854	927	1,033
Food Service	289	286	507	375	404
Transportation	335	357	268	352	443
Student Support	458	500	554	571	573
Instruction Support	556	457	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

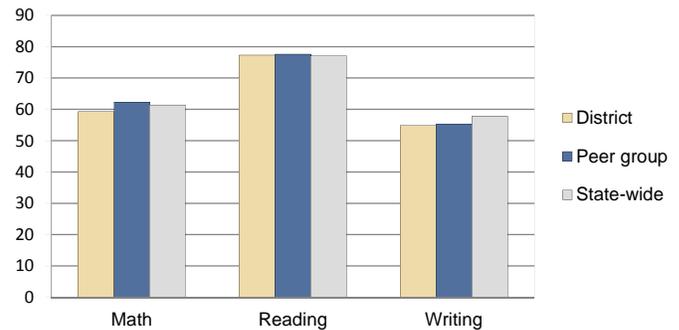
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	14%	14%	22%
Students per teacher	17.4	18.7	18.1
Average teacher salary	\$41,420	\$42,467	\$45,637
Average years of experience	8.4	7.8	10.9
Percent of teachers in first 3 years	15%	27%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,389

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	▲
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

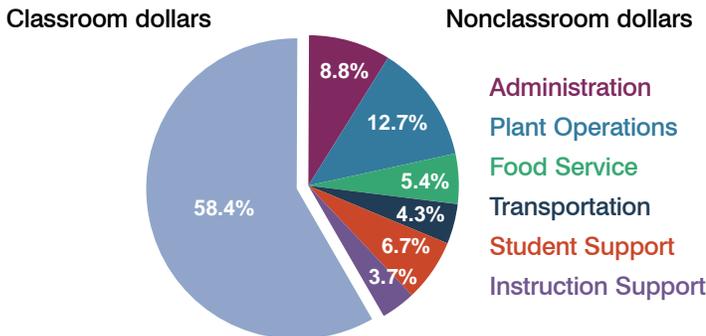
# Litchfield Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 13  
Legislative district(s): 4 and 12

District size: Large  
Students attending: 9,863  
Number of schools: 13

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom was fairly stable and was 58.4 percent in both fiscal years 2006 and 2011. Spending on all nonclassroom areas also remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$520	\$648	\$728
	Students per administrator	108	71	66
Plant Operations	Cost per square foot	\$6.96	\$6.32	\$6.10
	Square footage per student	109	130	152
Food Service	Cost per meal equivalent	\$1.28	\$2.29	\$2.45
Transportation	Cost per mile	\$3.21	\$4.66	\$3.39
	Miles per rider	213	180	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

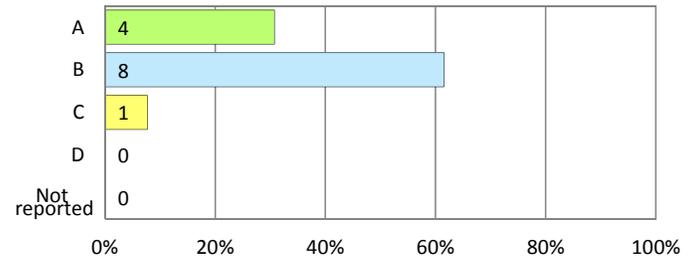
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,099</b>	<b>\$5,941</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,556</b>	<b>\$3,472</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,543</b>	<b>\$2,469</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	526	520	648	728	1,147
Plant Operations	758	756	789	927	1,033
Food Service	341	320	467	375	404
Transportation	274	254	273	352	443
Student Support	388	400	498	571	573
Instruction Support	256	219	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

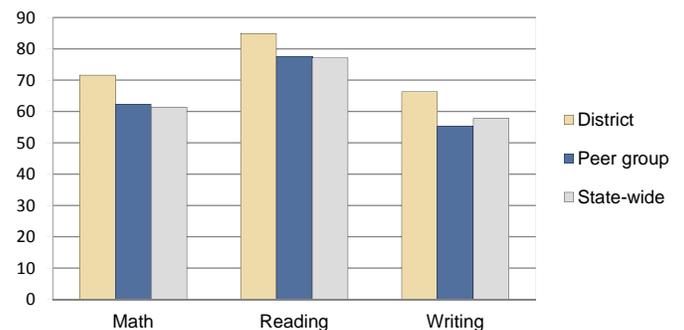
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	13%	14%	22%
Students per teacher	20.7	18.7	18.1
Average teacher salary	\$45,879	\$42,467	\$45,637
Average years of experience	7.6	7.8	10.9
Percent of teachers in first 3 years	24%	27%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,754

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Littlefield Unified School District

Mohave County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 3

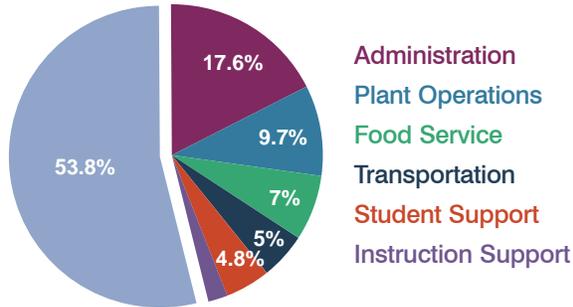
District size: Small  
Students attending: 507  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.4 to 53.8 percent. Spending on administration and student support increased significantly, and spending on transportation and instruction support decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,294	\$1,488	\$728
	Students per administrator	60	42	66
Plant Operations	Cost per square foot	\$4.48	\$5.22	\$6.10
	Square footage per student	159	292	152
Food Service	Cost per meal equivalent	\$2.97	\$3.04	\$2.45
Transportation	Cost per mile	\$2.51	\$2.12	\$3.39
	Miles per rider	416	363	283



### Per-pupil spending by function

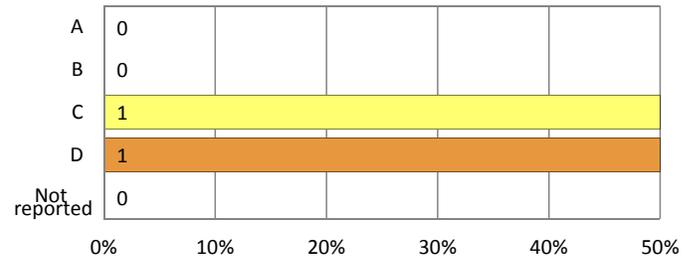
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,931</b>	<b>\$7,335</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,173</b>	<b>\$3,946</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,758</b>	<b>\$3,389</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,300	1,294	1,488	728	1,147
Plant Operations	645	714	1,455	927	1,033
Food Service	530	511	449	375	404
Transportation	445	369	472	352	443
Student Support	409	351	611	571	573
Instruction Support	429	150	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

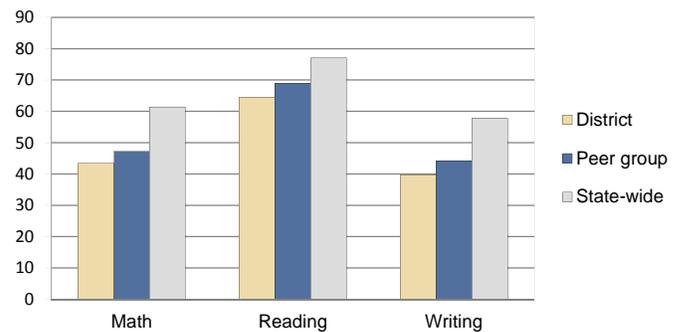
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	63%	80%	78%
Poverty rate (2010)	32%	32%	22%
Students per teacher	16.3	15.1	18.1
Average teacher salary	\$43,265	\$40,287	\$45,637
Average years of experience	7.3	11.6	10.9
Percent of teachers in first 3 years	24%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,991

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	■
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

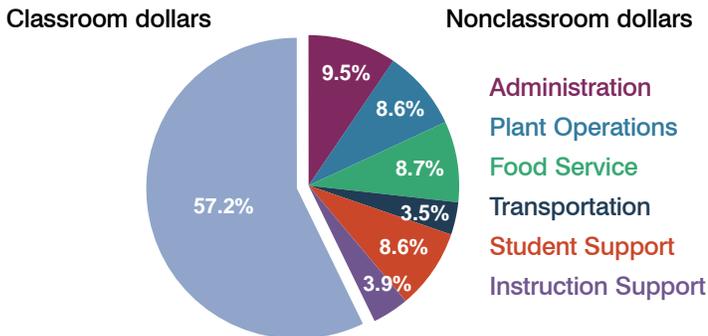
# Littleton Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 14  
Legislative district(s): 12, 13 and 23

District size: Medium-Large  
Students attending: 4,794  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, increasing slightly overall from 57 to 57.2 percent. Spending on plant operations and transportation decreased, and spending on food service increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$633	\$828	\$728
	Students per administrator	74	72	66
Plant Operations	Cost per square foot	\$5.50	\$6.46	\$6.10
	Square footage per student	104	132	152
Food Service	Cost per meal equivalent	\$2.39	\$2.30	\$2.45
Transportation	Cost per mile	\$5.44	\$5.00	\$3.39
	Miles per rider	124	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

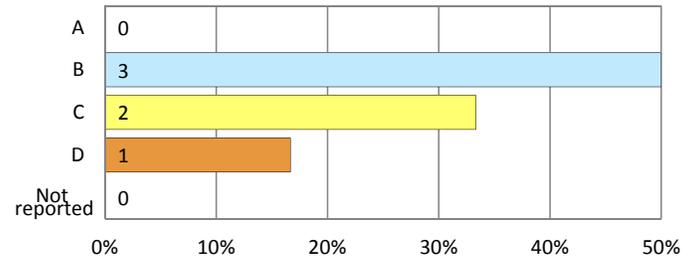
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,225</b>	<b>\$6,638</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,197</b>	<b>\$3,798</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,028</b>	<b>\$2,840</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	719	633	828	728	1,147
Plant Operations	642	574	854	927	1,033
Food Service	567	579	507	375	404
Transportation	220	231	268	352	443
Student Support	611	567	554	571	573
Instruction Support	269	256	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

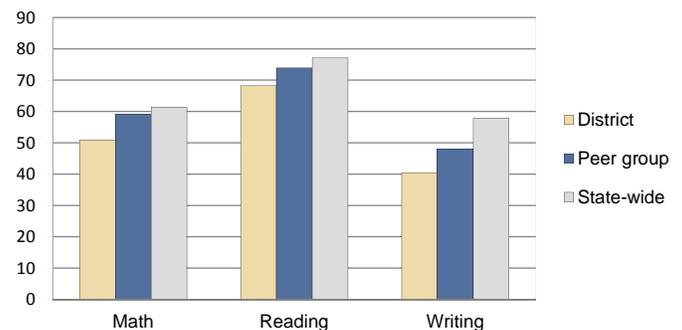
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	17.2	19.0	18.1
Average teacher salary	\$42,462	\$43,082	\$45,637
Average years of experience	5.1	7.2	10.9
Percent of teachers in first 3 years	54%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,937

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	▶
Teacher professional development	▶
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▶ = partially, and - = no goal set

# Madison Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 14  
Legislative district(s): 11 and 15

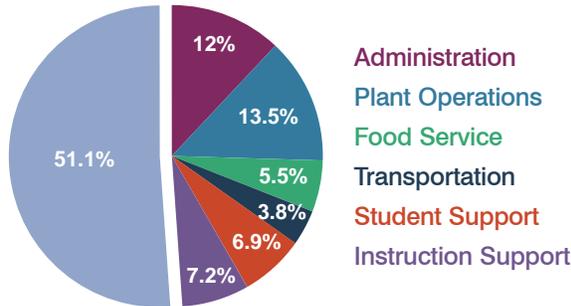
District size: Medium-Large  
Students attending: 5,577  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased significantly from 59.2 to 51.1 percent. Overall, spending on administration, plant operations, and instruction support increased significantly, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$784	\$828	\$728
	Students per administrator	61	72	66
Plant Operations	Cost per square foot	\$6.74	\$6.46	\$6.10
	Square footage per student	131	132	152
Food Service	Cost per meal equivalent	\$2.01	\$2.30	\$2.45
Transportation	Cost per mile	\$5.92	\$5.00	\$3.39
	Miles per rider	152	136	283



### Per-pupil spending by operational area

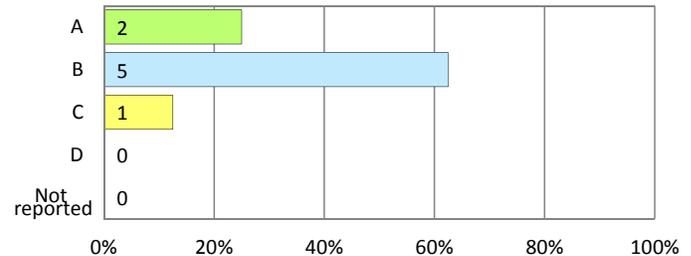
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,961</b>	<b>\$6,515</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,705</b>	<b>\$3,327</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,256</b>	<b>\$3,188</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	691	784	828	728	1,147
Plant Operations	964	881	854	927	1,033
Food Service	378	362	507	375	404
Transportation	243	246	268	352	443
Student Support	506	448	554	571	573
Instruction Support	474	467	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

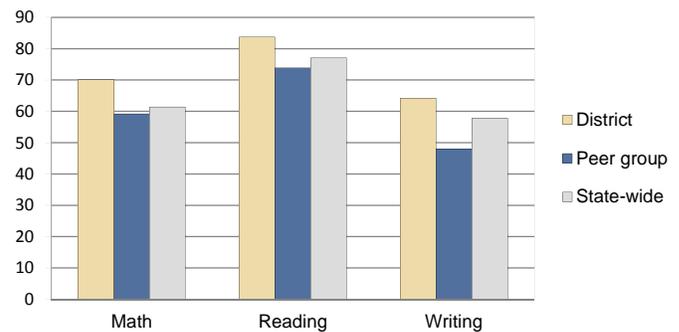
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	19%	20%	22%
Students per teacher	19.3	19.0	18.1
Average teacher salary	\$42,994	\$43,082	\$45,637
Average years of experience	5.5	7.2	10.9
Percent of teachers in first 3 years	48%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,371

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

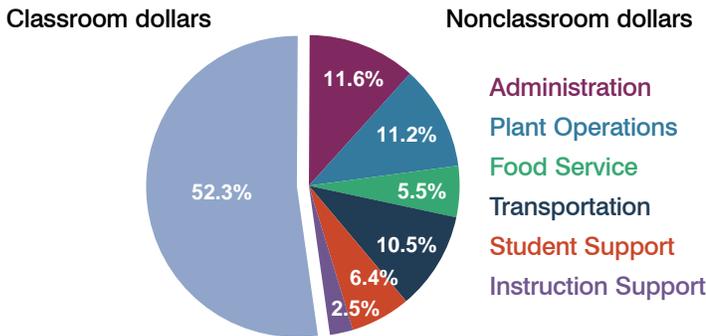
# Maine Consolidated School District

Coconino County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 1

District size: Very Small  
Students attending: 112  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, increasing significantly overall from 43.8 to 52.3 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased significantly, and spending on student support increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,823	\$2,437	\$728
	Students per administrator	29	30	66
Plant Operations	Cost per square foot	\$6.66	\$7.51	\$6.10
	Square footage per student	265	297	152
Food Service	Cost per meal equivalent	\$5.90	\$4.80	\$2.45
Transportation	Cost per mile	\$2.42	\$1.55	\$3.39
	Miles per rider	658	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

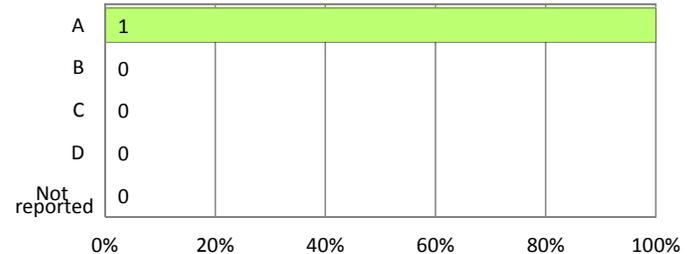
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$16,914</b>	<b>\$15,704</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,546</b>	<b>\$8,212</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,368</b>	<b>\$7,492</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,035	1,823	2,437	728	1,147
Plant Operations	2,030	1,765	2,284	927	1,033
Food Service	934	869	742	375	404
Transportation	1,992	1,643	886	352	443
Student Support	892	1,003	451	571	573
Instruction Support	485	389	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

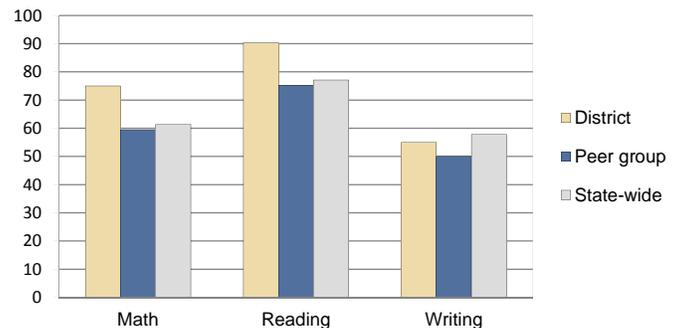
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	14%	11%	22%
Students per teacher	7.4	12.7	18.1
Average teacher salary	\$37,448	\$40,873	\$45,637
Average years of experience	9.1	11.6	10.9
Percent of teachers in first 3 years	0%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,079

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Mammoth-San Manuel Unified School District

Pinal County  
Peer groups: Efficiency Group 5, Achievement Group 7  
Legislative district(s): 23

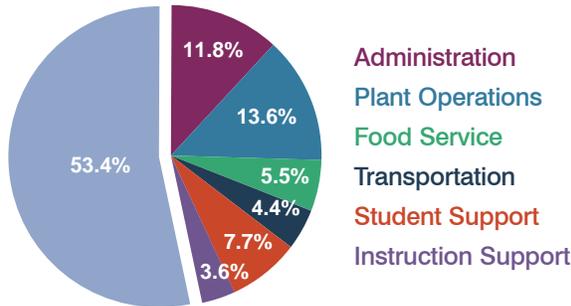
District size: Medium  
Students attending: 976  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.1 to 53.4 percent. Spending on administration, transportation, and student support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$943	\$1,104	\$728
	Students per administrator	55	56	66
Plant Operations	Cost per square foot	\$3.15	\$4.74	\$6.10
	Square footage per student	344	259	152
Food Service	Cost per meal equivalent	\$2.58	\$2.98	\$2.45
Transportation	Cost per mile	\$1.87	\$2.71	\$3.39
	Miles per rider	245	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

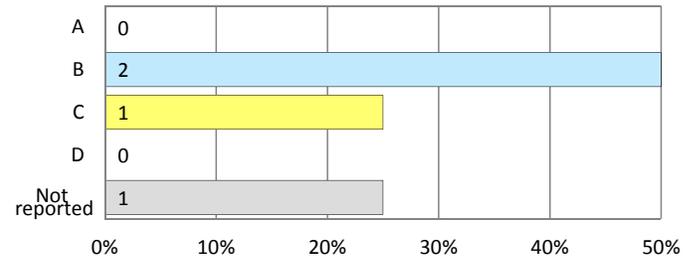
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,662</b>	<b>\$8,003</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,386</b>	<b>\$4,276</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,276</b>	<b>\$3,727</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	840	943	1,104	728	1,147
Plant Operations	994	1,085	1,213	927	1,033
Food Service	400	439	421	375	404
Transportation	281	354	527	352	443
Student Support	530	619	651	571	573
Instruction Support	231	287	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

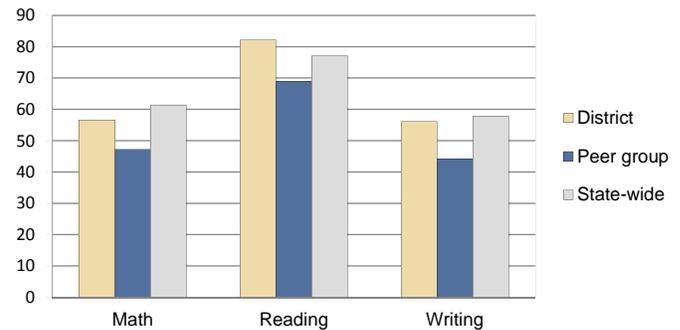
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	95%
Graduation rate (2010)	84%	80%	78%
Poverty rate (2010)	31%	32%	22%
Students per teacher	14.8	15.1	18.1
Average teacher salary	\$40,374	\$40,287	\$45,637
Average years of experience	11.7	11.6	10.9
Percent of teachers in first 3 years	9%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,455

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

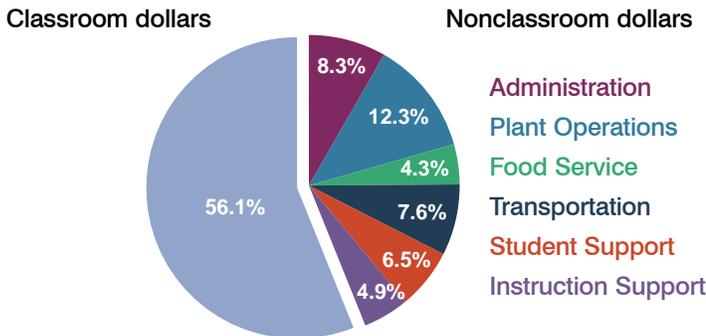
# Marana Unified School District

Pima County  
Peer groups: Efficiency Group 2, Achievement Group 2  
Legislative district(s): 25, 26 and 27

District size: Large  
Students attending: 12,328  
Number of schools: 16

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.7 to 56.1 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$576	\$611	\$728
	Students per administrator	66	70	66
Plant Operations	Cost per square foot	\$6.16	\$6.25	\$6.10
	Square footage per student	139	147	152
Food Service	Cost per meal equivalent	\$2.46	\$2.59	\$2.45
Transportation	Cost per mile	\$3.12	\$3.34	\$3.39
	Miles per rider	303	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

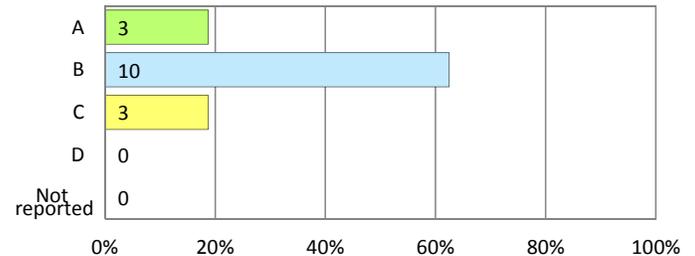
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,974</b>	<b>\$6,940</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,956</b>	<b>\$3,893</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,018</b>	<b>\$3,047</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	603	576	611	728	1,147
Plant Operations	868	856	909	927	1,033
Food Service	297	301	304	375	404
Transportation	524	527	333	352	443
Student Support	437	449	518	571	573
Instruction Support	289	338	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

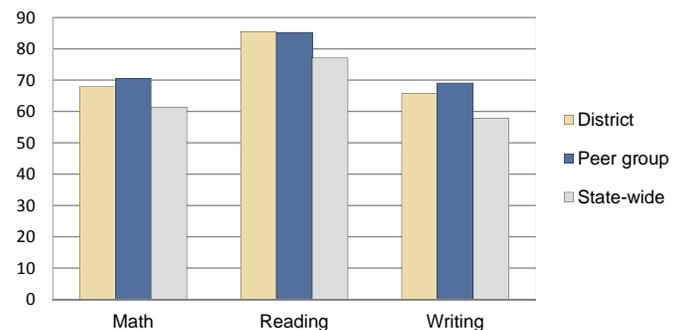
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	84%	90%	78%
Poverty rate (2010)	12%	13%	22%
Students per teacher	16.4	18.2	18.1
Average teacher salary	\$40,429	\$46,027	\$45,637
Average years of experience	12.0	10.8	10.9
Percent of teachers in first 3 years	13%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,435

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Maricopa Unified School District

Pinal County  
Peer groups: Efficiency Group 4, Achievement Group 4  
Legislative district(s): 23 and 25

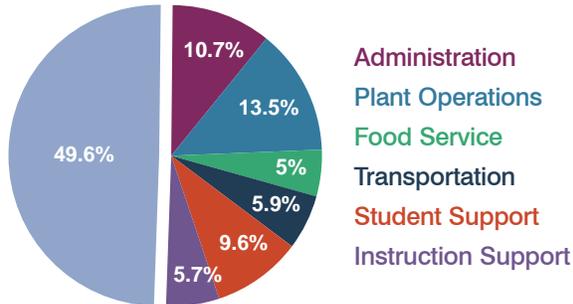
District size: Medium-Large  
Students attending: 5,639  
Number of schools: 9

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 55.5 to 49.6 percent. Spending on administration decreased significantly, and spending on plant operations, student support, and instruction support increased significantly. Spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$754	\$736	\$728
	Students per administrator	80	65	66
Plant Operations	Cost per square foot	\$6.41	\$5.52	\$6.10
	Square footage per student	148	169	152
Food Service	Cost per meal equivalent	\$2.19	\$2.60	\$2.45
Transportation	Cost per mile	\$3.59	\$2.93	\$3.39
	Miles per rider	179	324	283



### Per-pupil spending by operational area

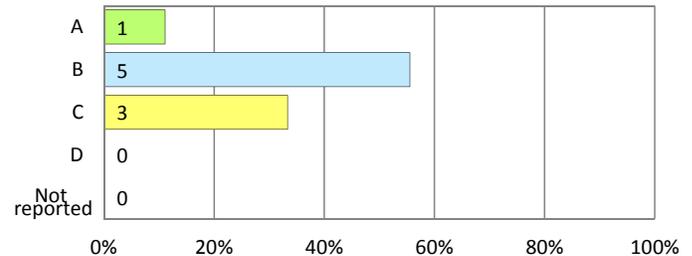
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,833</b>	<b>\$7,049</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,464</b>	<b>\$3,499</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,369</b>	<b>\$3,550</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	659	754	736	728	1,147
Plant Operations	953	952	917	927	1,033
Food Service	343	356	351	375	404
Transportation	418	418	360	352	443
Student Support	649	674	528	571	573
Instruction Support	347	396	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

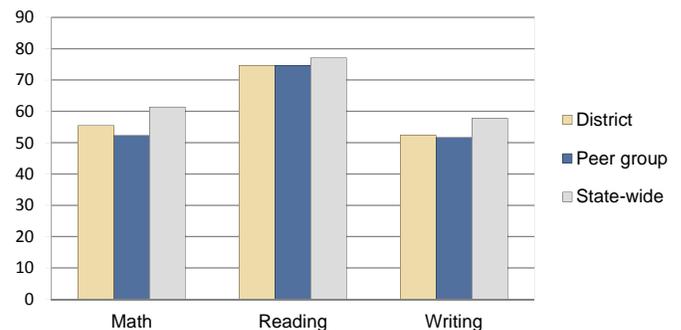
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	75%	77%	78%
Poverty rate (2010)	10%	11%	22%
Students per teacher	16.6	15.6	18.1
Average teacher salary	\$38,468	\$38,961	\$45,637
Average years of experience	7.7	10.0	10.9
Percent of teachers in first 3 years	15%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,768

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	▀
Student attendance	▀
Parent/student satisfaction	▀
Teacher attendance	▀
Teacher professional development	▀
Teacher evaluations	▀
Tutoring	▀
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

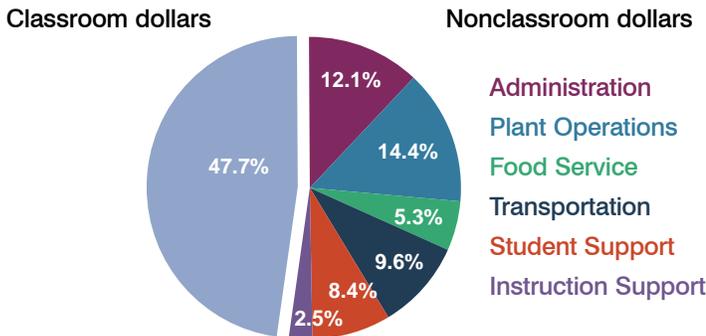
# Mayer Unified School District

Yavapai County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 4

District size: Small  
Students attending: 427  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 24 percent, which contributed to the 39 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 53.9 to 47.7 percent. Spending on transportation, student support, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,241	\$1,488	\$728
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$5.96	\$5.22	\$6.10
	Square footage per student	247	292	152
Food Service	Cost per meal equivalent	\$3.62	\$3.04	\$2.45
Transportation	Cost per mile	\$2.00	\$2.12	\$3.39
	Miles per rider	584	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

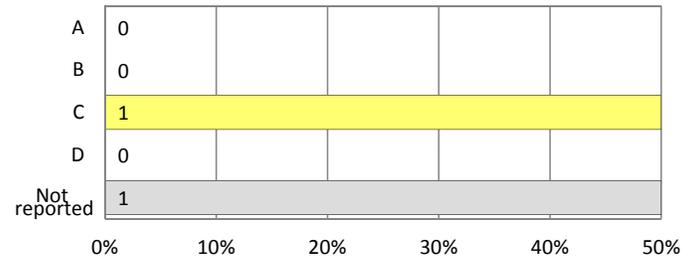
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,073</b>	<b>\$10,266</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,476</b>	<b>\$4,894</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,597</b>	<b>\$5,372</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,279	1,241	1,488	728	1,147
Plant Operations	1,442	1,474	1,455	927	1,033
Food Service	504	547	449	375	404
Transportation	934	981	472	352	443
Student Support	1,132	868	611	571	573
Instruction Support	306	261	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

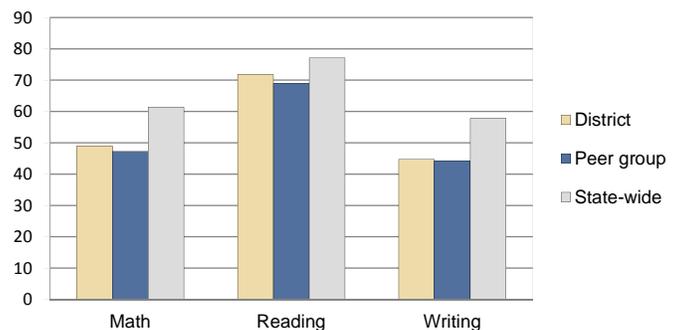
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	93%	95%
Graduation rate (2010)	78%	80%	78%
Poverty rate (2010)	29%	32%	22%
Students per teacher	14.5	15.1	18.1
Average teacher salary	\$36,969	\$40,287	\$45,637
Average years of experience	10.2	11.6	10.9
Percent of teachers in first 3 years	31%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,593

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# McNary Elementary School District

Apache County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 5

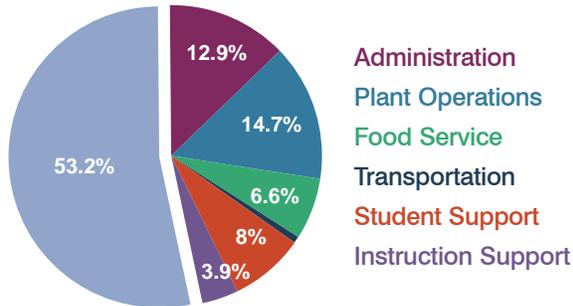
District size: Very Small  
Students attending: 109  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

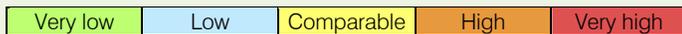


### 5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 64 to 53.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and student support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,659	\$2,437	\$728
	Students per administrator	36	30	66
Plant Operations	Cost per square foot	\$5.20	\$7.51	\$6.10
	Square footage per student	363	297	152
Food Service	Cost per meal equivalent	\$3.66	\$4.80	\$2.45
Transportation	Cost per mile	\$0.63	\$1.55	\$3.39
	Miles per rider	1,049	685	283



### Per-pupil spending by operational area

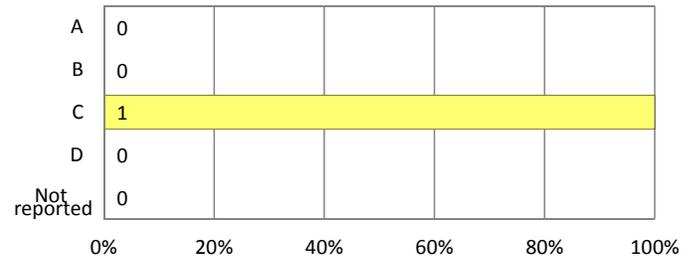
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$14,929</b>	<b>\$12,835</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,407</b>	<b>\$6,831</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,522</b>	<b>\$6,004</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,755	1,659	2,437	728	1,147
Plant Operations	2,136	1,890	2,284	927	1,033
Food Service	720	845	742	375	404
Transportation	44	85	886	352	443
Student Support	959	1,021	451	571	573
Instruction Support	908	504	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

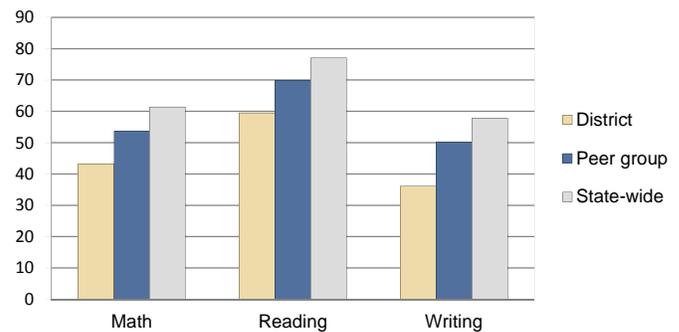
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	42%	38%	22%
Students per teacher	10.9	13.1	18.1
Average teacher salary	\$34,061	\$42,832	\$45,637
Average years of experience	8.2	10.3	10.9
Percent of teachers in first 3 years	11%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,945

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

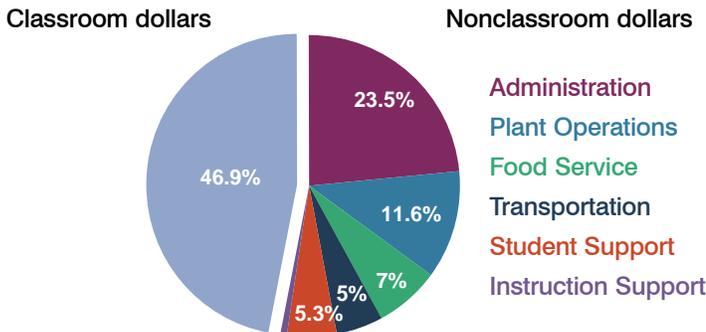
# McNeal Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 25

District size: Very Small  
Students attending: 53  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 47.7 to 46.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,113	\$2,437	\$728
	Students per administrator	26	30	66
Plant Operations	Cost per square foot	\$9.43	\$7.51	\$6.10
	Square footage per student	162	297	152
Food Service	Cost per meal equivalent	\$4.12	\$4.80	\$2.45
Transportation	Cost per mile	\$0.89	\$1.55	\$3.39
	Miles per rider	686	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

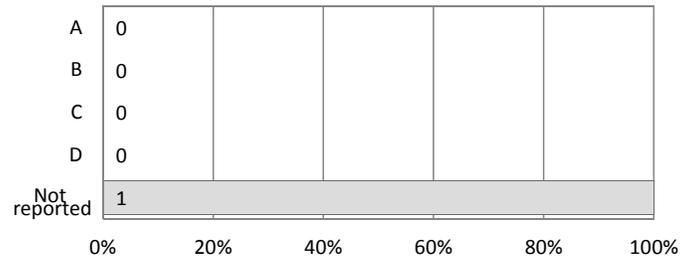
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$14,307</b>	<b>\$13,260</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,339</b>	<b>\$6,224</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,968</b>	<b>\$7,036</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	3,009	3,113	2,437	728	1,147
Plant Operations	1,732	1,532	2,284	927	1,033
Food Service	1,021	932	742	375	404
Transportation	684	660	886	352	443
Student Support	1,430	701	451	571	573
Instruction Support	92	98	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

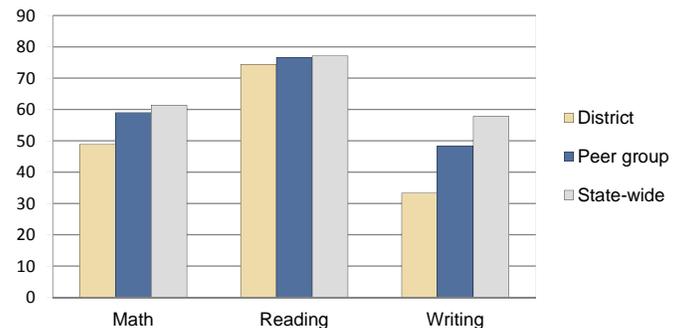
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	26%	24%	22%
Students per teacher	10.5	12.4	18.1
Average teacher salary	\$45,957	\$45,745	\$45,637
Average years of experience	13.5	12.9	10.9
Percent of teachers in first 3 years	18%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,139

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

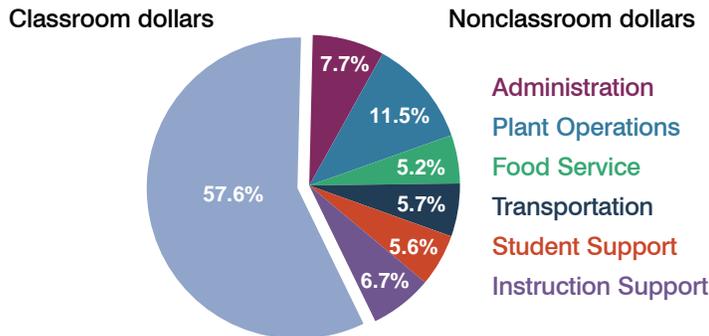
# Mesa Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 3  
Legislative district(s): 17, 18, 19, 20, 21, 22 and 23

District size: Very Large  
Students attending: 61,477  
Number of schools: 84

## OPERATIONAL EFFICIENCY

### Spending by operational area

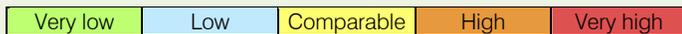


### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased significantly from 62.7 to 57.6 percent. Overall, spending on plant operations, transportation, and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$595	\$613	\$728
	Students per administrator	75	81	66
Plant Operations	Cost per square foot	\$6.70	\$6.03	\$6.10
	Square footage per student	132	142	152
Food Service	Cost per meal equivalent	\$2.41	\$2.42	\$2.45
Transportation	Cost per mile	\$4.44	\$3.96	\$3.39
	Miles per rider	332	279	283



### Per-pupil spending by operational area

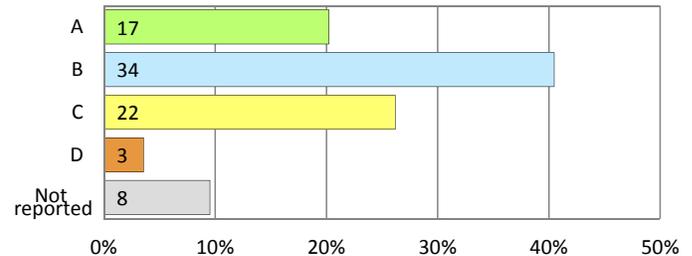
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,635</b>	<b>\$7,732</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,529</b>	<b>\$4,452</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,106</b>	<b>\$3,280</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	590	595	613	728	1,147
Plant Operations	820	887	855	927	1,033
Food Service	388	404	317	375	404
Transportation	404	444	330	352	443
Student Support	439	435	556	571	573
Instruction Support	465	515	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

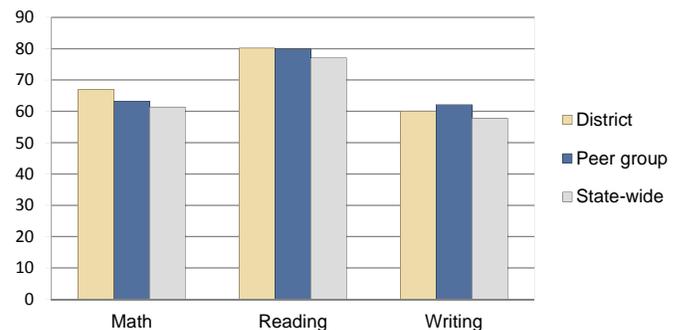
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	76%	81%	78%
Poverty rate (2010)	23%	22%	22%
Students per teacher	20.1	18.0	18.1
Average teacher salary	\$58,725	\$46,077	\$45,637
Average years of experience	14.6	12.6	10.9
Percent of teachers in first 3 years	8%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,420

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	▴
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

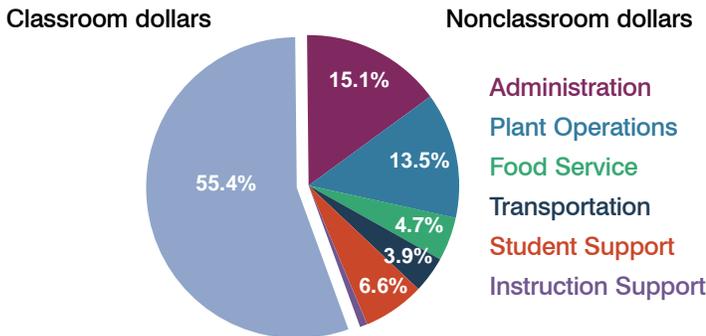
# Miami Unified School District

Gila County  
Peer groups: Efficiency Group 5, Achievement Group 7  
Legislative district(s): 5

District size: Medium  
Students attending: 1,153  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 55.1 to 55.4 percent. Spending on student support increased and spending on instruction support decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,086	\$1,104	\$728
	Students per administrator	58	56	66
Plant Operations	Cost per square foot	\$4.13	\$4.74	\$6.10
	Square footage per student	236	259	152
Food Service	Cost per meal equivalent	\$2.55	\$2.98	\$2.45
Transportation	Cost per mile	\$3.93	\$2.71	\$3.39
	Miles per rider	207	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

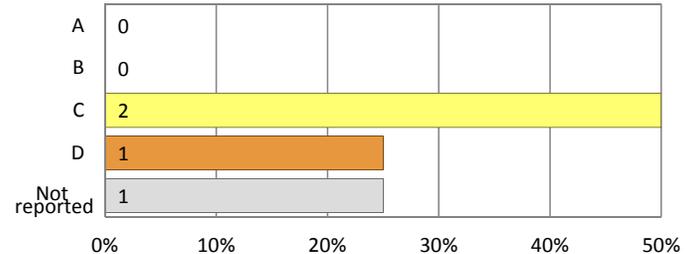
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,639</b>	<b>\$7,211</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,149</b>	<b>\$3,993</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,490</b>	<b>\$3,218</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,079	1,086	1,104	728	1,147
Plant Operations	1,120	972	1,213	927	1,033
Food Service	406	343	421	375	404
Transportation	285	281	527	352	443
Student Support	445	474	651	571	573
Instruction Support	155	62	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

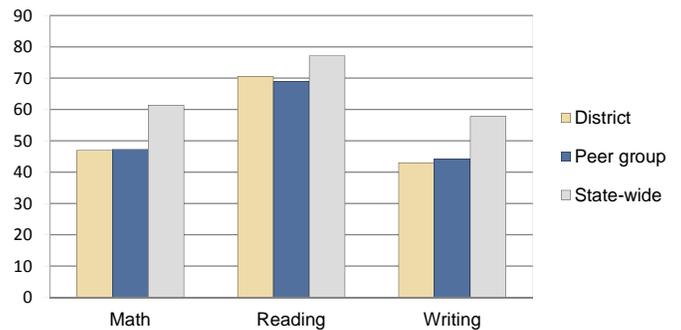
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	87%	80%	78%
Poverty rate (2010)	35%	32%	22%
Students per teacher	17.5	15.1	18.1
Average teacher salary	\$44,253	\$40,287	\$45,637
Average years of experience	16.2	11.6	10.9
Percent of teachers in first 3 years	14%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,212

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	▀
Tutoring	▀
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Mingus Union High School District

Yavapai County  
Peer groups: Efficiency Group 5, Achievement Group 11  
Legislative district(s): 1

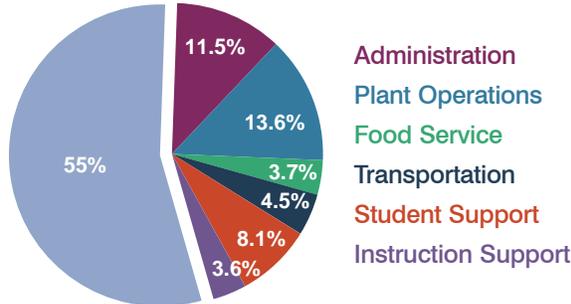
District size: Medium  
Students attending: 1,227  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 61.3 to 55 percent. Spending on administration, plant operations, food service, and instruction support increased significantly, and spending on student support decreased significantly. Spending on transportation remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$778	\$1,104	\$728
	Students per administrator	79	56	66
Plant Operations	Cost per square foot	\$5.68	\$4.74	\$6.10
	Square footage per student	162	259	152
Food Service	Cost per meal equivalent	\$4.98	\$2.98	\$2.45
Transportation	Cost per mile	\$3.52	\$2.71	\$3.39
	Miles per rider	153	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

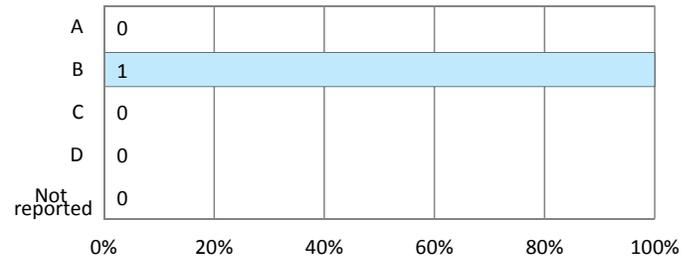
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,967</b>	<b>\$6,785</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,837</b>	<b>\$3,732</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,130</b>	<b>\$3,053</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	882	778	1,104	728	1,147
Plant Operations	1,035	920	1,213	927	1,033
Food Service	1	249	421	375	404
Transportation	324	307	527	352	443
Student Support	675	552	651	571	573
Instruction Support	213	247	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

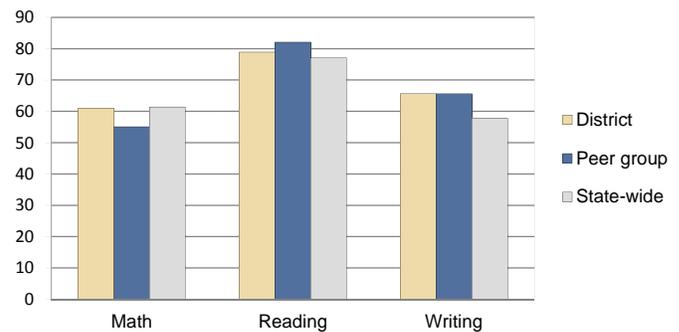
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	95%
Graduation rate (2010)	87%	89%	78%
Poverty rate (2010)	18%	17%	22%
Students per teacher	20.8	15.3	18.1
Average teacher salary	\$41,902	\$40,951	\$45,637
Average years of experience	8.6	10.4	10.9
Percent of teachers in first 3 years	29%	24%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$806

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

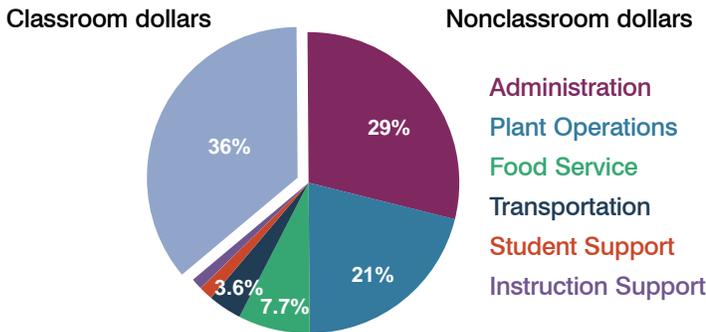
# Mobile Elementary School District

Maricopa County  
Peer groups: Efficiency Group 12, Achievement Group 18  
Legislative district(s): 25

District size: Very Small  
Students attending: 20  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment increased 80 percent, which contributed to the 22 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing significantly overall from 28.6 to 36 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$10,730	\$2,437	\$728
	Students per administrator	10	30	66
Plant Operations	Cost per square foot	\$6.99	\$7.51	\$6.10
	Square footage per student	1,117	297	152
Food Service	Cost per meal equivalent	\$9.88	\$4.80	\$2.45
Transportation	Cost per mile	\$1.70	\$1.55	\$3.39
	Miles per rider	611	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

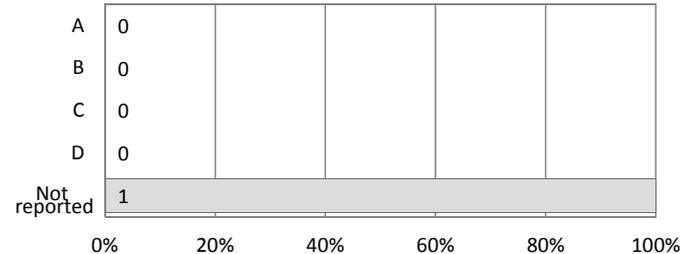
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$53,808</b>	<b>\$37,081</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$18,080</b>	<b>\$13,338</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$35,728</b>	<b>\$23,743</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	18,490	10,730	2,437	728	1,147
Plant Operations	11,701	7,804	2,284	927	1,033
Food Service	3,228	2,864	742	375	404
Transportation	1,545	1,318	886	352	443
Student Support	284	564	451	571	573
Instruction Support	480	463	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

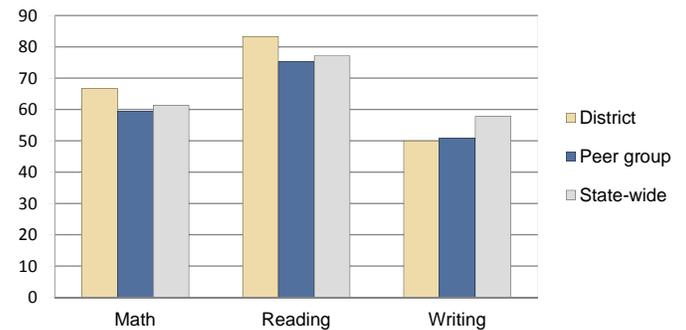
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	21%	20%	22%
Students per teacher	4.9	12.8	18.1
Average teacher salary	\$43,501	\$42,725	\$45,637
Average years of experience	6.0	10.9	10.9
Percent of teachers in first 3 years	19%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,107

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Mohave Valley Elementary School District

Mohave County  
Peer groups: Efficiency Group 10, Achievement Group 19  
Legislative district(s): 3

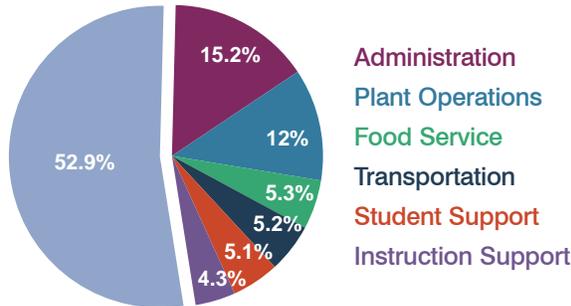
District size: Medium  
Students attending: 1,625  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

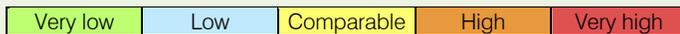


### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased significantly from 59.9 to 52.9 percent. Spending on administration increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$983	\$938	\$728
	Students per administrator	108	63	66
Plant Operations	Cost per square foot	\$5.72	\$6.51	\$6.10
	Square footage per student	135	135	152
Food Service	Cost per meal equivalent	\$1.86	\$2.43	\$2.45
Transportation	Cost per mile	\$2.93	\$3.27	\$3.39
	Miles per rider	183	200	283



### Per-pupil spending by operational area

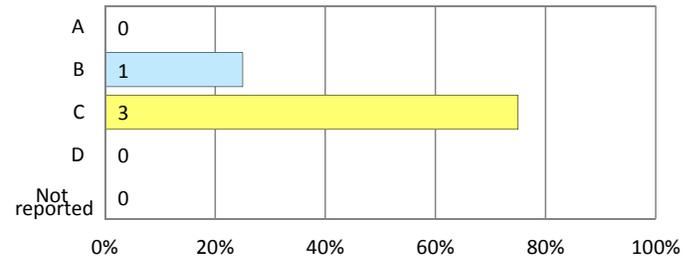
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,234</b>	<b>\$6,465</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,765</b>	<b>\$3,418</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,469</b>	<b>\$3,047</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,028	983	938	728	1,147
Plant Operations	871	775	892	927	1,033
Food Service	376	345	515	375	404
Transportation	350	334	402	352	443
Student Support	500	333	379	571	573
Instruction Support	344	277	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

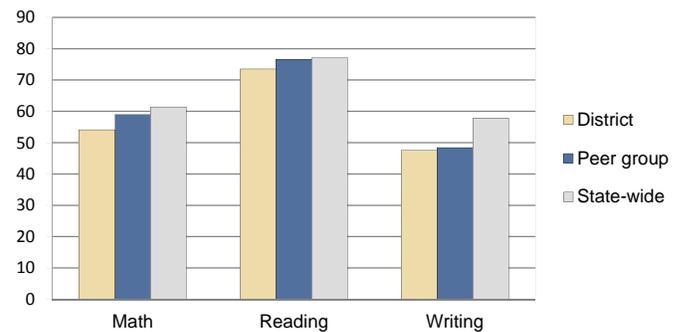
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	25%	24%	22%
Students per teacher	19.1	12.4	18.1
Average teacher salary	\$40,785	\$45,745	\$45,637
Average years of experience	9.4	12.9	10.9
Percent of teachers in first 3 years	15%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,744

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

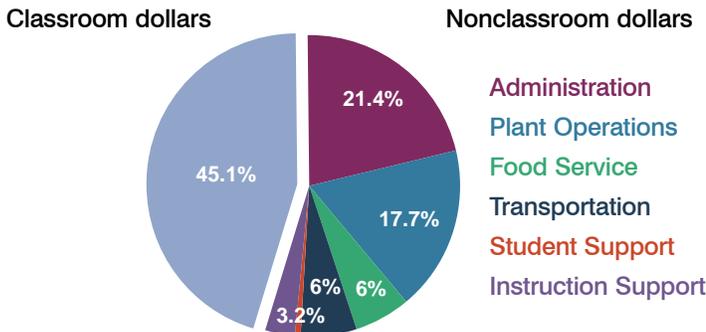
# Mohawk Valley Elementary School District

Yuma County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 24

District size: Very Small  
Students attending: 149  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.5 to 45.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,082	\$2,437	\$728
	Students per administrator	50	30	66
Plant Operations	Cost per square foot	\$5.36	\$7.51	\$6.10
	Square footage per student	322	297	152
Food Service	Cost per meal equivalent	\$2.55	\$4.80	\$2.45
Transportation	Cost per mile	\$1.89	\$1.55	\$3.39
	Miles per rider	399	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

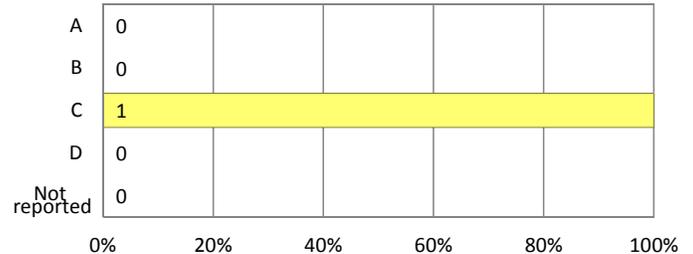
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,475</b>	<b>\$9,745</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,867</b>	<b>\$4,397</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,608</b>	<b>\$5,348</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,364	2,082	2,437	728	1,147
Plant Operations	1,478	1,726	2,284	927	1,033
Food Service	742	581	742	375	404
Transportation	654	589	886	352	443
Student Support	83	60	451	571	573
Instruction Support	287	310	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

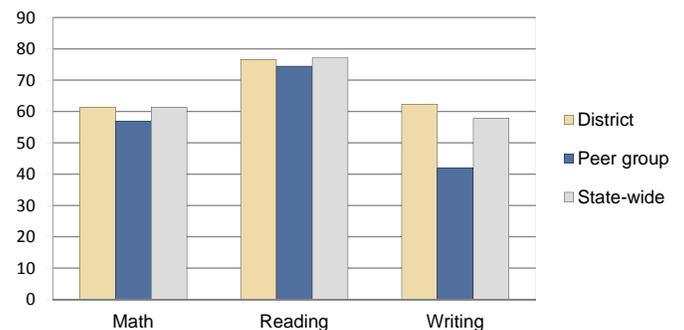
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	29%	31%	22%
Students per teacher	14.9	13.3	18.1
Average teacher salary	\$34,470	\$42,042	\$45,637
Average years of experience	25.2	13.4	10.9
Percent of teachers in first 3 years	0%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,072

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

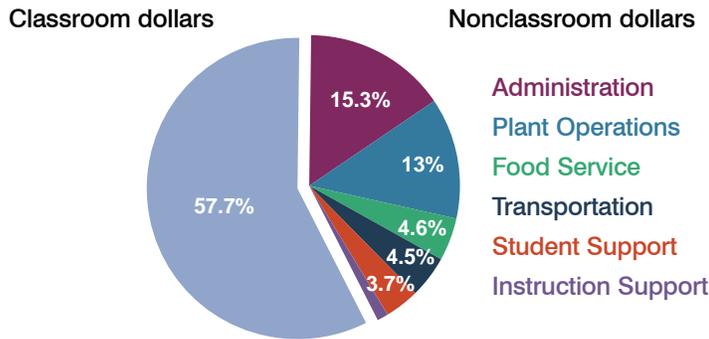
# Morenci Unified School District

Greenlee County  
Peer groups: Efficiency Group 5, Achievement Group 5  
Legislative district(s): 5

District size: Medium  
Students attending: 1,127  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

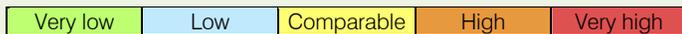


### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 56.3 to 57.7 percent. Spending on administration increased and spending on plant operations decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$991	\$1,104	\$728
	Students per administrator	65	56	66
Plant Operations	Cost per square foot	\$3.47	\$4.74	\$6.10
	Square footage per student	243	259	152
Food Service	Cost per meal equivalent	\$3.52	\$2.98	\$2.45
Transportation	Cost per mile	\$3.62	\$2.71	\$3.39
	Miles per rider	213	336	283



### Per-pupil spending by operational area

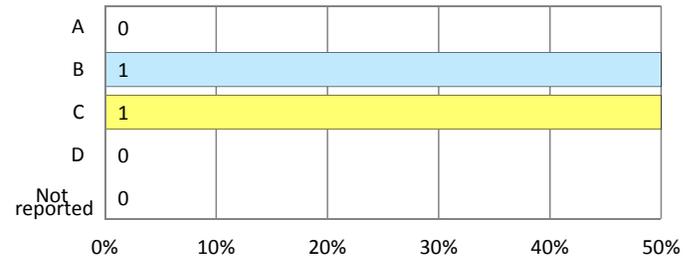
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,185</b>	<b>\$6,485</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,107</b>	<b>\$3,744</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,078</b>	<b>\$2,741</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,135	991	1,104	728	1,147
Plant Operations	1,026	841	1,213	927	1,033
Food Service	329	298	421	375	404
Transportation	273	293	527	352	443
Student Support	244	243	651	571	573
Instruction Support	71	75	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

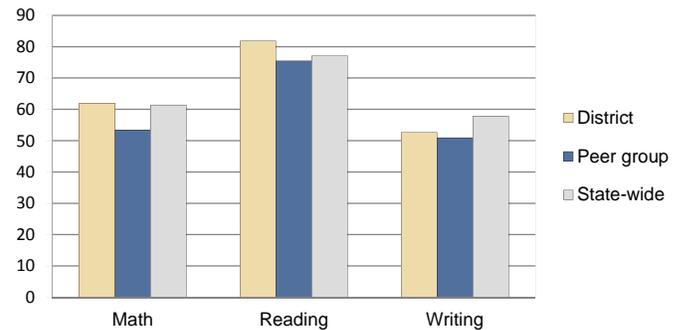
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	95%	77%	78%
Poverty rate (2010)	16%	16%	22%
Students per teacher	18.1	15.1	18.1
Average teacher salary	\$42,795	\$39,479	\$45,637
Average years of experience	12.3	11.1	10.9
Percent of teachers in first 3 years	8%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,453

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	▲
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

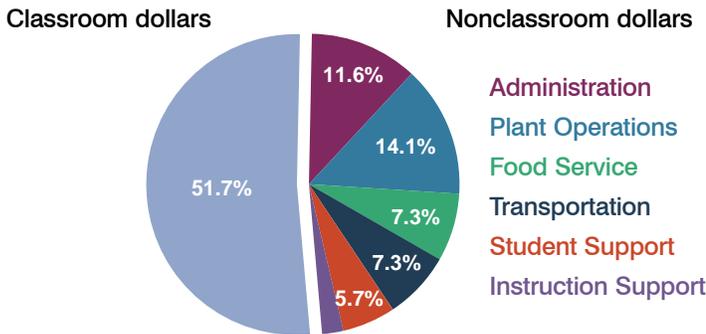
# Morristown Elementary School District

Maricopa County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 4

District size: Very Small  
Students attending: 151  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing significantly overall from 47.8 to 51.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration decreased significantly, while spending on plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,204	\$2,437	\$728
	Students per administrator	101	30	66
Plant Operations	Cost per square foot	\$6.60	\$7.51	\$6.10
	Square footage per student	222	297	152
Food Service	Cost per meal equivalent	\$3.46	\$4.80	\$2.45
Transportation	Cost per mile	\$1.57	\$1.55	\$3.39
	Miles per rider	430	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

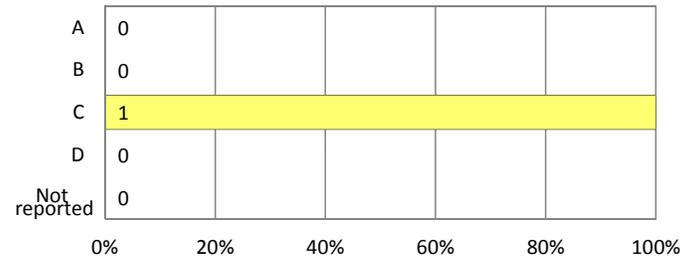
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,599</b>	<b>\$10,406</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,668</b>	<b>\$5,376</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,931</b>	<b>\$5,030</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,280	1,204	2,437	728	1,147
Plant Operations	1,529	1,467	2,284	927	1,033
Food Service	756	762	742	375	404
Transportation	607	763	886	352	443
Student Support	548	597	451	571	573
Instruction Support	211	237	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

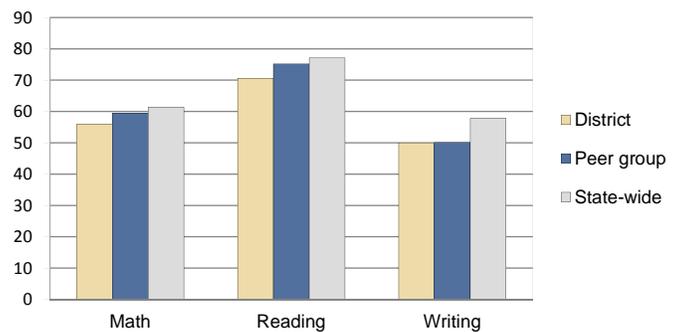
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	12%	11%	22%
Students per teacher	16.8	12.7	18.1
Average teacher salary	\$47,103	\$40,873	\$45,637
Average years of experience	8.8	11.6	10.9
Percent of teachers in first 3 years	25%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,145

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	□
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Murphy Elementary School District

Maricopa County

Peer groups: Efficiency Group 9, Achievement Group 16

Legislative district(s): 16

District size: Medium-Large

Students attending: 2,048

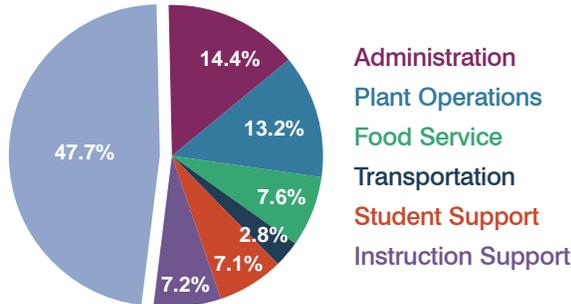
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

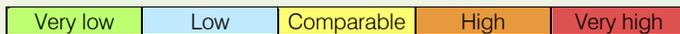


### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom decreased significantly from 56.4 to 47.7 percent. Overall, spending on plant operations, transportation, student support, and instruction support increased significantly, while spending on other areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,303	\$828	\$728
	Students per administrator	49	72	66
Plant Operations	Cost per square foot	\$8.01	\$6.46	\$6.10
	Square footage per student	149	132	152
Food Service	Cost per meal equivalent	\$2.41	\$2.30	\$2.45
Transportation	Cost per mile	\$4.51	\$5.00	\$3.39
	Miles per rider	102	136	283



### Per-pupil spending by operational area

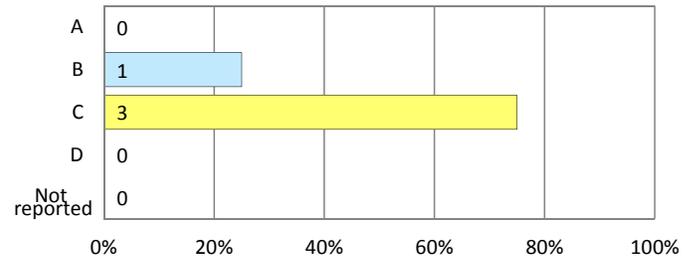
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,739</b>	<b>\$9,022</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,685</b>	<b>\$4,303</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,054</b>	<b>\$4,719</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,682	1,303	828	728	1,147
Plant Operations	1,087	1,193	854	927	1,033
Food Service	723	682	507	375	404
Transportation	194	250	268	352	443
Student Support	581	642	554	571	573
Instruction Support	787	649	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

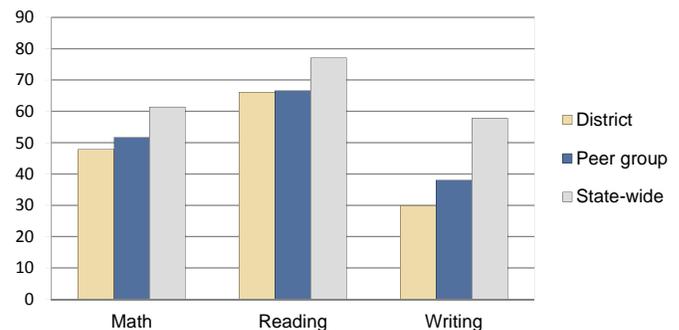
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	44%	46%	22%
Students per teacher	19.5	17.6	18.1
Average teacher salary	\$35,993	\$45,321	\$45,637
Average years of experience	8.4	9.5	10.9
Percent of teachers in first 3 years	31%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,922

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

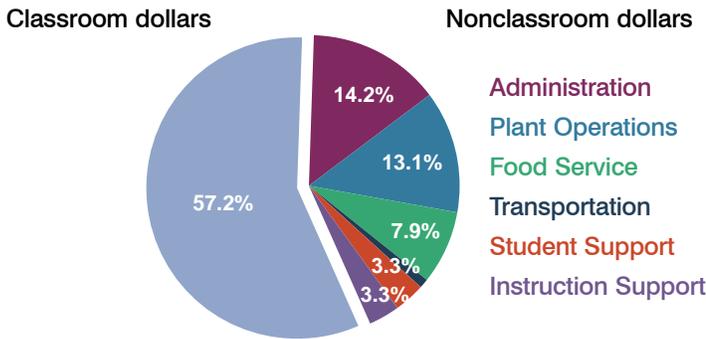
# Naco Elementary School District

Cochise County  
Peer groups: Efficiency Group 11, Achievement Group 20  
Legislative district(s): 16

District size: Small  
Students attending: 279  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing significantly overall from 61 to 57.2 percent. Spending on administration, food service, and student support increased significantly, and spending on instruction support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$978	\$1,132	\$728
	Students per administrator	66	54	66
Plant Operations	Cost per square foot	\$7.01	\$7.44	\$6.10
	Square footage per student	129	142	152
Food Service	Cost per meal equivalent	\$2.68	\$2.63	\$2.45
Transportation	Cost per mile	\$1.08	\$2.07	\$3.39
	Miles per rider	328	259	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

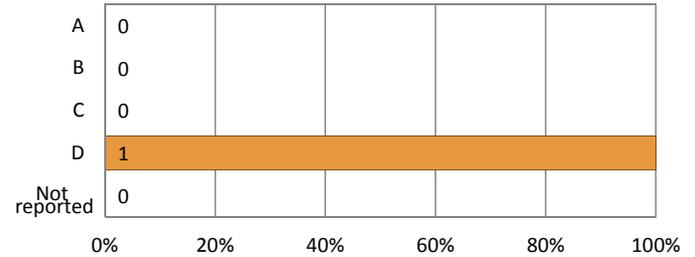
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,666</b>	<b>\$6,903</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,794</b>	<b>\$3,951</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,872</b>	<b>\$2,952</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,096	978	1,132	728	1,147
Plant Operations	1,296	905	1,013	927	1,033
Food Service	588	545	496	375	404
Transportation	146	70	443	352	443
Student Support	148	230	486	571	573
Instruction Support	598	224	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

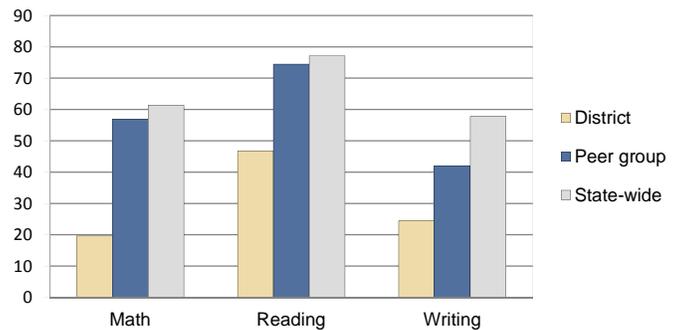
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	30%	31%	22%
Students per teacher	16.4	13.3	18.1
Average teacher salary	\$41,746	\$42,042	\$45,637
Average years of experience	9.3	13.4	10.9
Percent of teachers in first 3 years	20%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,328

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

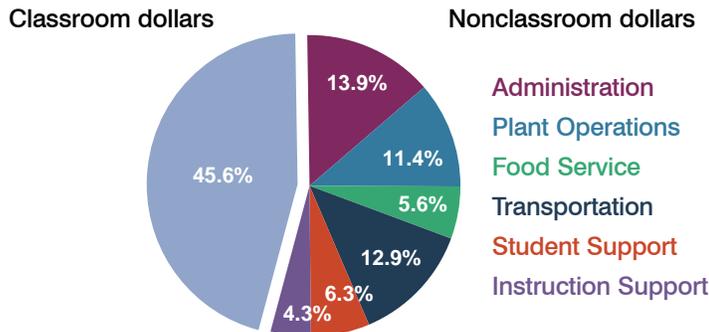
# Nadaburg Unified School District

Maricopa County  
Peer groups: Efficiency Group 5, Achievement Group 5  
Legislative district(s): 4

District size: Medium  
Students attending: 800  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

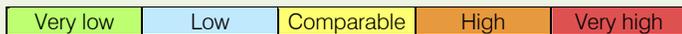


### 5-year trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased significantly from 54.1 to 45.6 percent. Overall, spending on administration, transportation, and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,197	\$1,104	\$728
	Students per administrator	57	56	66
Plant Operations	Cost per square foot	\$6.45	\$4.74	\$6.10
	Square footage per student	152	259	152
Food Service	Cost per meal equivalent	\$2.83	\$2.98	\$2.45
Transportation	Cost per mile	\$2.55	\$2.71	\$3.39
	Miles per rider	395	336	283



### Per-pupil spending by operational area

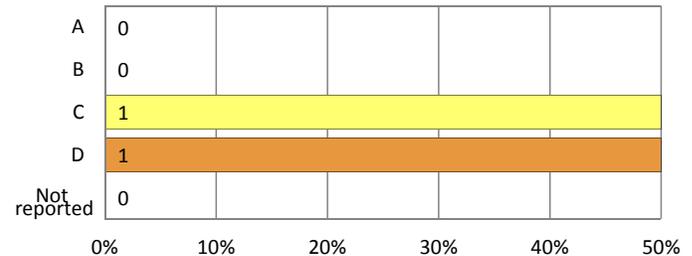
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,160</b>	<b>\$8,633</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,845</b>	<b>\$3,938</b>	<b>\$4,298</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,315</b>	<b>\$4,695</b>	<b>\$4,233</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	975	1,197	1,104	728	1,147
Plant Operations	1,044	983	1,213	927	1,033
Food Service	476	486	421	375	404
Transportation	825	1,116	527	352	443
Student Support	550	541	651	571	573
Instruction Support	445	372	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

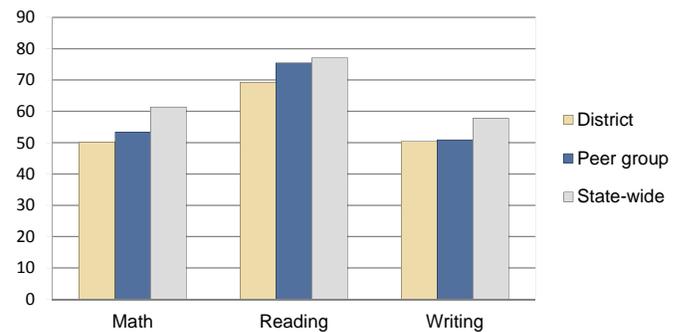
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	77%	78%
Poverty rate (2010)	17%	16%	22%
Students per teacher	16.7	15.1	18.1
Average teacher salary	\$42,331	\$39,479	\$45,637
Average years of experience	9.6	11.1	10.9
Percent of teachers in first 3 years	22%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$5,515

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

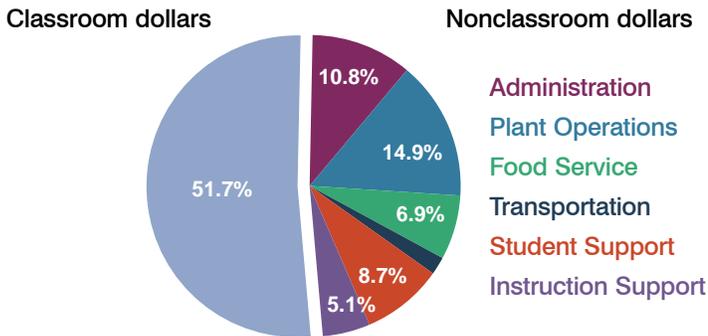
# Nogales Unified School District

Santa Cruz County  
Peer groups: Efficiency Group 4, Achievement Group 8  
Legislative district(s): 25

District size: Medium-Large  
Students attending: 5,642  
Number of schools: 10

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased significantly from 56.1 to 51.7 percent. Overall, spending on administration, plant operations, and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$776	\$736	\$728
	Students per administrator	49	65	66
Plant Operations	Cost per square foot	\$8.13	\$5.52	\$6.10
	Square footage per student	131	169	152
Food Service	Cost per meal equivalent	\$3.13	\$2.60	\$2.45
Transportation	Cost per mile	\$2.90	\$2.93	\$3.39
	Miles per rider	60	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

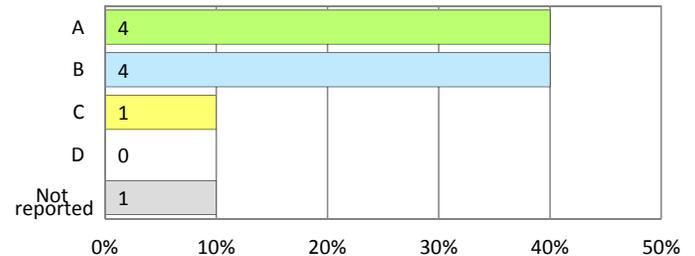
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,150</b>	<b>\$7,178</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,722</b>	<b>\$3,715</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,428</b>	<b>\$3,463</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	742	776	736	728	1,147
Plant Operations	1,028	1,068	917	927	1,033
Food Service	519	496	351	375	404
Transportation	133	135	360	352	443
Student Support	661	625	528	571	573
Instruction Support	345	363	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

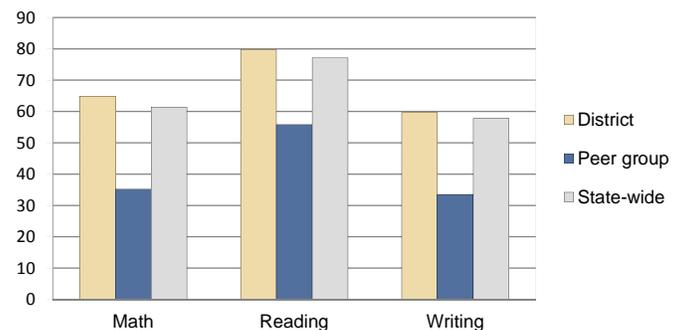
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	92%	95%
Graduation rate (2010)	86%	68%	78%
Poverty rate (2010)	44%	40%	22%
Students per teacher	19.5	15.5	18.1
Average teacher salary	\$44,037	\$42,449	\$45,637
Average years of experience	13.8	12.2	10.9
Percent of teachers in first 3 years	11%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,780

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	▶
Teacher professional development	▶
Teacher evaluations	-
Tutoring	▶
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

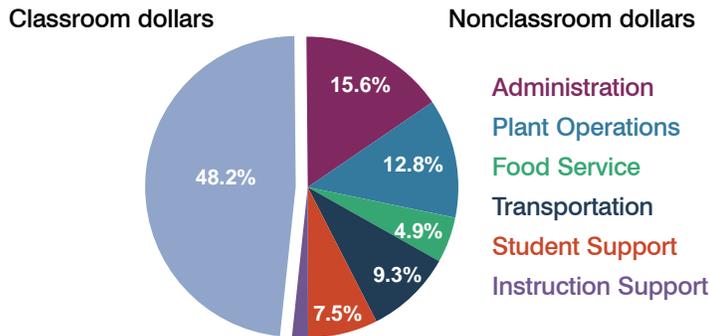
# Oracle Elementary School District

Pinal County  
Peer groups: Efficiency Group 11, Achievement Group 18  
Legislative district(s): 23 and 26

District size: Small  
Students attending: 501  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

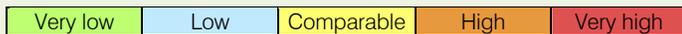


### 5-year trend

Total spending per pupil decreased by 15 percent. Spending in the classroom decreased significantly from 52.7 to 48.2 percent. Overall, spending on administration and student support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,316	\$1,132	\$728
	Students per administrator	37	54	66
Plant Operations	Cost per square foot	\$6.95	\$7.44	\$6.10
	Square footage per student	155	142	152
Food Service	Cost per meal equivalent	\$2.55	\$2.63	\$2.45
Transportation	Cost per mile	\$1.83	\$2.07	\$3.39
	Miles per rider	509	259	283



### Per-pupil spending by operational area

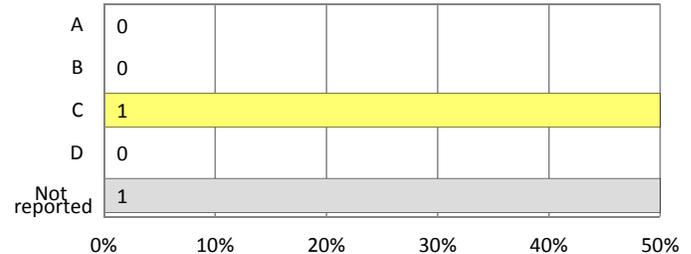
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,896</b>	<b>\$8,417</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,388</b>	<b>\$4,053</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,508</b>	<b>\$4,364</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,402	1,316	1,132	728	1,147
Plant Operations	1,158	1,078	1,013	927	1,033
Food Service	414	412	496	375	404
Transportation	727	785	443	352	443
Student Support	607	627	486	571	573
Instruction Support	200	146	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

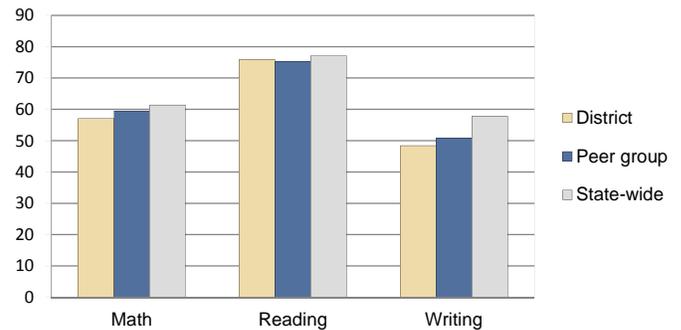
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	17.9	12.8	18.1
Average teacher salary	\$41,278	\$42,725	\$45,637
Average years of experience	9.8	10.9	10.9
Percent of teachers in first 3 years	25%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,495

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

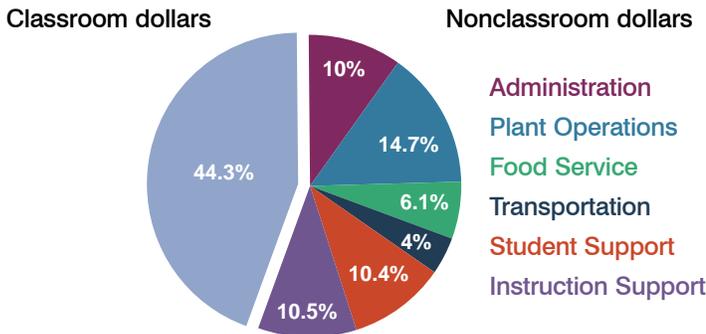
# Osborn Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 16  
Legislative district(s): 11 and 15

District size: Medium-Large  
Students attending: 2,908  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing significantly overall from 50 to 44.3 percent. Spending on plant operations and instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$798	\$828	\$728
	Students per administrator	58	72	66
Plant Operations	Cost per square foot	\$6.34	\$6.46	\$6.10
	Square footage per student	185	132	152
Food Service	Cost per meal equivalent	\$2.15	\$2.30	\$2.45
Transportation	Cost per mile	\$5.30	\$5.00	\$3.39
	Miles per rider	181	136	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

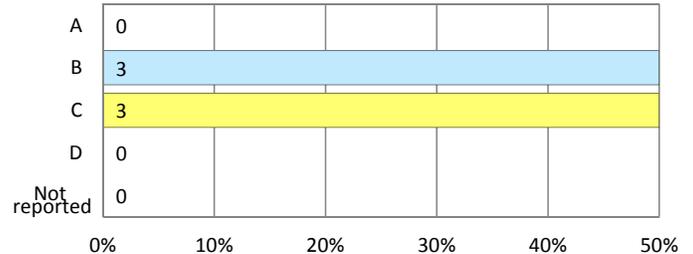
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,235</b>	<b>\$7,947</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,068</b>	<b>\$3,522</b>	<b>\$3,806</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,167</b>	<b>\$4,425</b>	<b>\$3,528</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	753	798	828	728	1,147
Plant Operations	1,118	1,170	854	927	1,033
Food Service	466	487	507	375	404
Transportation	333	313	268	352	443
Student Support	860	824	554	571	573
Instruction Support	637	833	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

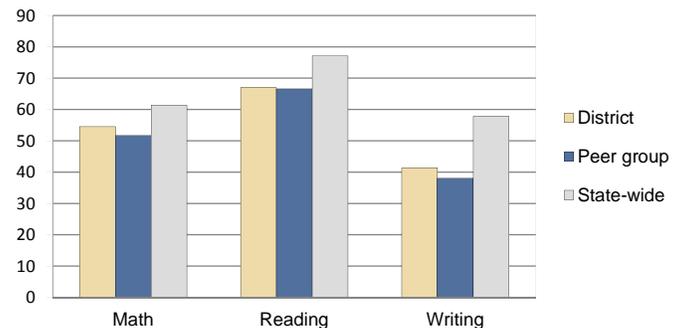
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	45%	46%	22%
Students per teacher	19.6	17.6	18.1
Average teacher salary	\$41,399	\$45,321	\$45,637
Average years of experience	8.6	9.5	10.9
Percent of teachers in first 3 years	20%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,115

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Owens-Whitney Elementary School District

Mohave County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 3

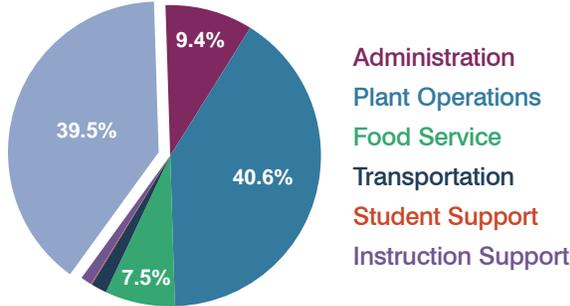
District size: Very Small  
Students attending: 25  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

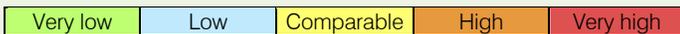


### 5-year trend

Student enrollment decreased 19 percent, which contributed to the 50 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 60.2 to 39.5 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,430	\$2,437	\$728
	Students per administrator	20	30	66
Plant Operations	Cost per square foot	\$34.84	\$7.51	\$6.10
	Square footage per student	303	297	152
Food Service	Cost per meal equivalent	\$10.80	\$4.80	\$2.45
Transportation	Cost per mile	\$0.17	\$1.55	\$3.39
	Miles per rider	5,103	685	283



### Per-pupil spending by operational area

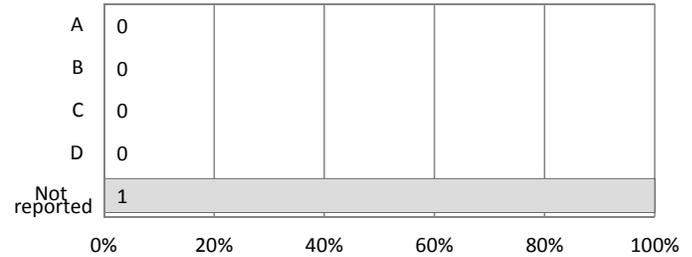
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$19,316</b>	<b>\$25,991</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$10,094</b>	<b>\$10,263</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,222</b>	<b>\$15,728</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,620	2,430	2,437	728	1,147
Plant Operations	3,868	10,569	2,284	927	1,033
Food Service	1,921	1,941	742	375	404
Transportation	539	447	886	352	443
Student Support	26	22	451	571	573
Instruction Support	248	319	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

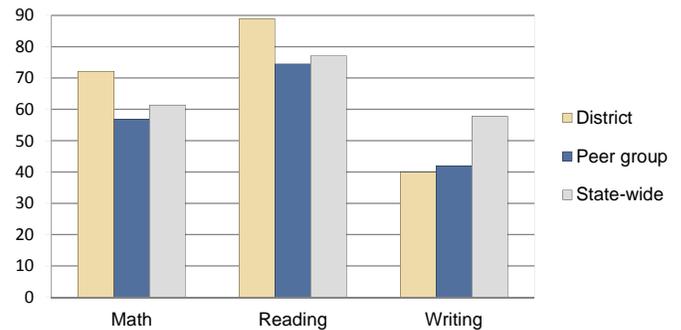
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	32%	31%	22%
Students per teacher	8.2	13.3	18.1
Average teacher salary	\$52,282	\$42,042	\$45,637
Average years of experience	13.3	13.4	10.9
Percent of teachers in first 3 years	67%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,192

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	▴
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

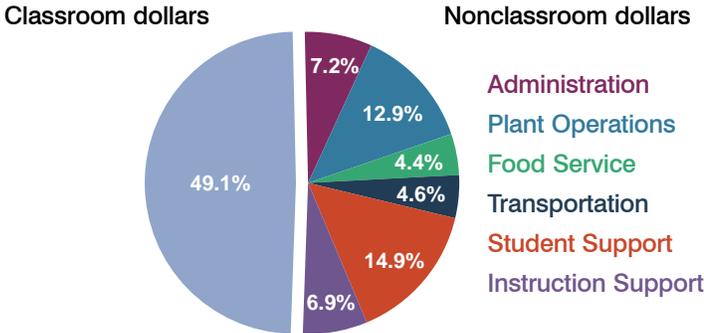
# Page Unified School District

Coconino County  
Peer groups: Efficiency Group 4, Achievement Group 7  
Legislative district(s): 2 and 3

District size: Medium-Large  
Students attending: 2,765  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased significantly from 54.8 to 49.1 percent. Spending on administration decreased, and spending on plant operations and student support increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$732	\$736	\$728
	Students per administrator	45	65	66
Plant Operations	Cost per square foot	\$5.65	\$5.52	\$6.10
	Square footage per student	231	169	152
Food Service	Cost per meal equivalent	\$2.90	\$2.60	\$2.45
Transportation	Cost per mile	\$1.93	\$2.93	\$3.39
	Miles per rider	414	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

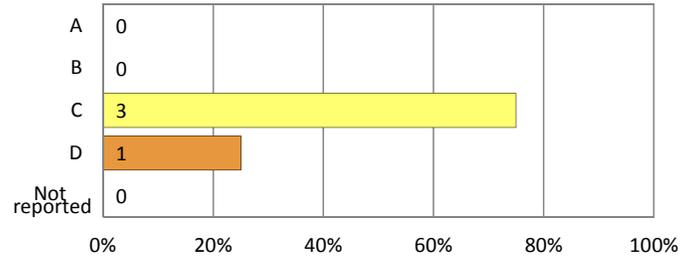
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,642</b>	<b>\$10,140</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,948</b>	<b>\$4,976</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,694</b>	<b>\$5,164</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	656	732	736	728	1,147
Plant Operations	1,250	1,304	917	927	1,033
Food Service	414	450	351	375	404
Transportation	423	465	360	352	443
Student Support	1,409	1,509	528	571	573
Instruction Support	542	704	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

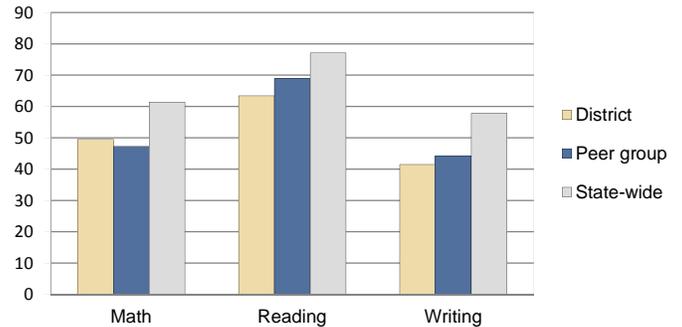
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	78%	80%	78%
Poverty rate (2010)	35%	32%	22%
Students per teacher	15.8	15.1	18.1
Average teacher salary	\$45,794	\$40,287	\$45,637
Average years of experience	10.9	11.6	10.9
Percent of teachers in first 3 years	18%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,517

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	-
Tutoring	-
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Palo Verde Elementary School District

Maricopa County  
Peer groups: Efficiency Group 11, Achievement Group 19  
Legislative district(s): 4 and 25

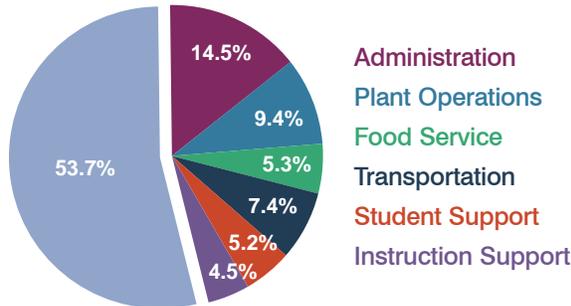
District size: Small  
Students attending: 469  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing slightly overall from 53.4 to 53.7 percent. Spending on plant operations and student support decreased, and spending on food service and instruction support increased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,152	\$1,132	\$728
	Students per administrator	56	54	66
Plant Operations	Cost per square foot	\$5.53	\$7.44	\$6.10
	Square footage per student	136	142	152
Food Service	Cost per meal equivalent	\$2.31	\$2.63	\$2.45
Transportation	Cost per mile	\$2.60	\$2.07	\$3.39
	Miles per rider	243	259	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

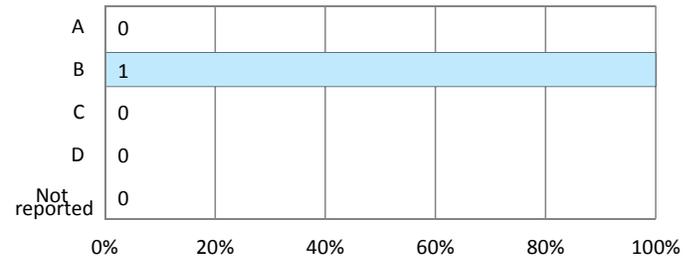
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,255</b>	<b>\$7,952</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,699</b>	<b>\$4,271</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,556</b>	<b>\$3,681</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,060	1,152	1,132	728	1,147
Plant Operations	784	750	1,013	927	1,033
Food Service	428	424	496	375	404
Transportation	485	583	443	352	443
Student Support	475	412	486	571	573
Instruction Support	324	360	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

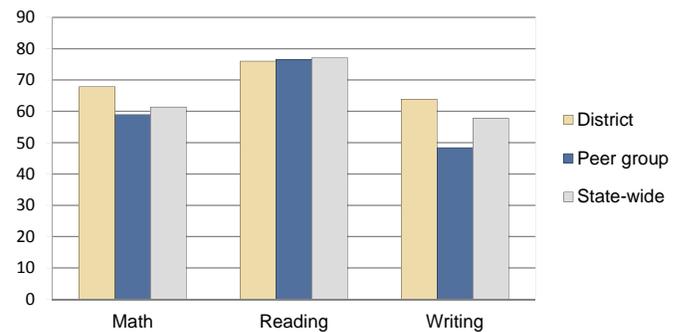
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	22%	24%	22%
Students per teacher	17.3	12.4	18.1
Average teacher salary	\$41,480	\$45,745	\$45,637
Average years of experience	8.5	12.9	10.9
Percent of teachers in first 3 years	22%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,196

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

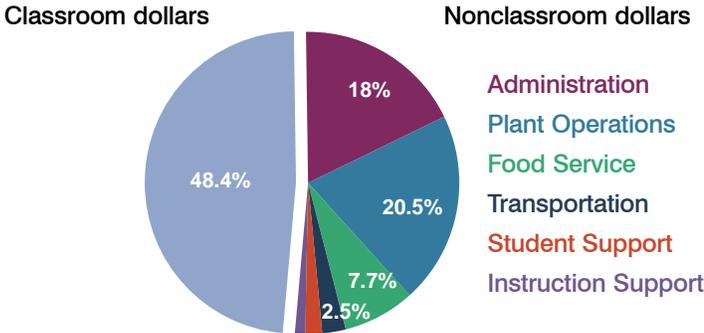
# Paloma Elementary School District

Maricopa County  
Peer groups: Efficiency Group 12, Achievement Group 22  
Legislative district(s): 25

District size: Very Small  
Students attending: 76  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

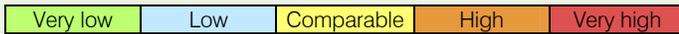


### 5-year trend

Student enrollment increased 81 percent, which contributed to the 25 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 50.5 to 48.4 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,299	\$2,437	\$728
	Students per administrator	51	30	66
Plant Operations	Cost per square foot	\$13.04	\$7.51	\$6.10
	Square footage per student	201	297	152
Food Service	Cost per meal equivalent	\$3.37	\$4.80	\$2.45
Transportation	Cost per mile	\$1.23	\$1.55	\$3.39
	Miles per rider	354	685	283



### Per-pupil spending by operational area

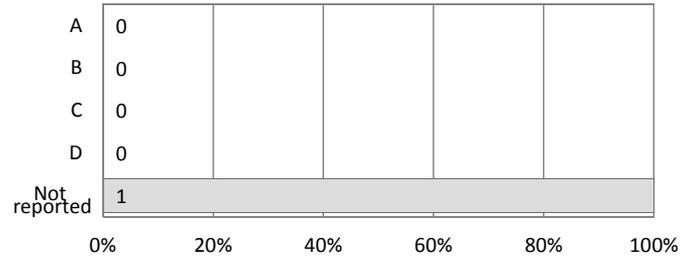
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,875</b>	<b>\$12,768</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,114</b>	<b>\$6,185</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,761</b>	<b>\$6,583</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,393	2,299	2,437	728	1,147
Plant Operations	2,824	2,615	2,284	927	1,033
Food Service	1,044	983	742	375	404
Transportation	250	315	886	352	443
Student Support	211	230	451	571	573
Instruction Support	39	141	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

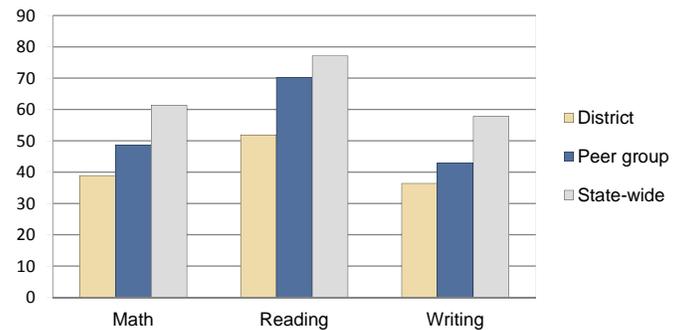
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	73%	54%	22%
Students per teacher	13.9	13.8	18.1
Average teacher salary	\$43,018	\$43,606	\$45,637
Average years of experience	13.7	10.0	10.9
Percent of teachers in first 3 years	0%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,243

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

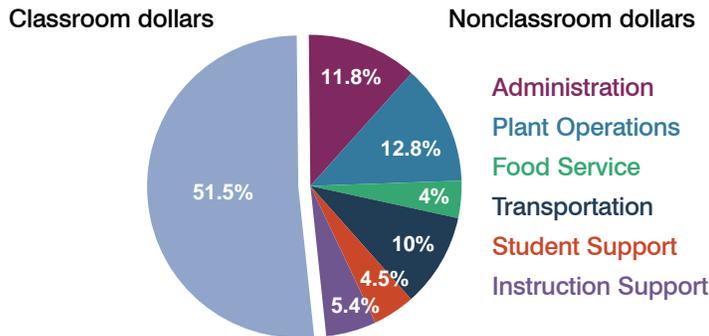
# Palominas Elementary School District

Cochise County  
Peer groups: Efficiency Group 10, Achievement Group 20  
Legislative district(s): 25

District size: Medium  
Students attending: 1,010  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

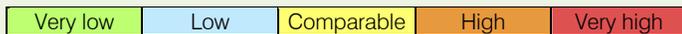


### 5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased significantly from 55.6 to 51.5 percent. Overall, spending on administration, plant operations, and instruction support increased significantly, and spending on transportation decreased significantly. Spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$924	\$938	\$728
	Students per administrator	61	63	66
Plant Operations	Cost per square foot	\$7.79	\$6.51	\$6.10
	Square footage per student	129	135	152
Food Service	Cost per meal equivalent	\$2.28	\$2.43	\$2.45
Transportation	Cost per mile	\$1.44	\$3.27	\$3.39
	Miles per rider	401	200	283



### Per-pupil spending by operational area

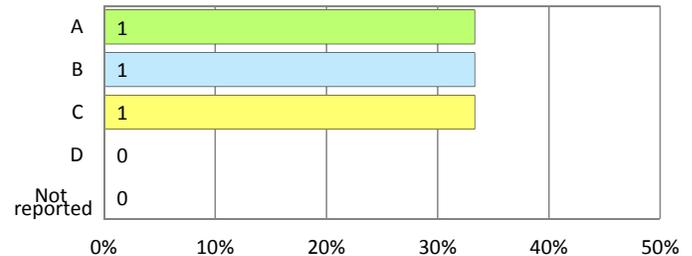
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,759</b>	<b>\$7,849</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,173</b>	<b>\$4,041</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,586</b>	<b>\$3,808</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	899	924	938	728	1,147
Plant Operations	864	1,001	892	927	1,033
Food Service	324	314	515	375	404
Transportation	732	787	402	352	443
Student Support	390	355	379	571	573
Instruction Support	377	427	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

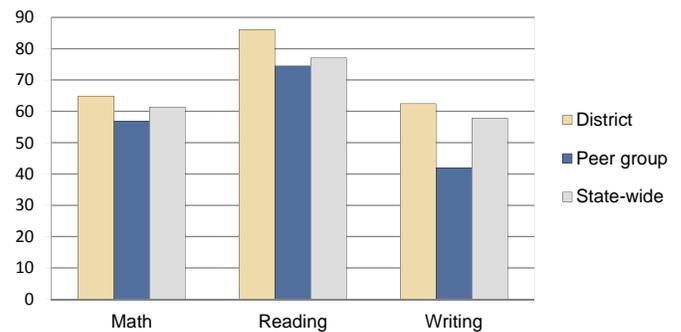
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	30%	31%	22%
Students per teacher	15.3	13.3	18.1
Average teacher salary	\$35,411	\$42,042	\$45,637
Average years of experience	11.1	13.4	10.9
Percent of teachers in first 3 years	23%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,618

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

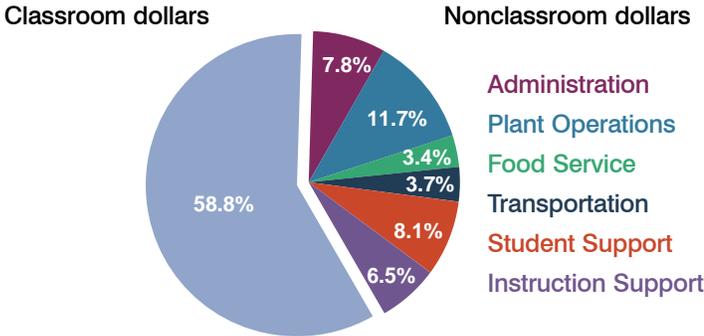
# Paradise Valley Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 6, 7, 8, 10 and 11

District size: Very Large  
Students attending: 31,756  
Number of schools: 46

## OPERATIONAL EFFICIENCY

### Spending by operational area

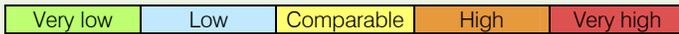


### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased significantly from 62.1 to 58.8 percent. Overall, spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$554	\$613	\$728
	Students per administrator	76	81	66
Plant Operations	Cost per square foot	\$5.31	\$6.03	\$6.10
	Square footage per student	156	142	152
Food Service	Cost per meal equivalent	\$2.29	\$2.42	\$2.45
Transportation	Cost per mile	\$3.55	\$3.96	\$3.39
	Miles per rider	257	279	283



### Per-pupil spending by operational area

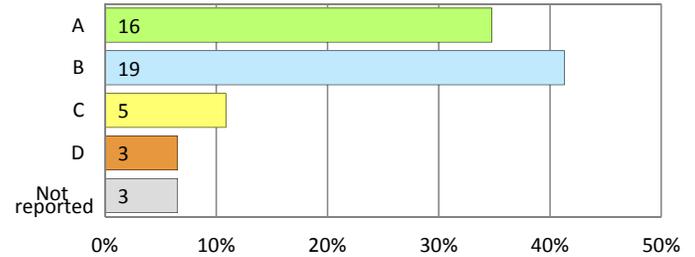
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,041</b>	<b>\$7,114</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,208</b>	<b>\$4,180</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,833</b>	<b>\$2,934</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	531	554	613	728	1,147
Plant Operations	833	831	855	927	1,033
Food Service	226	241	317	375	404
Transportation	255	269	330	352	443
Student Support	582	578	556	571	573
Instruction Support	406	461	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

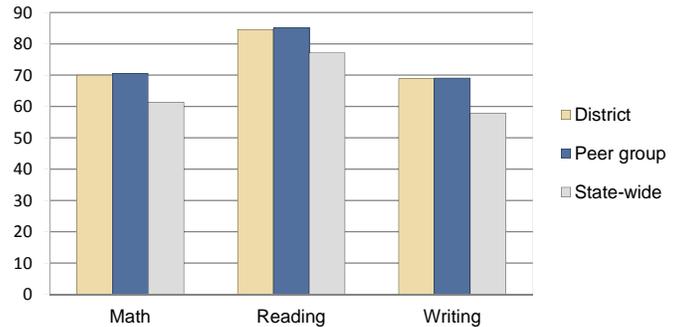
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	90%	90%	78%
Poverty rate (2010)	16%	13%	22%
Students per teacher	20.8	18.2	18.1
Average teacher salary	\$51,928	\$46,027	\$45,637
Average years of experience	13.3	10.8	10.9
Percent of teachers in first 3 years	8%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,258

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

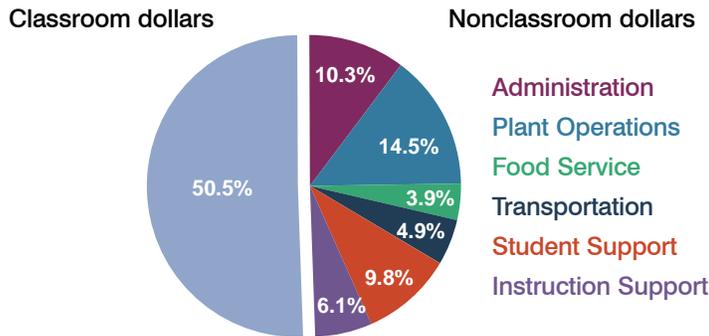
# Parker Unified School District

La Paz County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 24

District size: Medium  
Students attending: 1,814  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.7 to 50.5 percent. Spending on plant operations and instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$856	\$1,104	\$728
	Students per administrator	64	56	66
Plant Operations	Cost per square foot	\$5.99	\$4.74	\$6.10
	Square footage per student	202	259	152
Food Service	Cost per meal equivalent	\$2.30	\$2.98	\$2.45
Transportation	Cost per mile	\$2.34	\$2.71	\$3.39
	Miles per rider	295	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

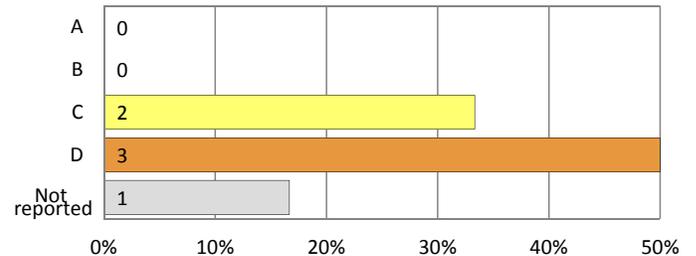
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,998</b>	<b>\$8,322</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,735</b>	<b>\$4,205</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,263</b>	<b>\$4,117</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	925	856	1,104	728	1,147
Plant Operations	1,162	1,209	1,213	927	1,033
Food Service	427	328	421	375	404
Transportation	433	404	527	352	443
Student Support	909	815	651	571	573
Instruction Support	407	505	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

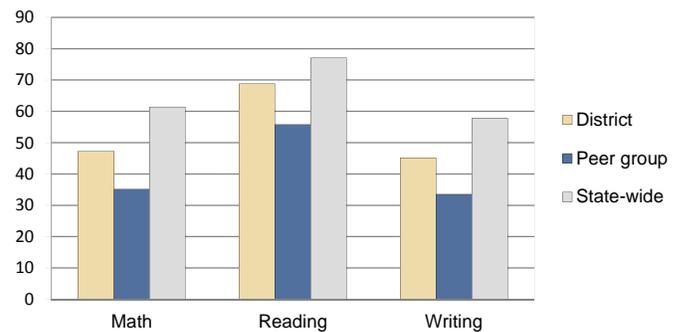
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	95%
Graduation rate (2010)	73%	68%	78%
Poverty rate (2010)	36%	40%	22%
Students per teacher	17.1	15.5	18.1
Average teacher salary	\$41,676	\$42,449	\$45,637
Average years of experience	12.9	12.2	10.9
Percent of teachers in first 3 years	12%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,445

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

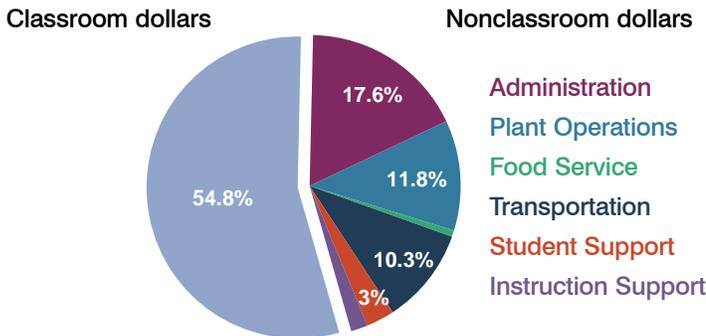
# Patagonia Elementary School District

Santa Cruz County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 25 and 30

District size: Very Small  
Students attending: 72  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 53.9 to 54.8 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased significantly, and spending on instruction support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,559	\$2,437	\$728
	Students per administrator	68	30	66
Plant Operations	Cost per square foot	\$9.83	\$7.51	\$6.10
	Square footage per student	174	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$1.19	\$1.55	\$3.39
	Miles per rider	3,122	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

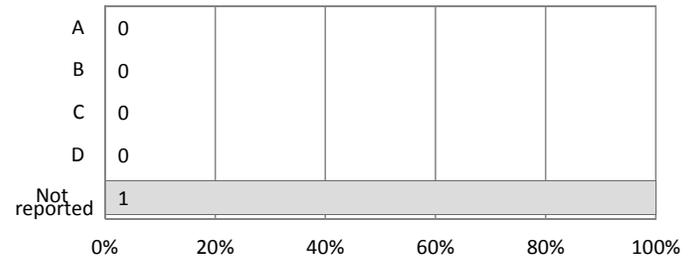
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,507</b>	<b>\$14,503</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,192</b>	<b>\$7,949</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,315</b>	<b>\$6,554</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,409	2,559	2,437	728	1,147
Plant Operations	1,445	1,709	2,284	927	1,033
Food Service	64	105	742	375	404
Transportation	1,476	1,495	886	352	443
Student Support	479	437	451	571	573
Instruction Support	442	249	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

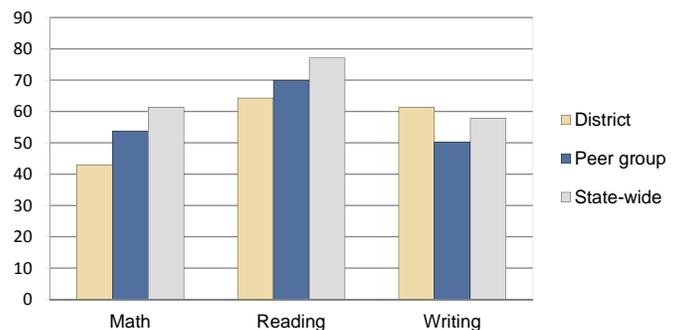
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	39%	38%	22%
Students per teacher	12.0	13.1	18.1
Average teacher salary	\$46,188	\$42,832	\$45,637
Average years of experience	19.1	10.3	10.9
Percent of teachers in first 3 years	10%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$5,020

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

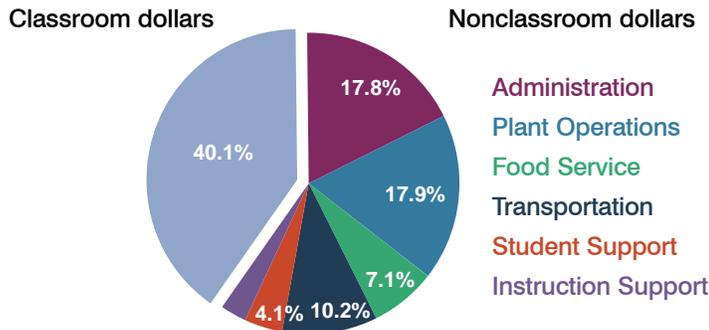
# Patagonia Union High School District

Santa Cruz County  
Peer groups: Efficiency Group 7, Achievement Group 11  
Legislative district(s): 25 and 30

District size: Very Small  
Students attending: 70  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year, decreasing slightly overall from 40.2 to 40.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly and spending on instruction support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,659	\$3,161	\$728
	Students per administrator	16	25	66
Plant Operations	Cost per square foot	\$3.62	\$4.62	\$6.10
	Square footage per student	1,014	519	152
Food Service	Cost per meal equivalent	\$3.73	\$4.12	\$2.45
Transportation	Cost per mile	\$0.85	\$1.16	\$3.39
	Miles per rider	4,787	1,347	283



### Per-pupil spending by operational area

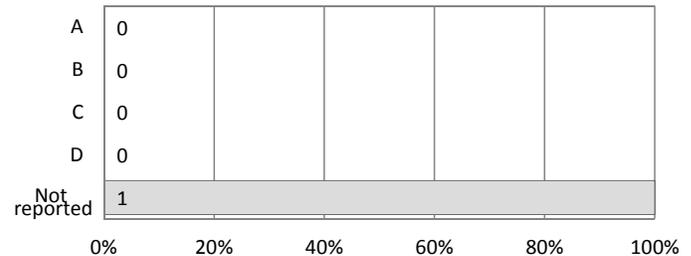
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$19,333</b>	<b>\$20,514</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,328</b>	<b>\$8,231</b>	<b>\$7,856</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$12,005</b>	<b>\$12,283</b>	<b>\$9,572</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,725	3,659	3,161	728	1,147
Plant Operations	3,301	3,669	2,886	927	1,033
Food Service	1,342	1,448	888	375	404
Transportation	2,431	2,100	1,137	352	443
Student Support	678	844	950	571	573
Instruction Support	528	563	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

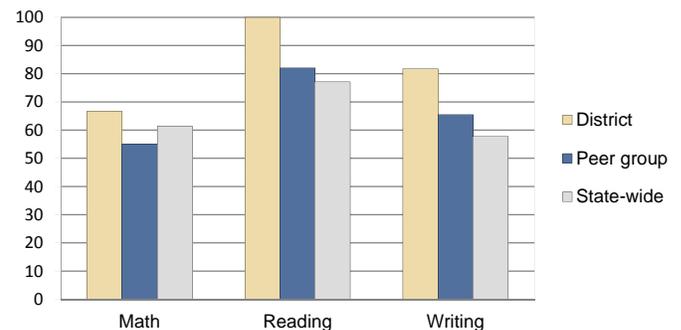
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	95%	89%	78%
Poverty rate (2010)	15%	17%	22%
Students per teacher	8.3	15.3	18.1
Average teacher salary	\$34,718	\$40,951	\$45,637
Average years of experience	8.0	10.4	10.9
Percent of teachers in first 3 years	38%	24%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,826

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Payson Unified School District

Gila County

Peer groups: Efficiency Group 4, Achievement Group 6

Legislative district(s): 5

District size: Medium-Large

Students attending: 2,449

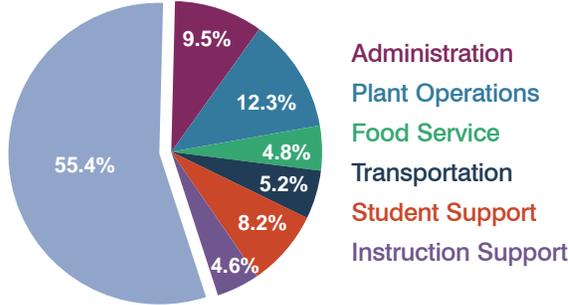
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased 21 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.4 to 55.4 percent. Spending on transportation increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$765	\$736	\$728
	Students per administrator	53	65	66
Plant Operations	Cost per square foot	\$5.55	\$5.52	\$6.10
	Square footage per student	179	169	152
Food Service	Cost per meal equivalent	\$3.11	\$2.60	\$2.45
Transportation	Cost per mile	\$3.19	\$2.93	\$3.39
	Miles per rider	394	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

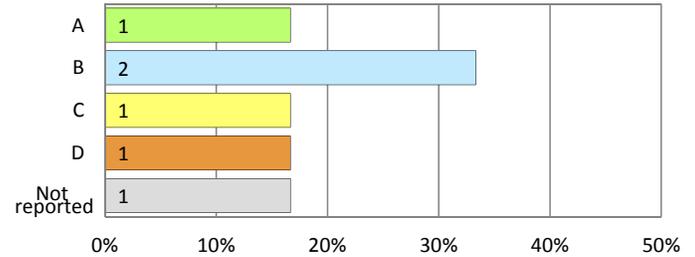
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,903</b>	<b>\$8,044</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,444</b>	<b>\$4,460</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,459</b>	<b>\$3,584</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	739	765	736	728	1,147
Plant Operations	930	992	917	927	1,033
Food Service	382	386	351	375	404
Transportation	340	417	360	352	443
Student Support	681	656	528	571	573
Instruction Support	387	368	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

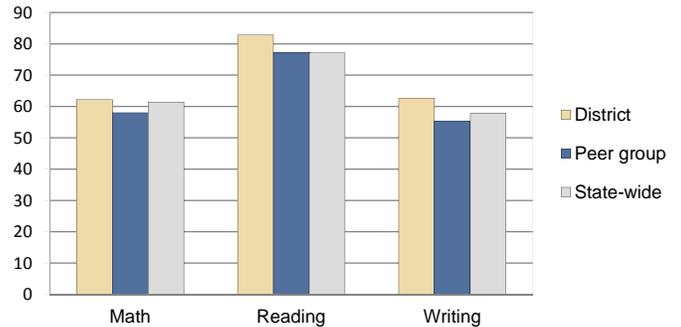
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	77%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	17.2	17.3	18.1
Average teacher salary	\$46,643	\$41,429	\$45,637
Average years of experience	11.9	12.6	10.9
Percent of teachers in first 3 years	8%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,192

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

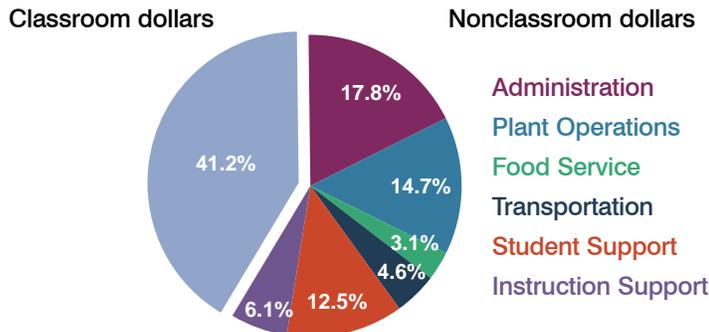
# Peach Springs Unified School District

Mohave County  
Peer groups: Efficiency Group 7, Achievement Group 8  
Legislative district(s): 2 and 3

District size: Very Small  
Students attending: 180  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom varied year to year, decreasing significantly overall from 61.3 to 41.2 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, student support, and instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,193	\$3,161	\$728
	Students per administrator	30	25	66
Plant Operations	Cost per square foot	\$4.52	\$4.62	\$6.10
	Square footage per student	583	519	152
Food Service	Cost per meal equivalent	\$2.88	\$4.12	\$2.45
Transportation	Cost per mile	\$3.60	\$1.16	\$3.39
	Miles per rider	172	1,347	283



### Per-pupil spending by operational area

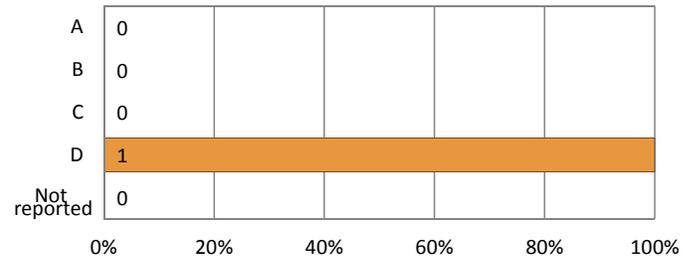
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$16,993</b>	<b>\$17,961</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,199</b>	<b>\$7,399</b>	<b>\$7,856</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,794</b>	<b>\$10,562</b>	<b>\$9,572</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,235	3,193	3,161	728	1,147
Plant Operations	2,972	2,633	2,886	927	1,033
Food Service	534	567	888	375	404
Transportation	984	819	1,137	352	443
Student Support	488	2,249	950	571	573
Instruction Support	581	1,101	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

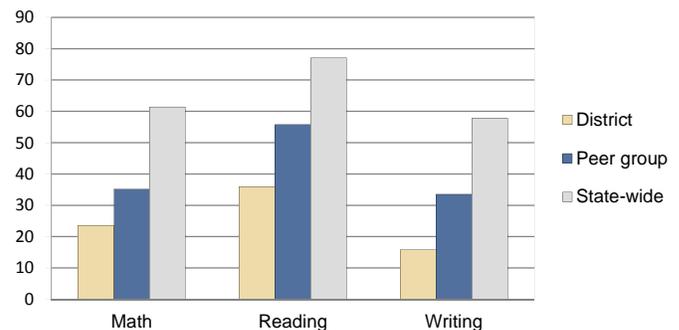
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	92%	95%
Graduation rate (2010)	0%	68%	78%
Poverty rate (2010)	41%	40%	22%
Students per teacher	10.6	15.5	18.1
Average teacher salary	\$52,936	\$42,449	\$45,637
Average years of experience	13.8	12.2	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,405

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

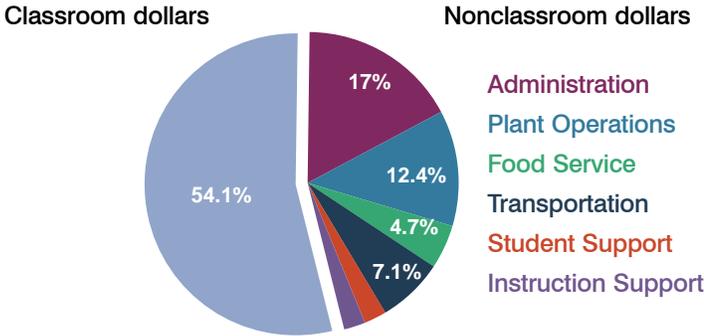
# Pearce Elementary School District

Cochise County  
 Peer groups: Efficiency Group 12, Achievement Group 20  
 Legislative district(s): 25

District size: Very Small  
 Students attending: 82  
 Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

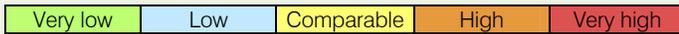


### 5-year trend

Student enrollment decreased 29 percent, which contributed to the 70 percent increase in total spending per pupil. Spending in the classroom remained fairly stable, but increased slightly overall from 53.9 to 54.1 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,660	\$2,437	\$728
	Students per administrator	27	30	66
Plant Operations	Cost per square foot	\$5.47	\$7.51	\$6.10
	Square footage per student	357	297	152
Food Service	Cost per meal equivalent	\$4.28	\$4.80	\$2.45
Transportation	Cost per mile	\$2.23	\$1.55	\$3.39
	Miles per rider	463	685	283



### Per-pupil spending by operational area

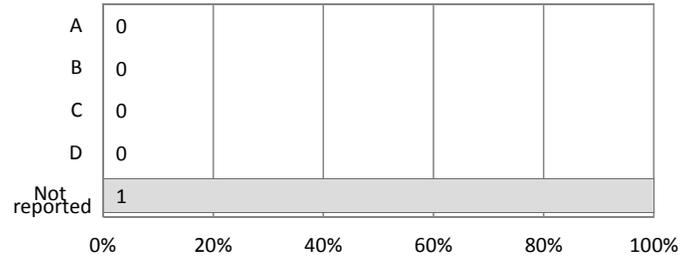
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$15,113</b>	<b>\$15,697</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,333</b>	<b>\$8,492</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,780</b>	<b>\$7,205</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,675	2,660	2,437	728	1,147
Plant Operations	1,911	1,949	2,284	927	1,033
Food Service	591	740	742	375	404
Transportation	711	1,120	886	352	443
Student Support	643	377	451	571	573
Instruction Support	249	359	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

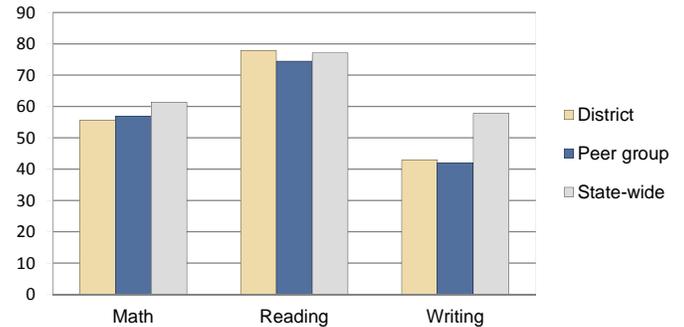
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	28%	31%	22%
Students per teacher	8.2	13.3	18.1
Average teacher salary	\$44,523	\$42,042	\$45,637
Average years of experience	12.2	13.4	10.9
Percent of teachers in first 3 years	10%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,337

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Pendergast Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 14  
Legislative district(s): 12 and 13

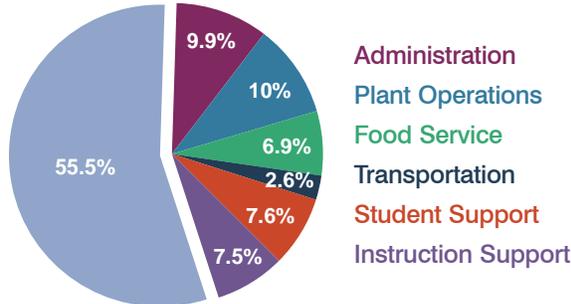
District size: Large  
Students attending: 9,264  
Number of schools: 14

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased significantly from 59.3 to 55.5 percent. Overall, spending on food service and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$707	\$648	\$728
	Students per administrator	79	71	66
Plant Operations	Cost per square foot	\$5.99	\$6.32	\$6.10
	Square footage per student	120	130	152
Food Service	Cost per meal equivalent	\$2.50	\$2.29	\$2.45
Transportation	Cost per mile	\$4.08	\$4.66	\$3.39
	Miles per rider	207	180	283



### Per-pupil spending by operational area

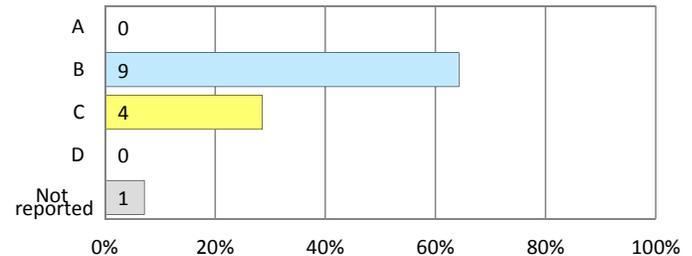
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,381</b>	<b>\$7,186</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,071</b>	<b>\$3,991</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,310</b>	<b>\$3,195</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	694	707	648	728	1,147
Plant Operations	747	719	789	927	1,033
Food Service	493	499	467	375	404
Transportation	176	184	273	352	443
Student Support	576	545	498	571	573
Instruction Support	624	541	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

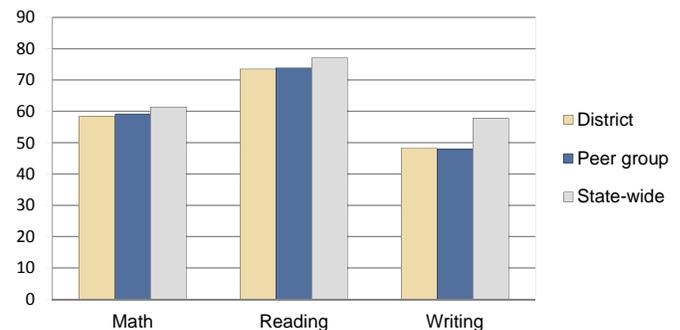
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	22%	20%	22%
Students per teacher	18.6	19.0	18.1
Average teacher salary	\$45,842	\$43,082	\$45,637
Average years of experience	9.0	7.2	10.9
Percent of teachers in first 3 years	22%	32%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,406

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

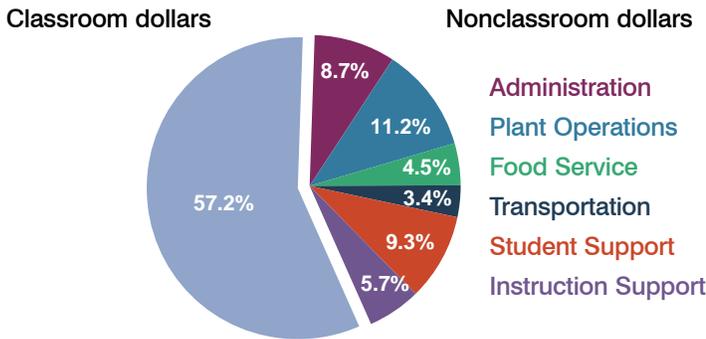
# Peoria Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 4, 9, 10 and 12

District size: Very Large  
Students attending: 35,378  
Number of schools: 39

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.6 to 57.2 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$591	\$613	\$728
	Students per administrator	92	81	66
Plant Operations	Cost per square foot	\$5.72	\$6.03	\$6.10
	Square footage per student	133	142	152
Food Service	Cost per meal equivalent	\$2.59	\$2.42	\$2.45
Transportation	Cost per mile	\$3.30	\$3.96	\$3.39
	Miles per rider	315	279	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

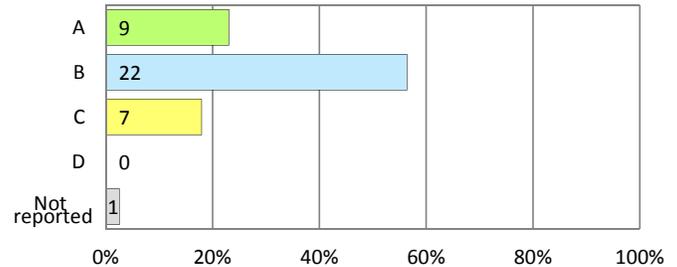
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,639</b>	<b>\$6,773</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,958</b>	<b>\$3,872</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,681</b>	<b>\$2,901</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	541	591	613	728	1,147
Plant Operations	705	761	855	927	1,033
Food Service	274	308	317	375	404
Transportation	220	234	330	352	443
Student Support	605	627	556	571	573
Instruction Support	336	380	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

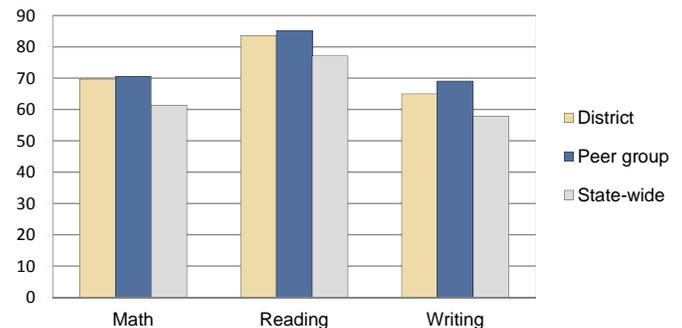
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	95%	90%	78%
Poverty rate (2010)	14%	13%	22%
Students per teacher	17.9	18.2	18.1
Average teacher salary	\$44,474	\$46,027	\$45,637
Average years of experience	9.1	10.8	10.9
Percent of teachers in first 3 years	26%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,880

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	▀
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Phoenix Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 16  
Legislative district(s): 14, 15 and 16

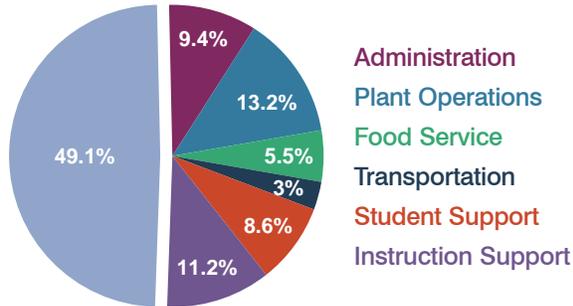
District size: Medium-Large  
Students attending: 6,722  
Number of schools: 14

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

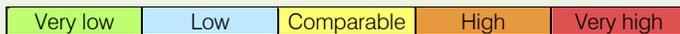


### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 55.1 to 49.1 percent. Spending on plant operations, student support, and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$918	\$828	\$728
	Students per administrator	50	72	66
Plant Operations	Cost per square foot	\$7.77	\$6.46	\$6.10
	Square footage per student	166	132	152
Food Service	Cost per meal equivalent	\$2.12	\$2.30	\$2.45
Transportation	Cost per mile	\$6.22	\$5.00	\$3.39
	Miles per rider	129	136	283



### Per-pupil spending by operational area

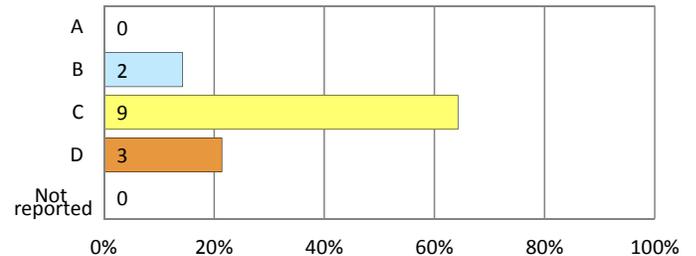
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,660</b>	<b>\$9,773</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,427</b>	<b>\$4,800</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,233</b>	<b>\$4,973</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,007	918	828	728	1,147
Plant Operations	1,339	1,293	854	927	1,033
Food Service	538	537	507	375	404
Transportation	260	296	268	352	443
Student Support	930	841	554	571	573
Instruction Support	1,159	1,088	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

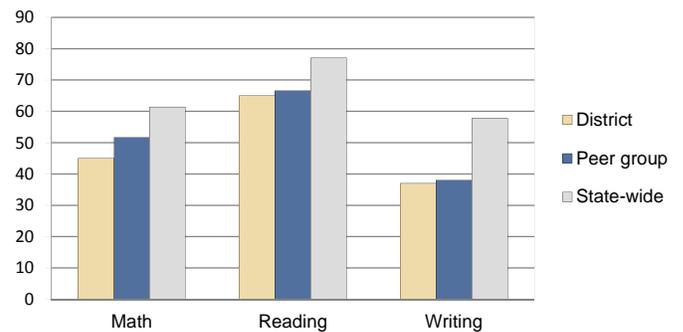
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	53%	46%	22%
Students per teacher	15.3	17.6	18.1
Average teacher salary	\$41,316	\$45,321	\$45,637
Average years of experience	10.8	9.5	10.9
Percent of teachers in first 3 years	19%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,402

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	▲
Teacher professional development	▲
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

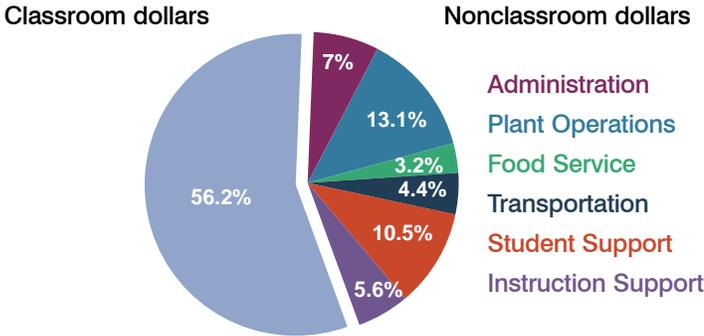
# Phoenix Union High School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 10  
Legislative district(s): 11, 13, 14, 15 and 16

District size: Very Large  
Students attending: 24,682  
Number of schools: 15

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom remained fairly stable, but decreased slightly overall from 56.8 to 56.2 percent. Spending on nonclassroom areas also remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$692	\$613	\$728
	Students per administrator	36	81	66
Plant Operations	Cost per square foot	\$7.44	\$6.03	\$6.10
	Square footage per student	173	142	152
Food Service	Cost per meal equivalent	\$2.29	\$2.42	\$2.45
Transportation	Cost per mile	\$6.08	\$3.96	\$3.39
	Miles per rider	649	279	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

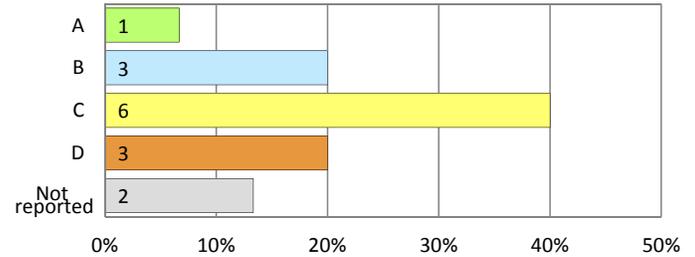
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,163</b>	<b>\$9,835</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,576</b>	<b>\$5,529</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,587</b>	<b>\$4,306</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	716	692	613	728	1,147
Plant Operations	1,445	1,289	855	927	1,033
Food Service	311	318	317	375	404
Transportation	453	431	330	352	443
Student Support	1,079	1,031	556	571	573
Instruction Support	583	545	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

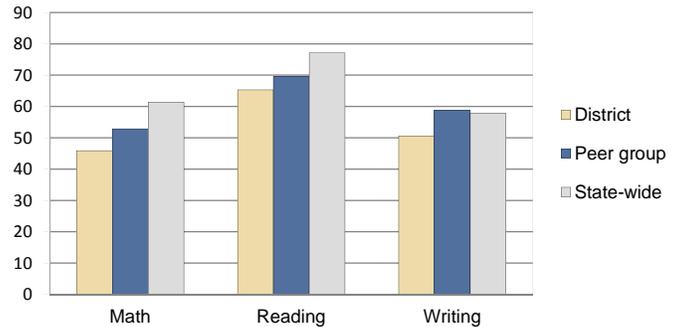
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	83%	83%	78%
Poverty rate (2010)	35%	30%	22%
Students per teacher	17.1	20.5	18.1
Average teacher salary	\$59,547	\$49,055	\$45,637
Average years of experience	12.2	11.5	10.9
Percent of teachers in first 3 years	7%	11%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,711

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	▲
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Picacho Elementary School District

Pinal County  
Peer groups: Efficiency Group 11, Achievement Group 18  
Legislative district(s): 23

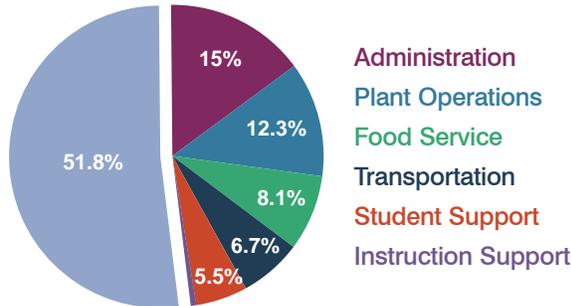
District size: Small  
Students attending: 210  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.8 to 51.8 percent. Spending on plant operations, food service, and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,325	\$1,132	\$728
	Students per administrator	65	54	66
Plant Operations	Cost per square foot	\$9.15	\$7.44	\$6.10
	Square footage per student	119	142	152
Food Service	Cost per meal equivalent	\$3.01	\$2.63	\$2.45
Transportation	Cost per mile	\$2.81	\$2.07	\$3.39
	Miles per rider	205	259	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

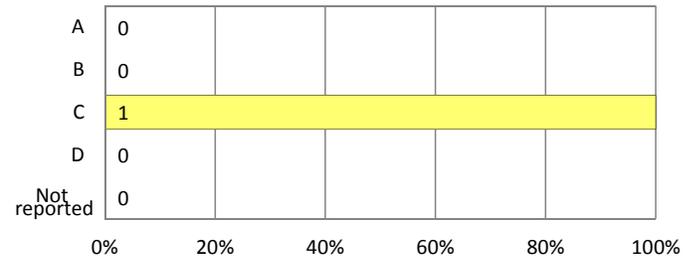
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,303</b>	<b>\$8,812</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,790</b>	<b>\$4,568</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,513</b>	<b>\$4,244</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,374	1,325	1,132	728	1,147
Plant Operations	1,111	1,084	1,013	927	1,033
Food Service	846	716	496	375	404
Transportation	691	591	443	352	443
Student Support	490	480	486	571	573
Instruction Support	1	48	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

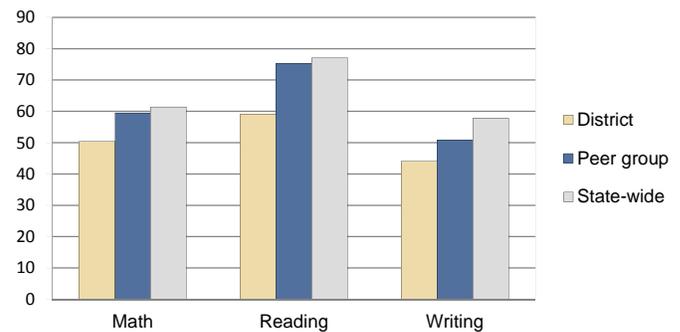
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	16.2	12.8	18.1
Average teacher salary	\$46,591	\$42,725	\$45,637
Average years of experience	16.6	10.9	10.9
Percent of teachers in first 3 years	0%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$7,385

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

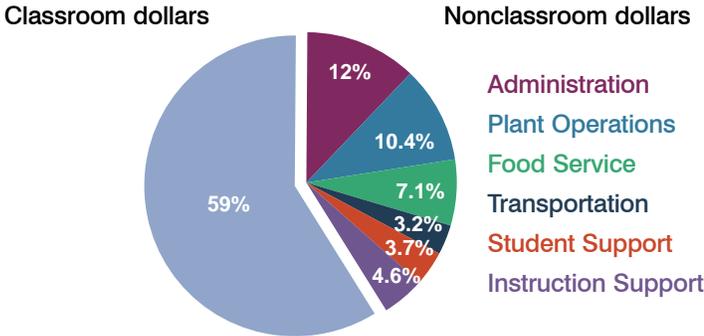
# Pima Unified School District

Graham County  
Peer groups: Efficiency Group 5, Achievement Group 4  
Legislative district(s): 5

District size: Medium  
Students attending: 726  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing overall from 57.6 to 59 percent. Spending on administration and plant operations decreased significantly, and spending on student support and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$847	\$1,104	\$728
	Students per administrator	66	56	66
Plant Operations	Cost per square foot	\$4.63	\$4.74	\$6.10
	Square footage per student	158	259	152
Food Service	Cost per meal equivalent	\$2.86	\$2.98	\$2.45
Transportation	Cost per mile	\$1.20	\$2.71	\$3.39
	Miles per rider	380	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

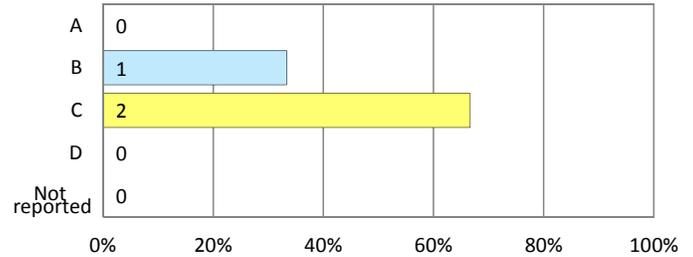
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,475</b>	<b>\$7,060</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,322</b>	<b>\$4,168</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,153</b>	<b>\$2,892</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	922	847	1,104	728	1,147
Plant Operations	964	731	1,213	927	1,033
Food Service	458	498	421	375	404
Transportation	201	226	527	352	443
Student Support	300	262	651	571	573
Instruction Support	308	328	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

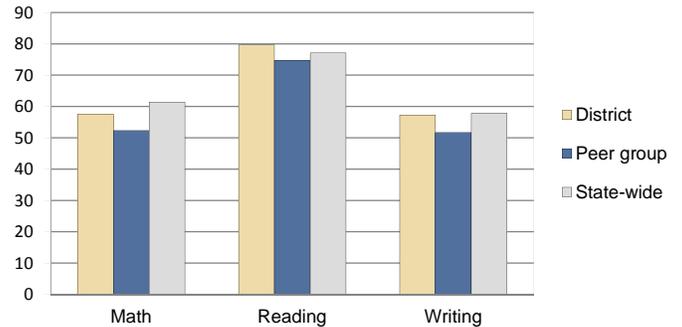
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	83%	77%	78%
Poverty rate (2010)	12%	11%	22%
Students per teacher	16.3	15.6	18.1
Average teacher salary	\$36,432	\$38,961	\$45,637
Average years of experience	13.5	10.0	10.9
Percent of teachers in first 3 years	14%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,137

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

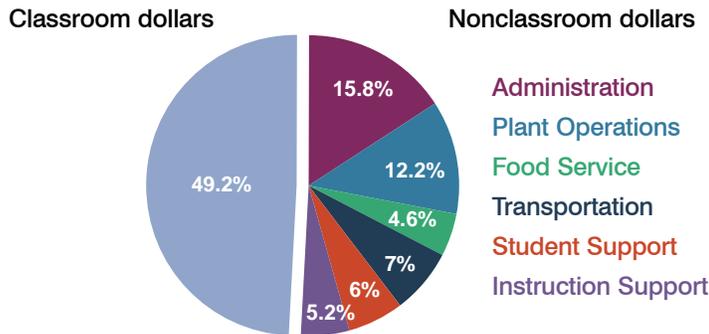
# Pine Strawberry Elementary School District

Gila County  
Peer groups: Efficiency Group 12, Achievement Group 18  
Legislative district(s): 5

District size: Very Small  
Students attending: 121  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 71 percent. Spending in the classroom varied year to year, decreasing slightly overall from 49.7 to 49.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,103	\$2,437	\$728
	Students per administrator	24	30	66
Plant Operations	Cost per square foot	\$4.37	\$7.51	\$6.10
	Square footage per student	551	297	152
Food Service	Cost per meal equivalent	\$4.83	\$4.80	\$2.45
Transportation	Cost per mile	\$2.57	\$1.55	\$3.39
	Miles per rider	298	685	283



### Per-pupil spending by operational area

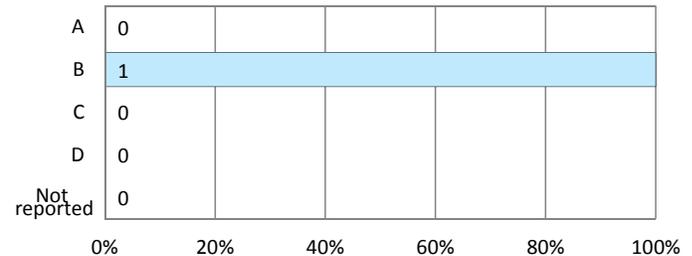
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$18,951</b>	<b>\$19,704</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,392</b>	<b>\$9,702</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,559</b>	<b>\$10,002</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,945	3,103	2,437	728	1,147
Plant Operations	2,317	2,409	2,284	927	1,033
Food Service	754	901	742	375	404
Transportation	1,404	1,376	886	352	443
Student Support	1,019	1,191	451	571	573
Instruction Support	1,120	1,022	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

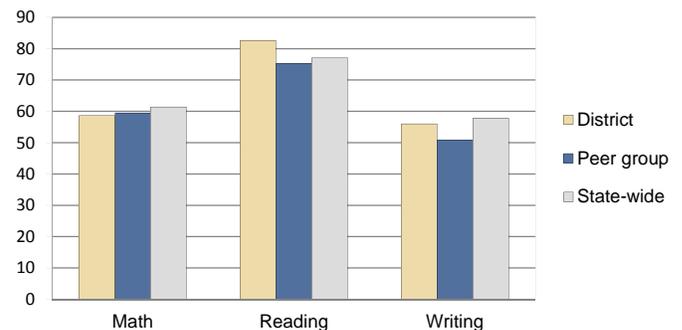
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	7.6	12.8	18.1
Average teacher salary	\$43,639	\$42,725	\$45,637
Average years of experience	8.2	10.9	10.9
Percent of teachers in first 3 years	13%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,422

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

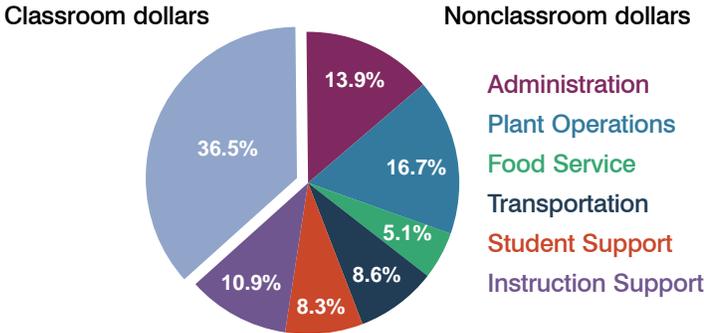
# Pinon Unified School District

Navajo County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 2

District size: Medium  
Students attending: 1,220  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 42 to 36.5 percent. Spending on administration and instruction support increased significantly, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,837	\$1,104	\$728
	Students per administrator	28	56	66
Plant Operations	Cost per square foot	\$7.79	\$4.74	\$6.10
	Square footage per student	282	259	152
Food Service	Cost per meal equivalent	\$2.48	\$2.98	\$2.45
Transportation	Cost per mile	\$3.12	\$2.71	\$3.39
	Miles per rider	548	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

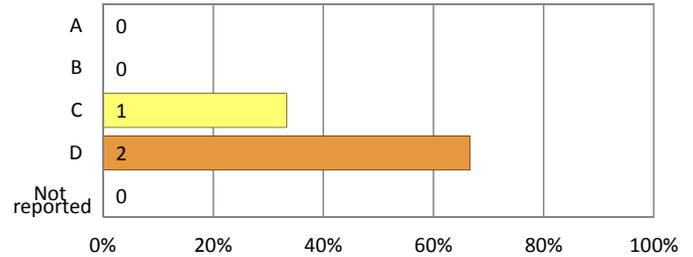
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$12,159</b>	<b>\$13,184</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,259</b>	<b>\$4,819</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,900</b>	<b>\$8,365</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,546	1,837	1,104	728	1,147
Plant Operations	2,077	2,199	1,213	927	1,033
Food Service	596	654	421	375	404
Transportation	1,019	1,139	527	352	443
Student Support	1,113	1,096	651	571	573
Instruction Support	1,549	1,440	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

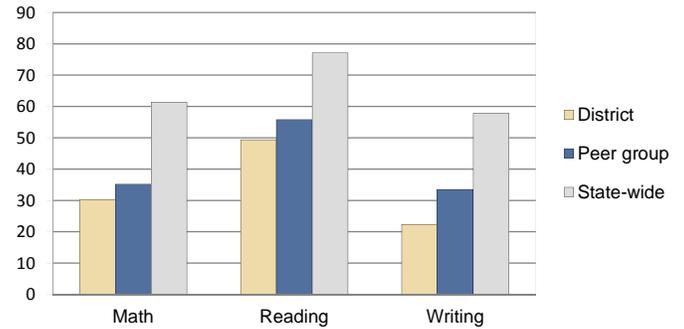
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	95%
Graduation rate (2010)	55%	68%	78%
Poverty rate (2010)	49%	40%	22%
Students per teacher	15.1	15.5	18.1
Average teacher salary	\$43,360	\$42,449	\$45,637
Average years of experience	9.6	12.2	10.9
Percent of teachers in first 3 years	30%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$5,825

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	▀
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Pomerene Elementary School District

Cochise County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 25

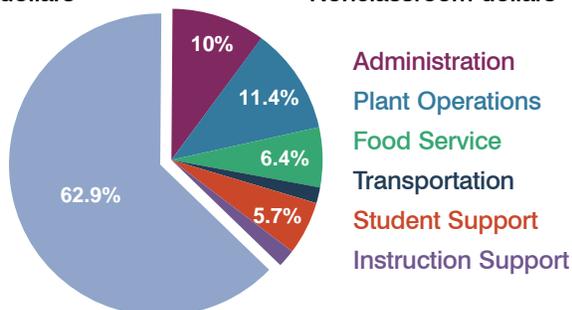
District size: Very Small  
Students attending: 120  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year, increasing significantly overall from 54.8 to 62.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and student support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$985	\$2,437	\$728
	Students per administrator	44	30	66
Plant Operations	Cost per square foot	\$4.67	\$7.51	\$6.10
	Square footage per student	240	297	152
Food Service	Cost per meal equivalent	\$3.85	\$4.80	\$2.45
Transportation	Cost per mile	\$2.92	\$1.55	\$3.39
	Miles per rider	105	685	283



### Per-pupil spending by operational area

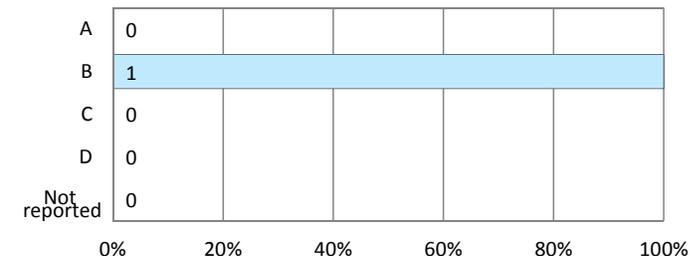
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,318</b>	<b>\$9,848</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,950</b>	<b>\$6,198</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,368</b>	<b>\$3,650</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,032	985	2,437	728	1,147
Plant Operations	770	1,120	2,284	927	1,033
Food Service	521	627	742	375	404
Transportation	201	171	886	352	443
Student Support	656	561	451	571	573
Instruction Support	188	186	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

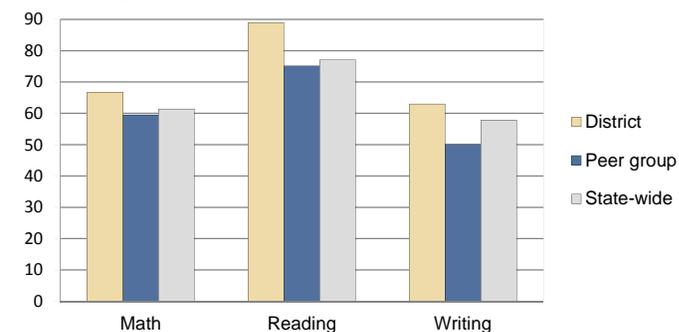
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	13%	11%	22%
Students per teacher	16.0	12.7	18.1
Average teacher salary	\$41,360	\$40,873	\$45,637
Average years of experience	12.6	11.6	10.9
Percent of teachers in first 3 years	6%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,881

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

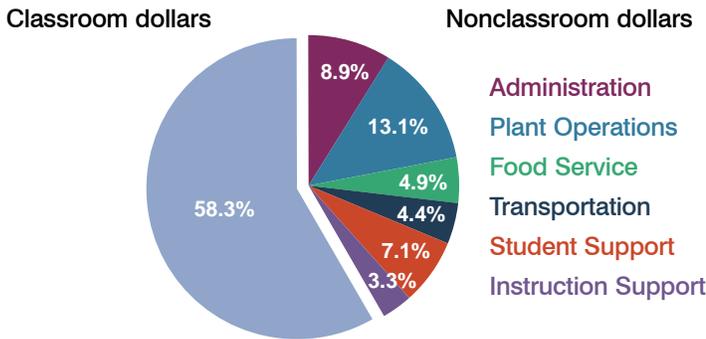
# Prescott Unified School District

Yavapai County  
Peer groups: Efficiency Group 3, Achievement Group 3  
Legislative district(s): 1

District size: Medium-Large  
Students attending: 5,160  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing significantly overall from 61.5 to 58.3 percent. Spending on plant operations increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$577	\$745	\$728
	Students per administrator	69	68	66
Plant Operations	Cost per square foot	\$5.75	\$5.71	\$6.10
	Square footage per student	149	163	152
Food Service	Cost per meal equivalent	\$3.09	\$2.76	\$2.45
Transportation	Cost per mile	\$3.04	\$3.17	\$3.39
	Miles per rider	234	270	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

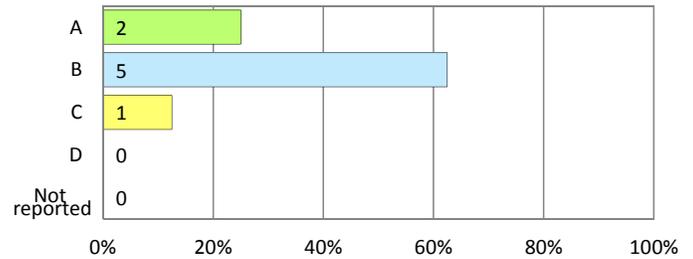
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,261</b>	<b>\$6,510</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,596</b>	<b>\$3,796</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,665</b>	<b>\$2,714</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	625	577	745	728	1,147
Plant Operations	718	855	917	927	1,033
Food Service	279	318	329	375	404
Transportation	247	288	423	352	443
Student Support	583	463	519	571	573
Instruction Support	213	213	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

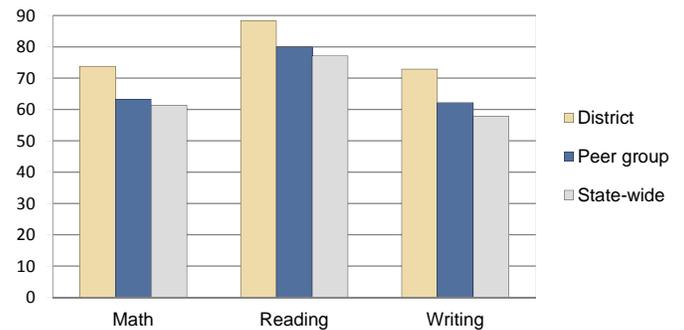
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	85%	81%	78%
Poverty rate (2010)	19%	22%	22%
Students per teacher	18.5	18.0	18.1
Average teacher salary	\$39,548	\$46,077	\$45,637
Average years of experience	12.1	12.6	10.9
Percent of teachers in first 3 years	7%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,360

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	■
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

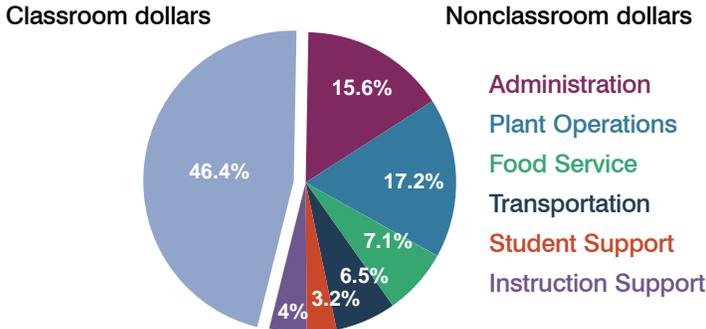
# Quartzsite Elementary School District

La Paz County  
Peer groups: Efficiency Group 11, Achievement Group 19  
Legislative district(s): 3 and 24

District size: Small  
Students attending: 230  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, decreasing significantly overall from 49.6 to 46.4 percent. Spending on administration and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,483	\$1,132	\$728
	Students per administrator	36	54	66
Plant Operations	Cost per square foot	\$7.11	\$7.44	\$6.10
	Square footage per student	231	142	152
Food Service	Cost per meal equivalent	\$2.87	\$2.63	\$2.45
Transportation	Cost per mile	\$2.77	\$2.07	\$3.39
	Miles per rider	204	259	283



### Per-pupil spending by operational area

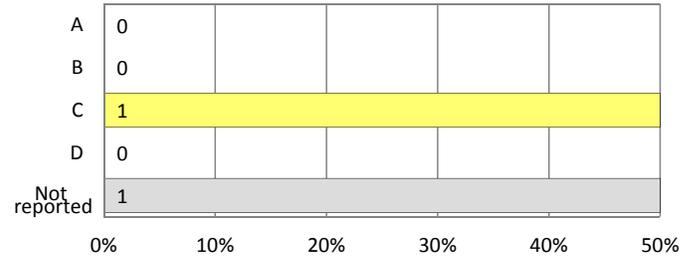
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,087</b>	<b>\$9,512</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,511</b>	<b>\$4,411</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,576</b>	<b>\$5,101</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,391	1,483	1,132	728	1,147
Plant Operations	1,491	1,641	1,013	927	1,033
Food Service	658	674	496	375	404
Transportation	646	620	443	352	443
Student Support	119	302	486	571	573
Instruction Support	271	381	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

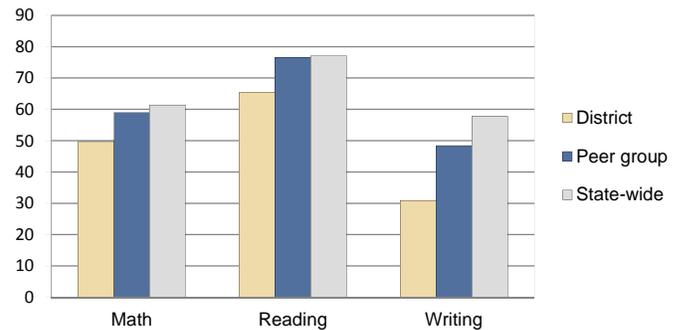
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	22%	24%	22%
Students per teacher	15.3	12.4	18.1
Average teacher salary	\$40,066	\$45,745	\$45,637
Average years of experience	8.1	12.9	10.9
Percent of teachers in first 3 years	13%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,180

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

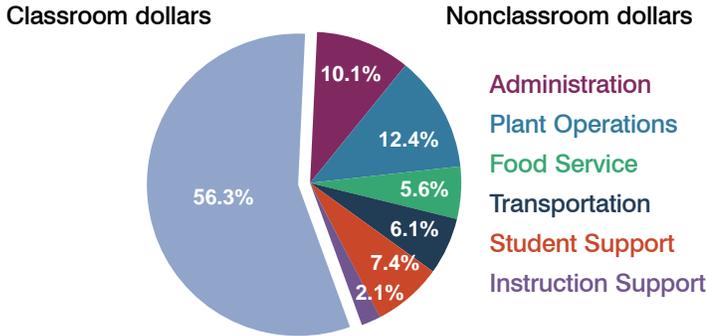
# Queen Creek Unified School District

Maricopa County  
Peer groups: Efficiency Group 3, Achievement Group 1  
Legislative district(s): 21 and 22

District size: Medium-Large  
Students attending: 5,151  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.8 to 56.3 percent. Spending on administration and student support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$681	\$745	\$728
	Students per administrator	73	68	66
Plant Operations	Cost per square foot	\$5.85	\$5.71	\$6.10
	Square footage per student	142	163	152
Food Service	Cost per meal equivalent	\$2.65	\$2.76	\$2.45
Transportation	Cost per mile	\$3.18	\$3.17	\$3.39
	Miles per rider	224	270	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

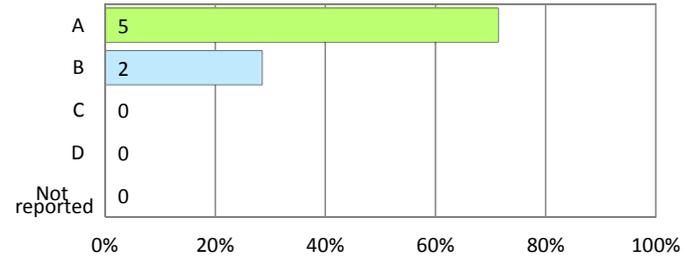
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,877</b>	<b>\$6,708</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,118</b>	<b>\$3,778</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,759</b>	<b>\$2,930</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	636	681	745	728	1,147
Plant Operations	733	834	917	927	1,033
Food Service	361	375	329	375	404
Transportation	397	407	423	352	443
Student Support	462	493	519	571	573
Instruction Support	170	140	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

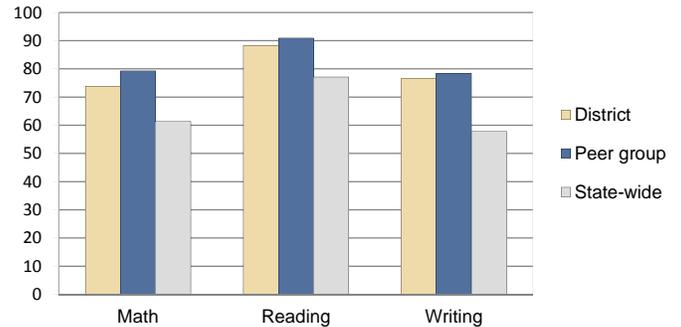
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	92%	93%	78%
Poverty rate (2010)	11%	8%	22%
Students per teacher	20.2	18.4	18.1
Average teacher salary	\$41,172	\$41,257	\$45,637
Average years of experience	8.4	10.0	10.9
Percent of teachers in first 3 years	13%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,994

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Ray Unified School District

Pinal County  
Peer groups: Efficiency Group 6, Achievement Group 7  
Legislative district(s): 5 and 23

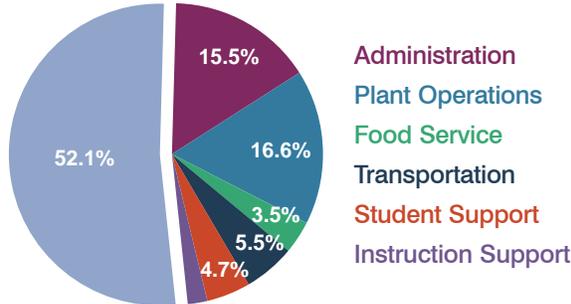
District size: Small  
Students attending: 522  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.4 to 52.1 percent. Spending on plant operations and transportation increased significantly, and spending on food service and student support decreased significantly. Spending on all other nonclassroom remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,432	\$1,488	\$728
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$4.18	\$5.22	\$6.10
	Square footage per student	367	292	152
Food Service	Cost per meal equivalent	\$2.48	\$3.04	\$2.45
Transportation	Cost per mile	\$2.46	\$2.12	\$3.39
	Miles per rider	459	363	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

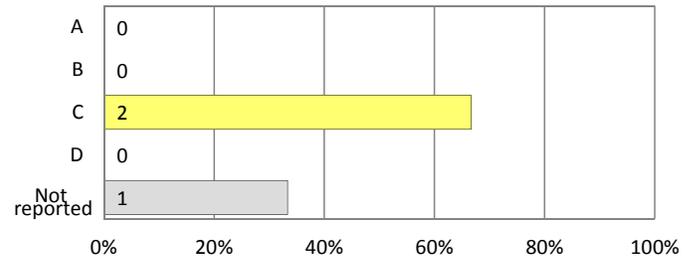
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,988</b>	<b>\$9,254</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,018</b>	<b>\$4,819</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,970</b>	<b>\$4,435</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,417	1,432	1,488	728	1,147
Plant Operations	1,118	1,533	1,455	927	1,033
Food Service	368	328	449	375	404
Transportation	463	514	472	352	443
Student Support	407	433	611	571	573
Instruction Support	197	195	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

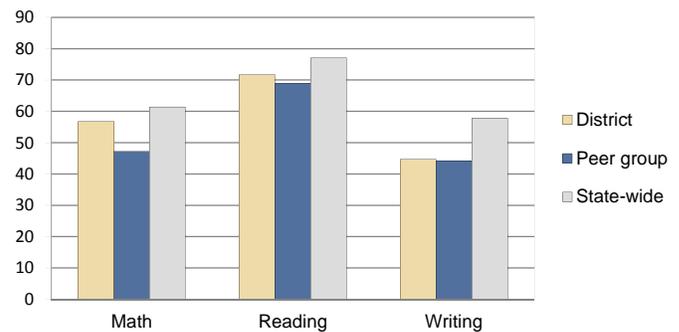
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	89%	80%	78%
Poverty rate (2010)	29%	32%	22%
Students per teacher	13.3	15.1	18.1
Average teacher salary	\$41,513	\$40,287	\$45,637
Average years of experience	12.5	11.6	10.9
Percent of teachers in first 3 years	19%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,729

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

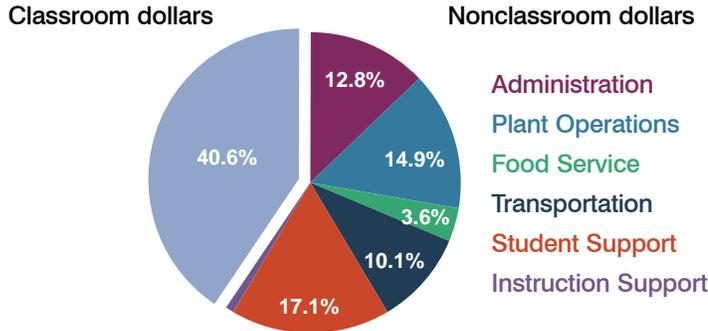
# Red Mesa Unified School District

Apache County  
Peer groups: Efficiency Group 5, Achievement Group 7  
Legislative district(s): 2

District size: Medium  
Students attending: 973  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing significantly overall from 42.6 to 40.6 percent. Spending on administration and instruction support decreased significantly, and spending on student support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,817	\$1,104	\$728
	Students per administrator	39	56	66
Plant Operations	Cost per square foot	\$9.07	\$4.74	\$6.10
	Square footage per student	234	259	152
Food Service	Cost per meal equivalent	\$2.55	\$2.98	\$2.45
Transportation	Cost per mile	\$2.25	\$2.71	\$3.39
	Miles per rider	579	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

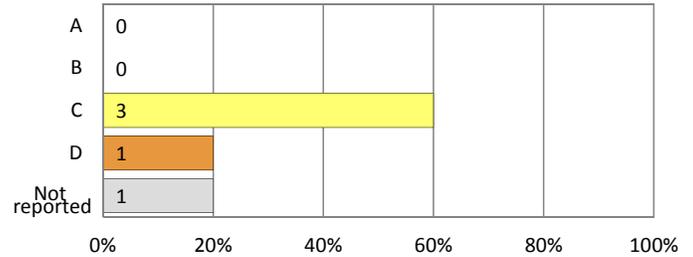
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,236</b>	<b>\$14,205</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,417</b>	<b>\$5,768</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,819</b>	<b>\$8,437</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,931	1,817	1,104	728	1,147
Plant Operations	1,936	2,122	1,213	927	1,033
Food Service	488	509	421	375	404
Transportation	1,352	1,429	527	352	443
Student Support	1,971	2,426	651	571	573
Instruction Support	141	134	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

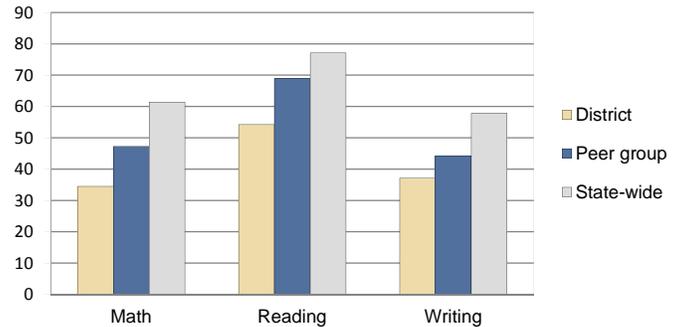
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	72%	80%	78%
Poverty rate (2010)	32%	32%	22%
Students per teacher	15.9	15.1	18.1
Average teacher salary	\$45,126	\$40,287	\$45,637
Average years of experience	14.6	11.6	10.9
Percent of teachers in first 3 years	5%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,648

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	□
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	▲
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

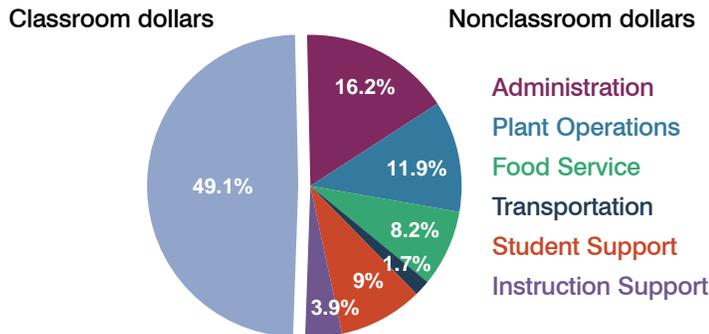
# Red Rock Elementary School District

Pinal County  
Peer groups: Efficiency Group 11, Achievement Group 17  
Legislative district(s): 23

District size: Small  
Students attending: 290  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment tripled, which contributed to the 39 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 54.9 to 49.1 percent. Spending on administration and plant operations decreased significantly, while spending on food service, student support, and instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,059	\$1,132	\$728
	Students per administrator	61	54	66
Plant Operations	Cost per square foot	\$10.75	\$7.44	\$6.10
	Square footage per student	72	142	152
Food Service	Cost per meal equivalent	\$3.13	\$2.63	\$2.45
Transportation	Cost per mile	\$0.87	\$2.07	\$3.39
	Miles per rider	279	259	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

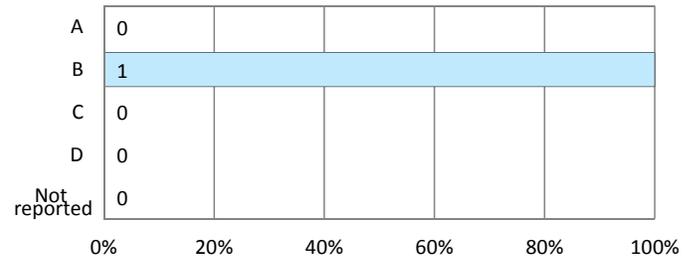
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,017</b>	<b>\$6,529</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,436</b>	<b>\$3,206</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,581</b>	<b>\$3,323</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,281	1,059	1,132	728	1,147
Plant Operations	874	778	1,013	927	1,033
Food Service	462	537	496	375	404
Transportation	74	111	443	352	443
Student Support	477	588	486	571	573
Instruction Support	413	250	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

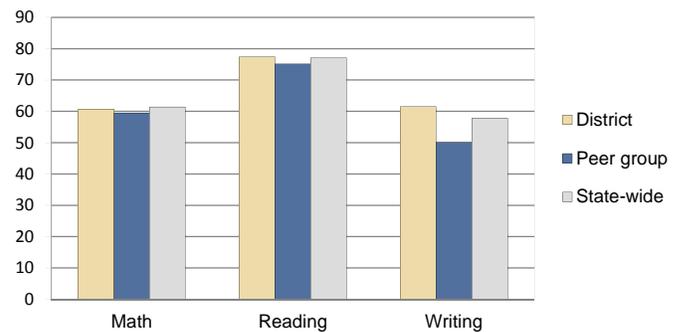
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	16%	11%	22%
Students per teacher	15.2	12.7	18.1
Average teacher salary	\$32,860	\$40,873	\$45,637
Average years of experience	9.6	11.6	10.9
Percent of teachers in first 3 years	32%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,041

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

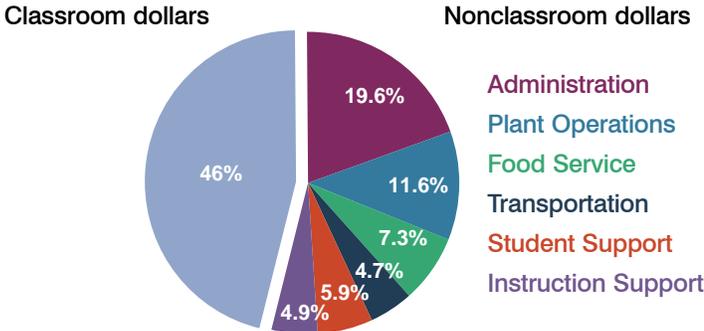
# Riverside Elementary School District

Maricopa County  
 Peer groups: Efficiency Group 10, Achievement Group 19  
 Legislative district(s): 16

District size: Medium  
 Students attending: 900  
 Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 52.4 to 46 percent. Spending on administration, transportation, and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas varied.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,775	\$938	\$728
	Students per administrator	44	63	66
Plant Operations	Cost per square foot	\$4.71	\$6.51	\$6.10
	Square footage per student	223	135	152
Food Service	Cost per meal equivalent	\$2.20	\$2.43	\$2.45
Transportation	Cost per mile	\$3.62	\$3.27	\$3.39
	Miles per rider	184	200	283

Very low    Low    Comparable    High    Very high

### Per-pupil spending by operational area

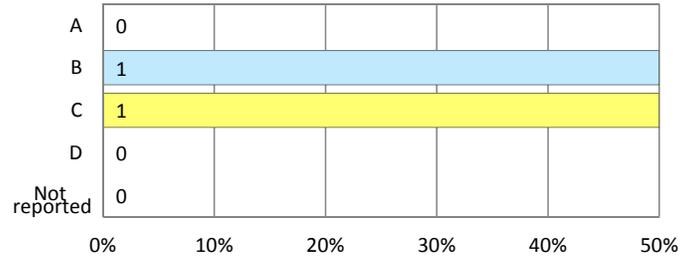
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,991</b>	<b>\$9,064</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,145</b>	<b>\$4,171</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,846</b>	<b>\$4,893</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,823	1,775	938	728	1,147
Plant Operations	1,084	1,052	892	927	1,033
Food Service	574	659	515	375	404
Transportation	391	428	402	352	443
Student Support	654	532	379	571	573
Instruction Support	320	447	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

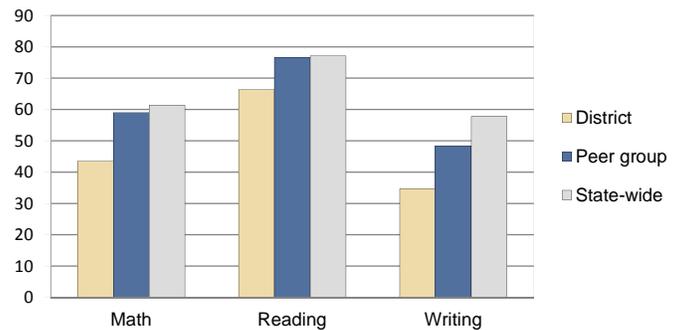
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	24%	24%	22%
Students per teacher	17.1	12.4	18.1
Average teacher salary	\$38,508	\$45,745	\$45,637
Average years of experience	1.8	12.9	10.9
Percent of teachers in first 3 years	87%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,610

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▀ = partially, and - = no goal set

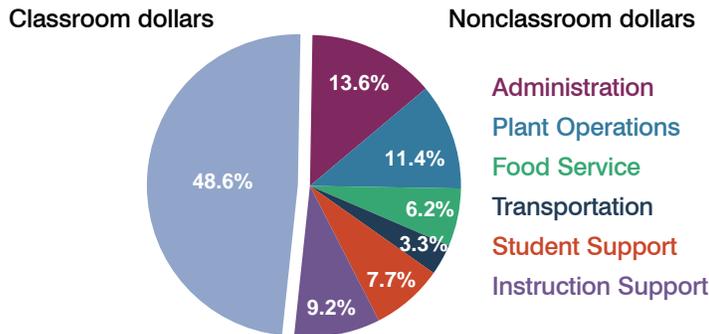
# Roosevelt Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 16 and 20

District size: Large  
Students attending: 9,910  
Number of schools: 21

## OPERATIONAL EFFICIENCY

### Spending by operational area

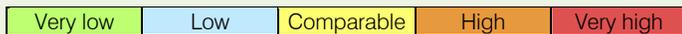


### 5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom decreased significantly from 59.7 to 48.6 percent. Overall, spending on administration, plant operations, student support, and instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,263	\$648	\$728
	Students per administrator	53	71	66
Plant Operations	Cost per square foot	\$7.58	\$6.32	\$6.10
	Square footage per student	140	130	152
Food Service	Cost per meal equivalent	\$2.18	\$2.29	\$2.45
Transportation	Cost per mile	\$5.77	\$4.66	\$3.39
	Miles per rider	190	180	283



### Per-pupil spending by operational area

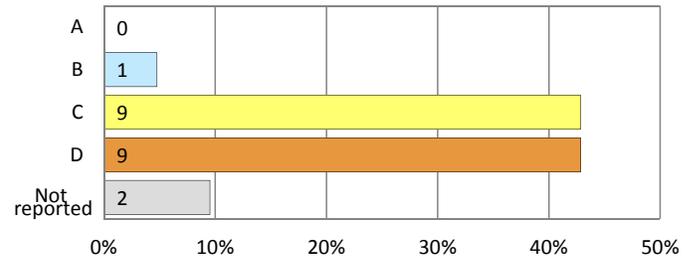
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,383</b>	<b>\$9,284</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,889</b>	<b>\$4,513</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,494</b>	<b>\$4,771</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,155	1,263	648	728	1,147
Plant Operations	978	1,061	789	927	1,033
Food Service	509	576	467	375	404
Transportation	279	308	273	352	443
Student Support	742	714	498	571	573
Instruction Support	831	849	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

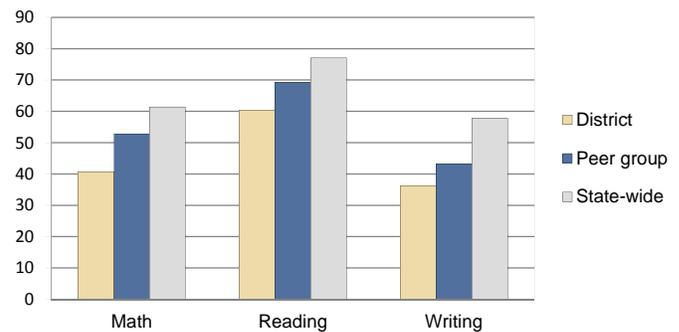
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	36%	31%	22%
Students per teacher	15.9	17.1	18.1
Average teacher salary	\$38,653	\$41,467	\$45,637
Average years of experience	9.5	9.6	10.9
Percent of teachers in first 3 years	39%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,622

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	▲
Teacher attendance	▲
Teacher professional development	▲
Teacher evaluations	▲
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

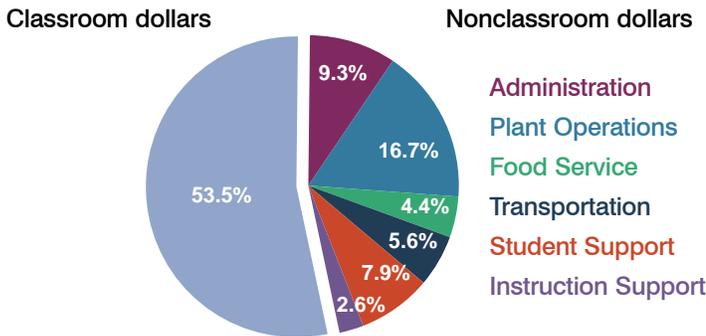
# Round Valley Unified School District

Apache County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 5

District size: Medium  
Students attending: 1,379  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 52.5 to 53.5 percent. Spending on plant operations decreased, while spending on all other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$792	\$1,104	\$728
	Students per administrator	49	56	66
Plant Operations	Cost per square foot	\$3.69	\$4.74	\$6.10
	Square footage per student	385	259	152
Food Service	Cost per meal equivalent	\$3.46	\$2.98	\$2.45
Transportation	Cost per mile	\$1.94	\$2.71	\$3.39
	Miles per rider	465	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

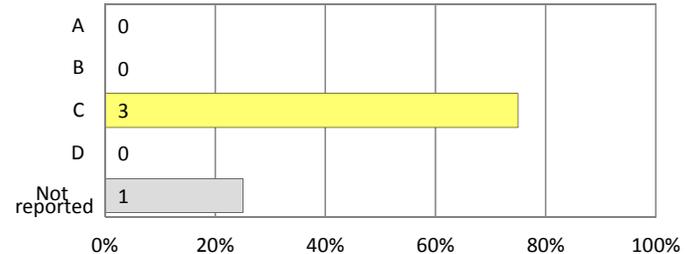
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,321</b>	<b>\$8,502</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,367</b>	<b>\$4,547</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,954</b>	<b>\$3,955</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	872	792	1,104	728	1,147
Plant Operations	1,475	1,420	1,213	927	1,033
Food Service	406	379	421	375	404
Transportation	398	477	527	352	443
Student Support	629	668	651	571	573
Instruction Support	174	219	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

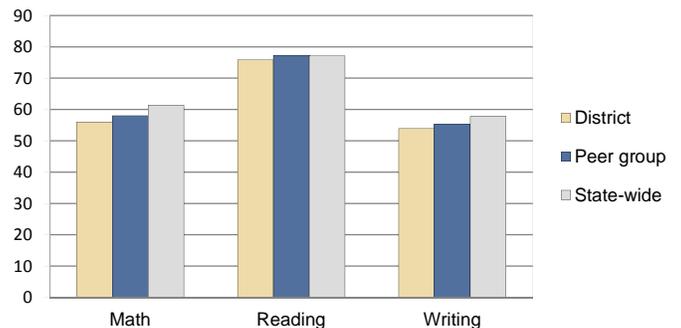
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	83%	82%	78%
Poverty rate (2010)	23%	24%	22%
Students per teacher	18.0	17.3	18.1
Average teacher salary	\$43,484	\$41,429	\$45,637
Average years of experience	13.0	12.6	10.9
Percent of teachers in first 3 years	12%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$0

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Sacaton Elementary School District

Pinal County  
Peer groups: Efficiency Group 11, Achievement Group 20  
Legislative district(s): 23

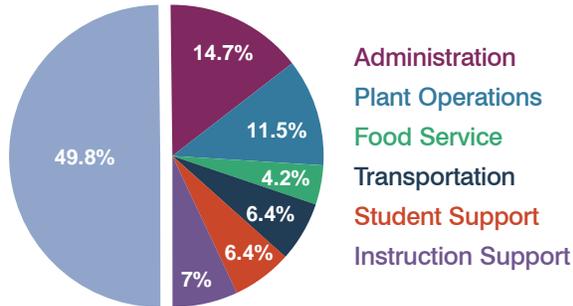
District size: Small  
Students attending: 454  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 50.4 to 49.8 percent. Spending on administration and student support decreased significantly, and spending on instruction support increased significantly. Spending on all other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,445	\$1,132	\$728
	Students per administrator	30	54	66
Plant Operations	Cost per square foot	\$5.82	\$7.44	\$6.10
	Square footage per student	328	142	152
Food Service	Cost per meal equivalent	\$3.22	\$2.63	\$2.45
Transportation	Cost per mile	\$3.48	\$2.07	\$3.39
	Miles per rider	346	259	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

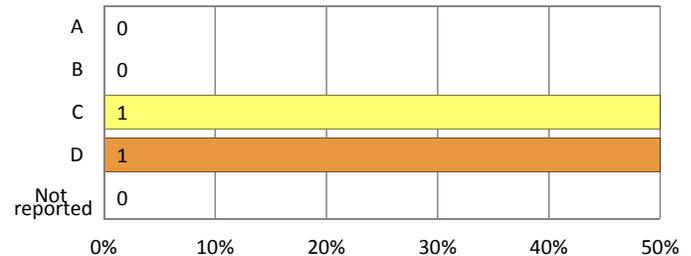
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$15,372</b>	<b>\$16,597</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,076</b>	<b>\$8,267</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,296</b>	<b>\$8,330</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,045	2,445	1,132	728	1,147
Plant Operations	1,644	1,907	1,013	927	1,033
Food Service	726	697	496	375	404
Transportation	1,059	1,068	443	352	443
Student Support	1,209	1,057	486	571	573
Instruction Support	1,613	1,156	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

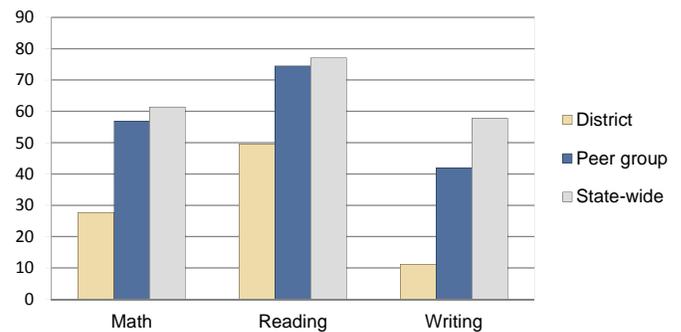
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	33%	31%	22%
Students per teacher	11.9	13.3	18.1
Average teacher salary	\$43,457	\$42,042	\$45,637
Average years of experience	6.5	13.4	10.9
Percent of teachers in first 3 years	27%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,184

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

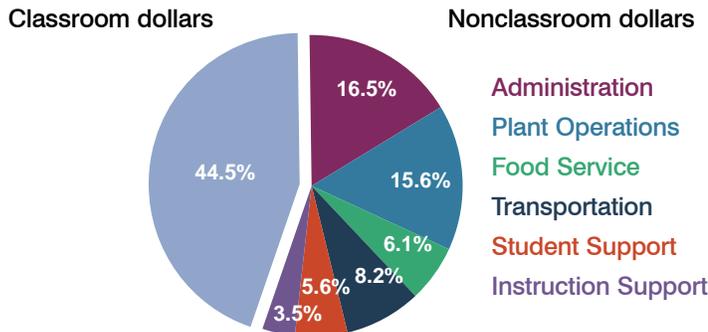
# Saddle Mountain Unified School District

Maricopa County  
Peer groups: Efficiency Group 5, Achievement Group 5  
Legislative district(s): 25

District size: Medium  
Students attending: 1,231  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 51.2 to 44.5 percent. Spending on administration and food service increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,439	\$1,104	\$728
	Students per administrator	58	56	66
Plant Operations	Cost per square foot	\$4.48	\$4.74	\$6.10
	Square footage per student	304	259	152
Food Service	Cost per meal equivalent	\$2.43	\$2.98	\$2.45
Transportation	Cost per mile	\$2.42	\$2.71	\$3.39
	Miles per rider	341	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

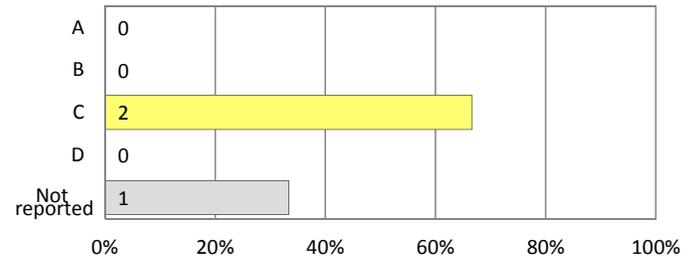
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,213</b>	<b>\$8,728</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,087</b>	<b>\$3,882</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,126</b>	<b>\$4,846</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,049	1,439	1,104	728	1,147
Plant Operations	1,198	1,362	1,213	927	1,033
Food Service	466	534	421	375	404
Transportation	598	712	527	352	443
Student Support	501	493	651	571	573
Instruction Support	314	306	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

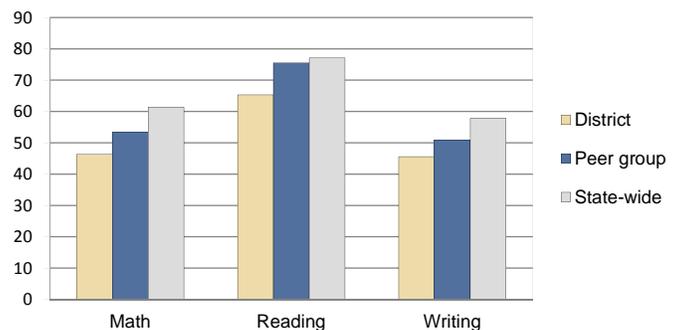
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	68%	77%	78%
Poverty rate (2010)	14%	16%	22%
Students per teacher	17.6	15.1	18.1
Average teacher salary	\$40,602	\$39,479	\$45,637
Average years of experience	9.3	11.1	10.9
Percent of teachers in first 3 years	19%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,226

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

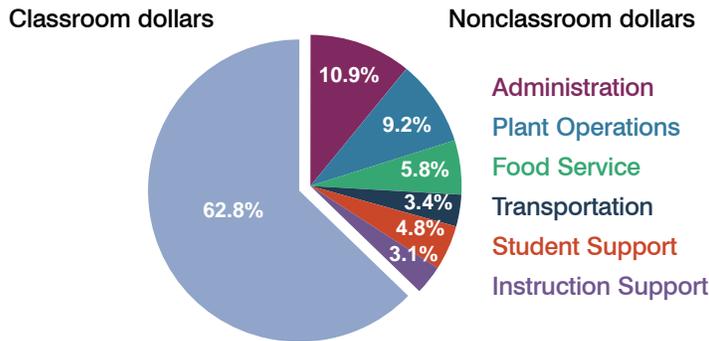
# Safford Unified School District

Graham County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 5

District size: Medium-Large  
Students attending: 3,029  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing significantly overall from 60.4 to 62.8 percent. Spending on instruction support decreased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$688	\$736	\$728
	Students per administrator	77	65	66
Plant Operations	Cost per square foot	\$3.69	\$5.52	\$6.10
	Square footage per student	158	169	152
Food Service	Cost per meal equivalent	\$2.59	\$2.60	\$2.45
Transportation	Cost per mile	\$3.23	\$2.93	\$3.39
	Miles per rider	185	324	283



### Per-pupil spending by operational area

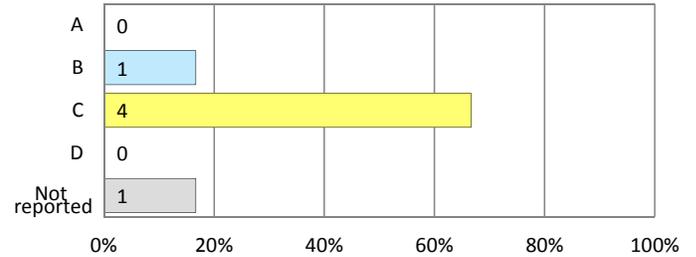
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,669</b>	<b>\$6,335</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,060</b>	<b>\$3,980</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,609</b>	<b>\$2,355</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	704	688	736	728	1,147
Plant Operations	655	583	917	927	1,033
Food Service	367	368	351	375	404
Transportation	213	218	360	352	443
Student Support	394	304	528	571	573
Instruction Support	276	194	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

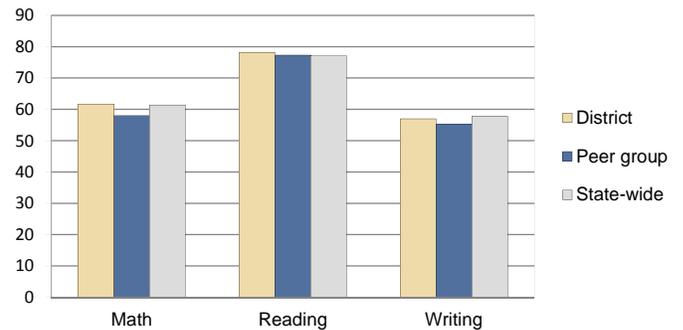
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	74%	82%	78%
Poverty rate (2010)	24%	24%	22%
Students per teacher	17.3	17.3	18.1
Average teacher salary	\$46,109	\$41,429	\$45,637
Average years of experience	13.1	12.6	10.9
Percent of teachers in first 3 years	13%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,935

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

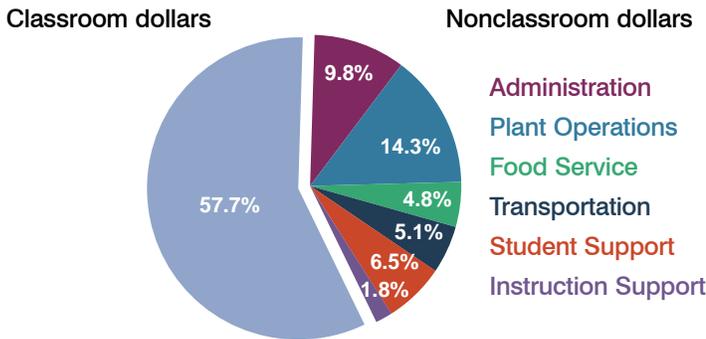
# Sahuarita Unified School District

Pima County  
Peer groups: Efficiency Group 4, Achievement Group 4  
Legislative district(s): 30

District size: Medium-Large  
Students attending: 4,915  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, increasing overall from 56.7 to 57.7 percent. Spending on plant operations increased significantly, and spending on transportation and food service decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$650	\$736	\$728
	Students per administrator	71	65	66
Plant Operations	Cost per square foot	\$7.44	\$5.52	\$6.10
	Square footage per student	128	169	152
Food Service	Cost per meal equivalent	\$2.33	\$2.60	\$2.45
Transportation	Cost per mile	\$2.51	\$2.93	\$3.39
	Miles per rider	230	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

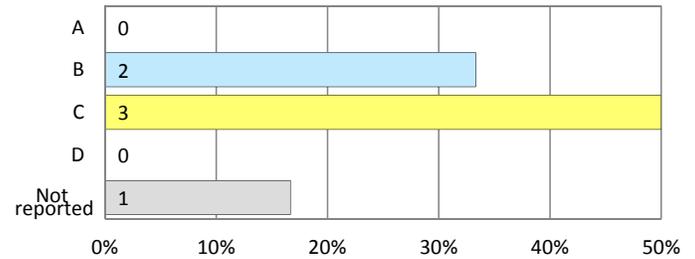
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,533</b>	<b>\$6,635</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,681</b>	<b>\$3,830</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,852</b>	<b>\$2,805</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	631	650	736	728	1,147
Plant Operations	1,033	950	917	927	1,033
Food Service	326	315	351	375	404
Transportation	284	338	360	352	443
Student Support	421	434	528	571	573
Instruction Support	157	118	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

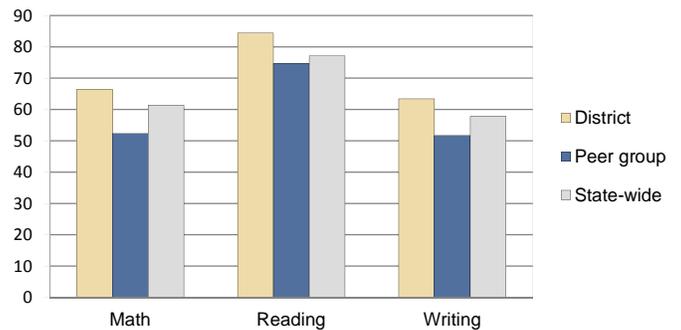
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	87%	77%	78%
Poverty rate (2010)	12%	11%	22%
Students per teacher	18.1	15.6	18.1
Average teacher salary	\$39,685	\$38,961	\$45,637
Average years of experience	9.9	10.0	10.9
Percent of teachers in first 3 years	21%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,332

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

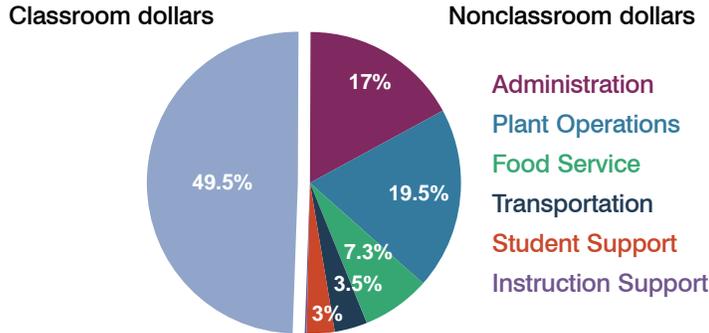
# Salome Consolidated Elementary School District

La Paz County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 3 and 24

District size: Very Small  
Students attending: 100  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

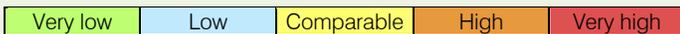


### 5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing significantly overall from 43.4 to 49.5 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased, and spending on food service and student support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,349	\$2,437	\$728
	Students per administrator	50	30	66
Plant Operations	Cost per square foot	\$9.33	\$7.51	\$6.10
	Square footage per student	290	297	152
Food Service	Cost per meal equivalent	\$3.84	\$4.80	\$2.45
Transportation	Cost per mile	\$1.39	\$1.55	\$3.39
	Miles per rider	504	685	283



### Per-pupil spending by operational area

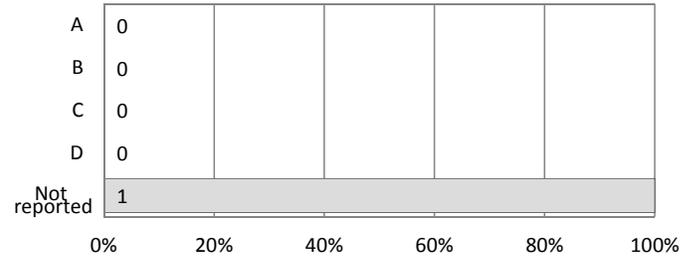
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,057</b>	<b>\$13,831</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,801</b>	<b>\$6,840</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,256</b>	<b>\$6,991</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,298	2,349	2,437	728	1,147
Plant Operations	2,575	2,703	2,284	927	1,033
Food Service	1,169	1,004	742	375	404
Transportation	459	483	886	352	443
Student Support	730	423	451	571	573
Instruction Support	25	29	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

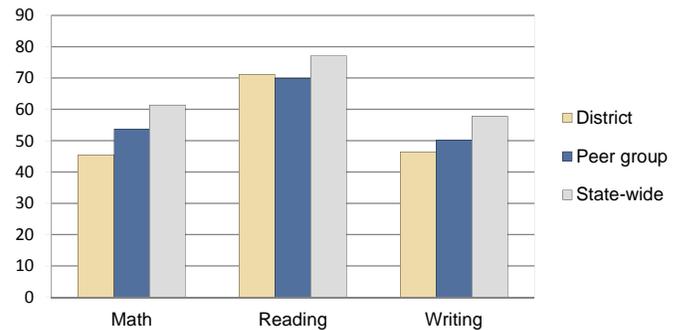
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	39%	38%	22%
Students per teacher	14.3	13.1	18.1
Average teacher salary	\$50,470	\$42,832	\$45,637
Average years of experience	9.0	10.3	10.9
Percent of teachers in first 3 years	17%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$10,958

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

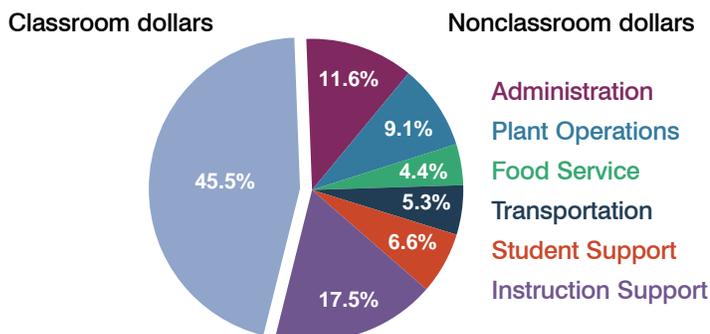
# San Carlos Unified School District

Gila County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 5

District size: Medium  
Students attending: 1,405  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 50.5 to 45.5 percent. Spending on plant operations and student support decreased significantly, and spending on instruction support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,529	\$1,104	\$728
	Students per administrator	45	56	66
Plant Operations	Cost per square foot	\$4.17	\$4.74	\$6.10
	Square footage per student	288	259	152
Food Service	Cost per meal equivalent	\$2.94	\$2.98	\$2.45
Transportation	Cost per mile	\$3.95	\$2.71	\$3.39
	Miles per rider	210	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

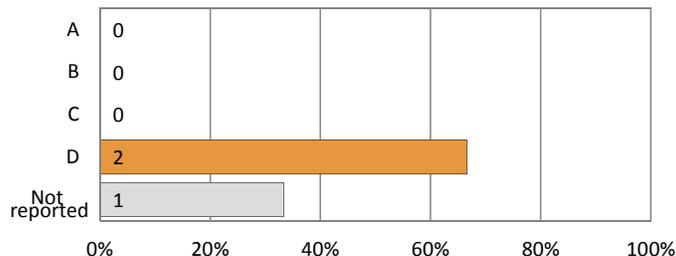
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,734</b>	<b>\$13,176</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,718</b>	<b>\$5,990</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,016</b>	<b>\$7,186</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,305	1,529	1,104	728	1,147
Plant Operations	1,535	1,201	1,213	927	1,033
Food Service	533	583	421	375	404
Transportation	659	691	527	352	443
Student Support	1,080	875	651	571	573
Instruction Support	904	2,307	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

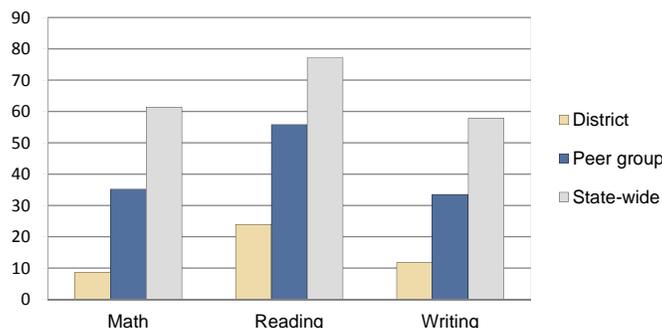
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	87%	92%	95%
Graduation rate (2010)	68%	68%	78%
Poverty rate (2010)	39%	40%	22%
Students per teacher	11.7	15.5	18.1
Average teacher salary	\$30,523	\$42,449	\$45,637
Average years of experience	9.6	12.2	10.9
Percent of teachers in first 3 years	25%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,142

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	<input type="checkbox"/>
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

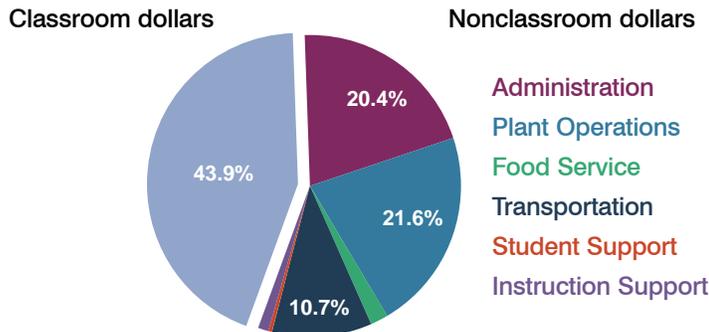
# San Fernando Elementary School District

Pima County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 25

District size: Very Small  
Students attending: 18  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 45 to 43.9 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased significantly, and spending on transportation decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,433	\$2,437	\$728
	Students per administrator	9	30	66
Plant Operations	Cost per square foot	\$8.75	\$7.51	\$6.10
	Square footage per student	416	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$2.21	\$1.55	\$3.39
	Miles per rider	2,976	685	283



### Per-pupil spending by operational area

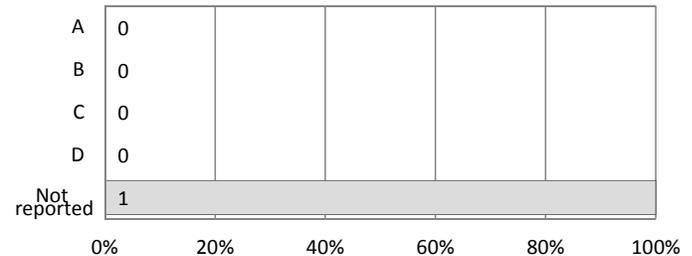
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,842</b>	<b>\$16,832</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,471</b>	<b>\$7,387</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,371</b>	<b>\$9,445</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,773	3,433	2,437	728	1,147
Plant Operations	2,583	3,642	2,284	927	1,033
Food Service	45	320	742	375	404
Transportation	1,476	1,791	886	352	443
Student Support	309	70	451	571	573
Instruction Support	185	189	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

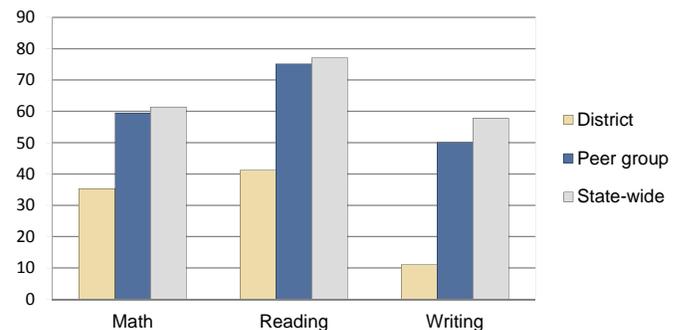
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	0%	11%	22%
Students per teacher	9.2	12.7	18.1
Average teacher salary	N/A	\$40,873	\$45,637
Average years of experience	N/A	11.6	10.9
Percent of teachers in first 3 years	0%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,900

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

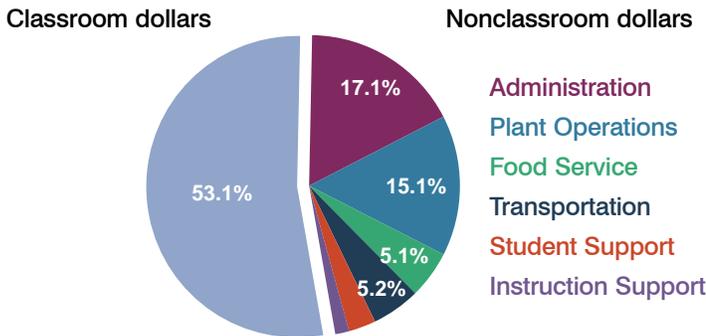
# San Simon Unified School District

Cochise County  
Peer groups: Efficiency Group 7, Achievement Group 5  
Legislative district(s): 25

District size: Very Small  
Students attending: 92  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 25 percent, which contributed to the 49 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 59.3 to 53.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,155	\$3,161	\$728
	Students per administrator	31	25	66
Plant Operations	Cost per square foot	\$5.65	\$4.62	\$6.10
	Square footage per student	492	519	152
Food Service	Cost per meal equivalent	\$4.56	\$4.12	\$2.45
Transportation	Cost per mile	\$0.85	\$1.16	\$3.39
	Miles per rider	1,508	1,347	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

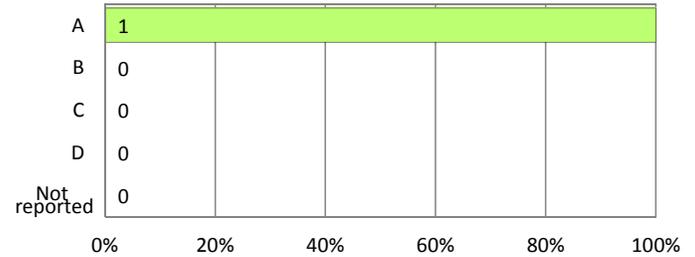
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$23,695</b>	<b>\$18,433</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$13,381</b>	<b>\$9,779</b>	<b>\$7,856</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$10,314</b>	<b>\$8,654</b>	<b>\$9,572</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,508	3,155	3,161	728	1,147
Plant Operations	3,959	2,784	2,886	927	1,033
Food Service	1,089	948	888	375	404
Transportation	1,139	964	1,137	352	443
Student Support	321	531	950	571	573
Instruction Support	298	272	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

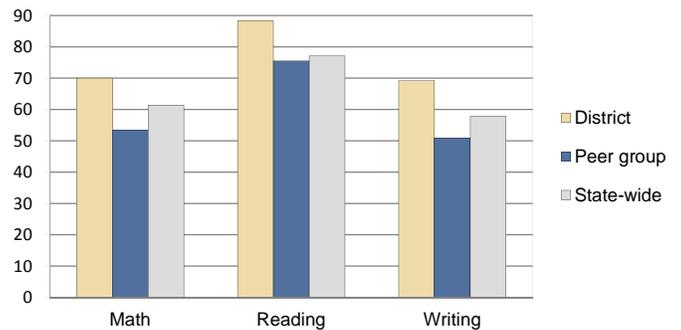
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	86%	77%	78%
Poverty rate (2010)	14%	16%	22%
Students per teacher	7.0	15.1	18.1
Average teacher salary	\$43,709	\$39,479	\$45,637
Average years of experience	14.8	11.1	10.9
Percent of teachers in first 3 years	8%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,768

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Sanders Unified School District

Apache County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 2 and 5

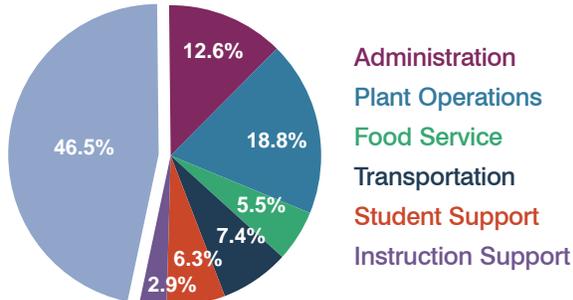
District size: Medium  
Students attending: 934  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year, decreasing overall from 47.8 to 46.5 percent. Spending on administration and plant operations increased significantly, and spending on instruction support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,576	\$1,104	\$728
	Students per administrator	39	56	66
Plant Operations	Cost per square foot	\$6.40	\$4.74	\$6.10
	Square footage per student	368	259	152
Food Service	Cost per meal equivalent	\$3.21	\$2.98	\$2.45
Transportation	Cost per mile	\$1.78	\$2.71	\$3.39
	Miles per rider	496	336	283



### Per-pupil spending by operational area

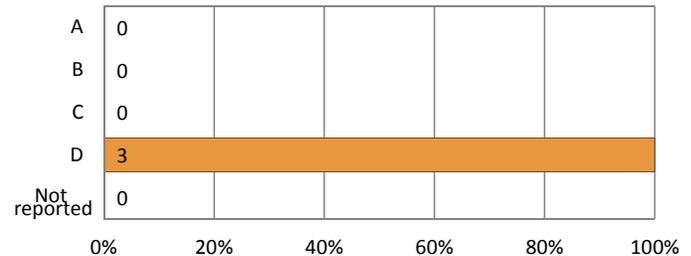
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,896</b>	<b>\$12,486</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,758</b>	<b>\$5,811</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,138</b>	<b>\$6,675</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,228	1,576	1,104	728	1,147
Plant Operations	2,057	2,353	1,213	927	1,033
Food Service	580	685	421	375	404
Transportation	734	917	527	352	443
Student Support	763	782	651	571	573
Instruction Support	776	362	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

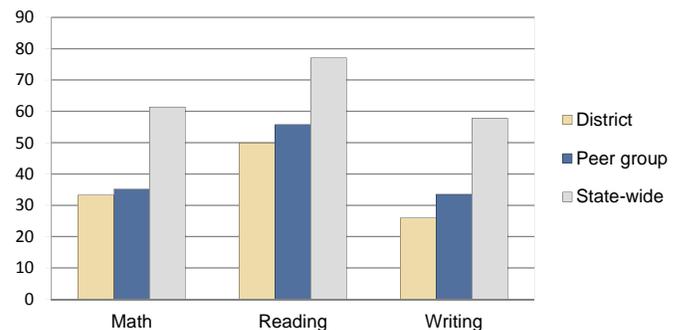
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	95%
Graduation rate (2010)	69%	68%	78%
Poverty rate (2010)	37%	40%	22%
Students per teacher	12.6	15.5	18.1
Average teacher salary	\$39,974	\$42,449	\$45,637
Average years of experience	9.7	12.2	10.9
Percent of teachers in first 3 years	25%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,978

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

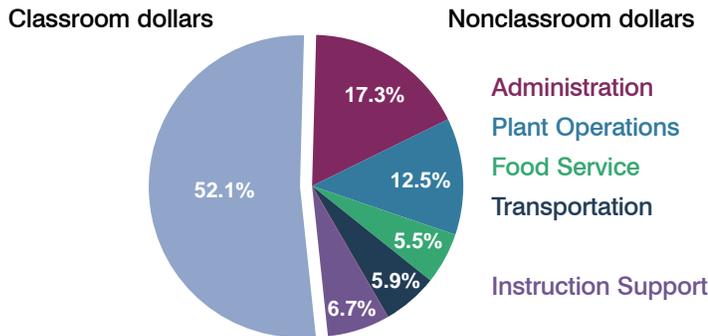
# Santa Cruz Elementary School District

Santa Cruz County  
Peer groups: Efficiency Group 11, Achievement Group 21  
Legislative district(s): 25

District size: Small  
Students attending: 206  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.9 to 52.1 percent. Spending on administration and transportation decreased, while spending on plant operations, food service, and instruction support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,628	\$1,132	\$728
	Students per administrator	47	54	66
Plant Operations	Cost per square foot	\$10.77	\$7.44	\$6.10
	Square footage per student	109	142	152
Food Service	Cost per meal equivalent	\$3.38	\$2.63	\$2.45
Transportation	Cost per mile	\$1.17	\$2.07	\$3.39
	Miles per rider	618	259	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

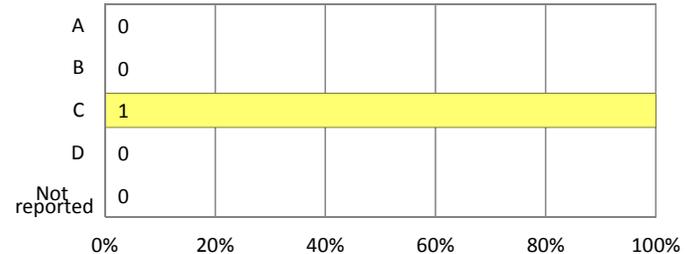
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,944</b>	<b>\$9,397</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,442</b>	<b>\$4,892</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,502</b>	<b>\$4,505</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,265	1,628	1,132	728	1,147
Plant Operations	1,226	1,173	1,013	927	1,033
Food Service	612	518	496	375	404
Transportation	416	554	443	352	443
Student Support	2	0	486	571	573
Instruction Support	981	632	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

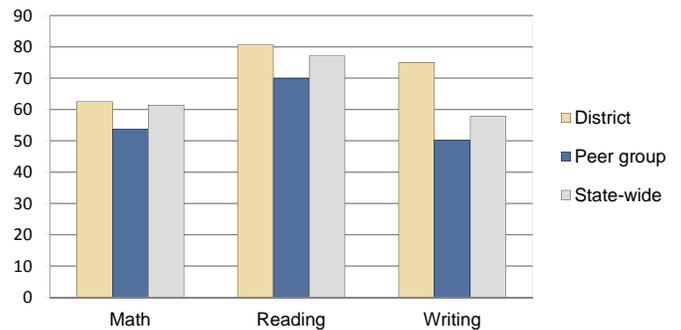
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	37%	38%	22%
Students per teacher	17.2	13.1	18.1
Average teacher salary	\$38,675	\$42,832	\$45,637
Average years of experience	16.6	10.3	10.9
Percent of teachers in first 3 years	0%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,302

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

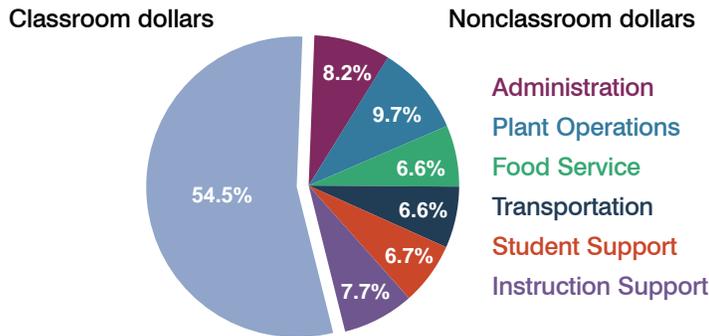
# Santa Cruz Valley Unified School District

Santa Cruz County  
Peer groups: Efficiency Group 4, Achievement Group 7  
Legislative district(s): 25

District size: Medium-Large  
Students attending: 3,396  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area

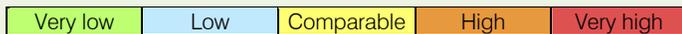


### 5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased significantly from 59 to 54.5 percent. Overall, spending on administration decreased, and spending on plant operations and instruction support increased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$561	\$736	\$728
	Students per administrator	67	65	66
Plant Operations	Cost per square foot	\$4.59	\$5.52	\$6.10
	Square footage per student	146	169	152
Food Service	Cost per meal equivalent	\$2.55	\$2.60	\$2.45
Transportation	Cost per mile	\$2.92	\$2.93	\$3.39
	Miles per rider	208	324	283



### Per-pupil spending by operational area

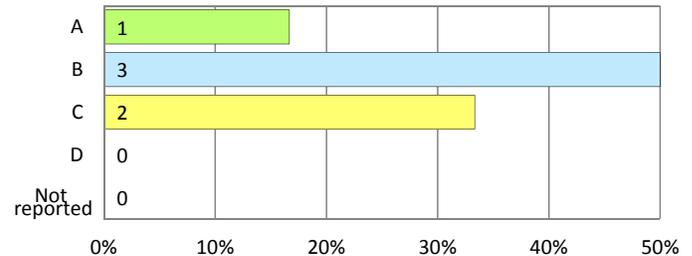
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,884</b>	<b>\$6,886</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,667</b>	<b>\$3,750</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,217</b>	<b>\$3,136</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	594	561	736	728	1,147
Plant Operations	745	672	917	927	1,033
Food Service	461	451	351	375	404
Transportation	492	452	360	352	443
Student Support	415	469	528	571	573
Instruction Support	510	531	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

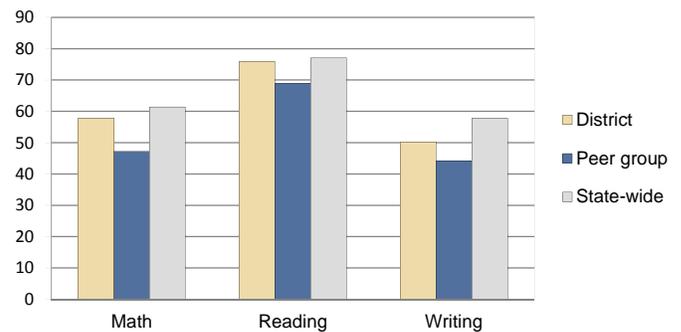
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	95%
Graduation rate (2010)	84%	80%	78%
Poverty rate (2010)	33%	32%	22%
Students per teacher	16.7	15.1	18.1
Average teacher salary	\$41,745	\$40,287	\$45,637
Average years of experience	8.8	11.6	10.9
Percent of teachers in first 3 years	22%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$5,042

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

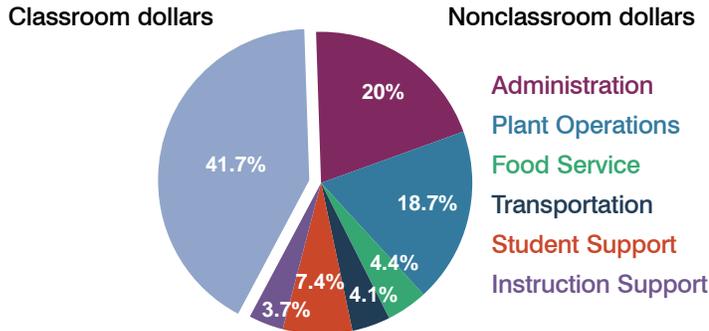
# Santa Cruz Valley Union High School District

Pinal County  
Peer groups: Efficiency Group 6, Achievement Group 12  
Legislative district(s): 23

District size: Small  
Students attending: 404  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing significantly overall from 49 to 41.7 percent. Spending on administration and plant operations increased significantly, and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,996	\$1,488	\$728
	Students per administrator	36	42	66
Plant Operations	Cost per square foot	\$6.81	\$5.22	\$6.10
	Square footage per student	274	292	152
Food Service	Cost per meal equivalent	\$3.76	\$3.04	\$2.45
Transportation	Cost per mile	\$2.40	\$2.12	\$3.39
	Miles per rider	527	363	283

Legend: Very low (green), Low (blue), Comparable (yellow), High (orange), Very high (red)

### Per-pupil spending by operational area

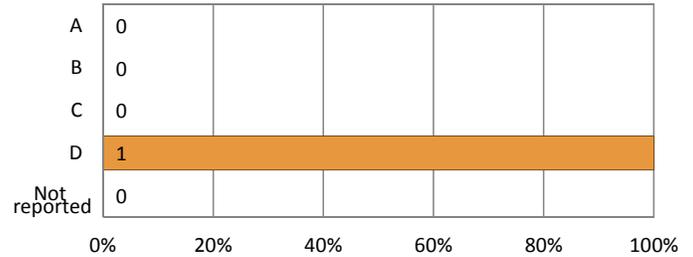
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,650</b>	<b>\$9,957</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,673</b>	<b>\$4,151</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,977</b>	<b>\$5,806</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,956	1,996	1,488	728	1,147
Plant Operations	1,613	1,863	1,455	927	1,033
Food Service	414	440	449	375	404
Transportation	326	407	472	352	443
Student Support	851	734	611	571	573
Instruction Support	817	366	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

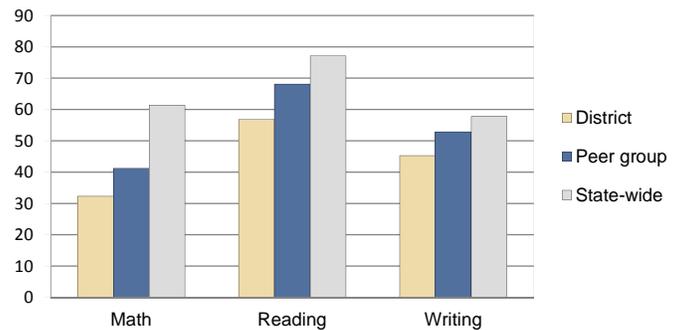
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	95%
Graduation rate (2010)	66%	79%	78%
Poverty rate (2010)	32%	31%	22%
Students per teacher	21.6	16.8	18.1
Average teacher salary	\$48,584	\$42,100	\$45,637
Average years of experience	12.8	10.2	10.9
Percent of teachers in first 3 years	5%	18%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$8,140

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

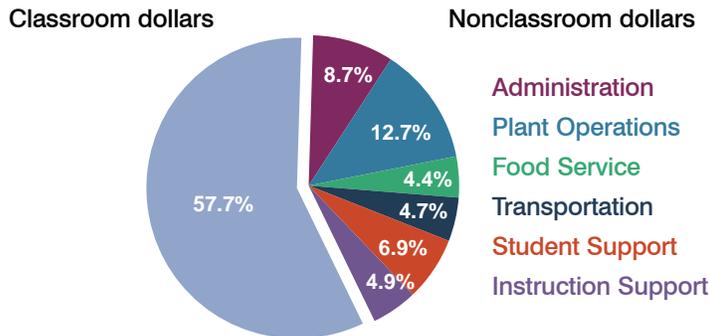
# Scottsdale Unified School District

Maricopa County  
Peer groups: Efficiency Group 1, Achievement Group 2  
Legislative district(s): 8, 11 and 17

District size: Very Large  
Students attending: 25,219  
Number of schools: 31

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.5 to 57.7 percent. Spending on plant operations increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$654	\$613	\$728
	Students per administrator	76	81	66
Plant Operations	Cost per square foot	\$5.78	\$6.03	\$6.10
	Square footage per student	166	142	152
Food Service	Cost per meal equivalent	\$2.46	\$2.42	\$2.45
Transportation	Cost per mile	\$4.17	\$3.96	\$3.39
	Miles per rider	284	279	283



### Per-pupil spending by operational area

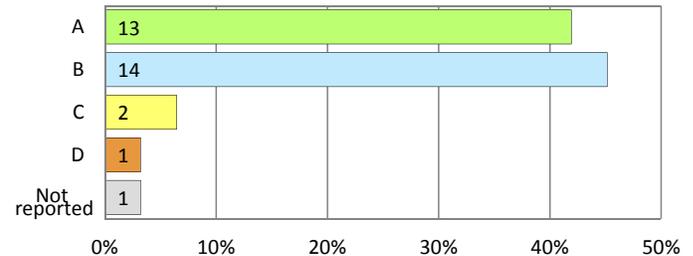
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,012</b>	<b>\$7,542</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,771</b>	<b>\$4,351</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,241</b>	<b>\$3,191</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	664	654	613	728	1,147
Plant Operations	962	959	855	927	1,033
Food Service	359	331	317	375	404
Transportation	357	357	330	352	443
Student Support	549	522	556	571	573
Instruction Support	350	368	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

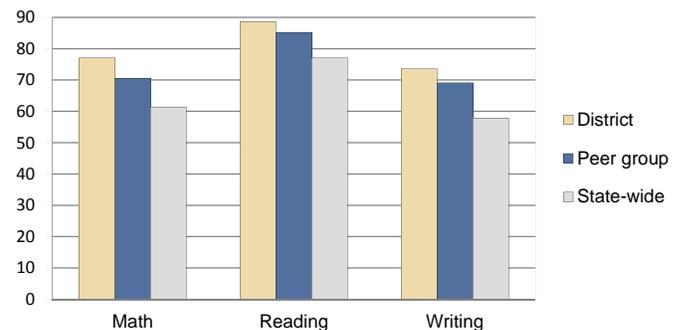
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	91%	90%	78%
Poverty rate (2010)	13%	13%	22%
Students per teacher	16.6	18.2	18.1
Average teacher salary	\$47,290	\$46,027	\$45,637
Average years of experience	12.9	10.8	10.9
Percent of teachers in first 3 years	6%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,672

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

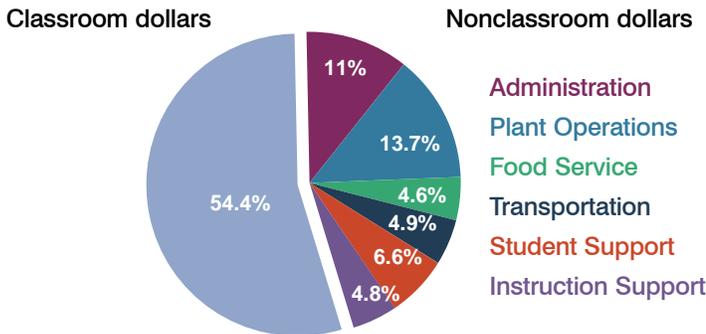
# Sedona-Oak Creek Joint Unified School District

Yavapai County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 1

District size: Medium  
Students attending: 1,235  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.6 to 54.4 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$858	\$1,104	\$728
	Students per administrator	64	56	66
Plant Operations	Cost per square foot	\$3.49	\$4.74	\$6.10
	Square footage per student	310	259	152
Food Service	Cost per meal equivalent	\$3.40	\$2.98	\$2.45
Transportation	Cost per mile	\$3.57	\$2.71	\$3.39
	Miles per rider	247	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

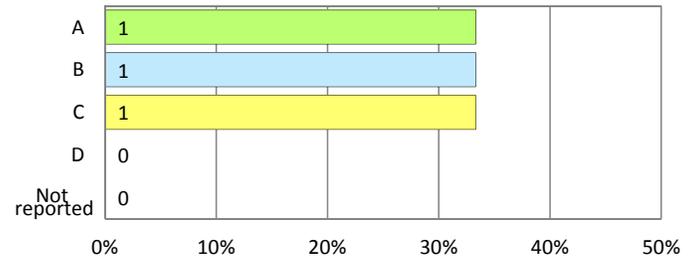
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,330</b>	<b>\$7,823</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,430</b>	<b>\$4,258</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,900</b>	<b>\$3,565</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	904	858	1,104	728	1,147
Plant Operations	1,150	1,080	1,213	927	1,033
Food Service	347	362	421	375	404
Transportation	406	381	527	352	443
Student Support	555	512	651	571	573
Instruction Support	538	372	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

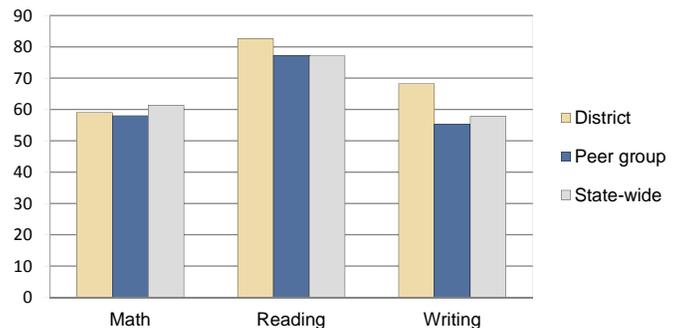
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	94%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	18.2	17.3	18.1
Average teacher salary	\$37,367	\$41,429	\$45,637
Average years of experience	13.1	12.6	10.9
Percent of teachers in first 3 years	6%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,006

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

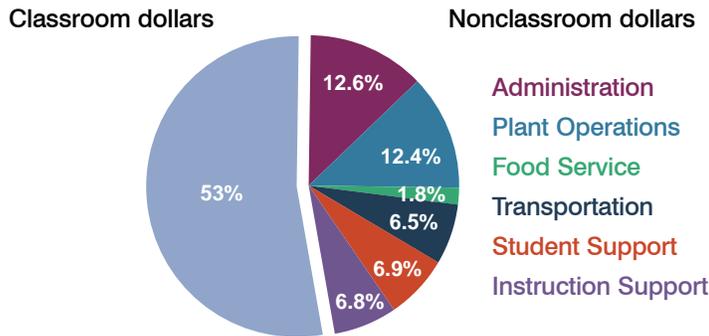
# Seligman Unified School District

Yavapai County  
Peer groups: Efficiency Group 7, Achievement Group 4  
Legislative district(s): 1 and 4

District size: Very Small  
Students attending: 146  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 4 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 51.8 to 53 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and transportation decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,760	\$3,161	\$728
	Students per administrator	24	25	66
Plant Operations	Cost per square foot	\$4.37	\$4.62	\$6.10
	Square footage per student	618	519	152
Food Service	Cost per meal equivalent	\$2.33	\$4.12	\$2.45
Transportation	Cost per mile	\$1.14	\$1.16	\$3.39
	Miles per rider	1,714	1,347	283



### Per-pupil spending by operational area

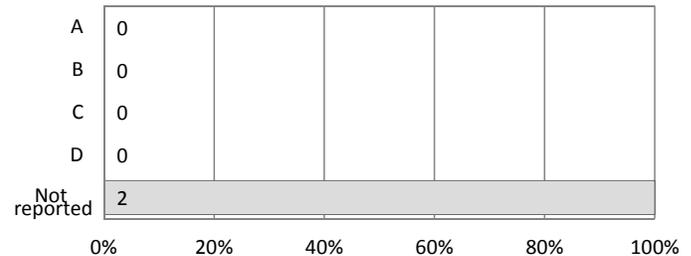
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$17,951</b>	<b>\$21,867</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,435</b>	<b>\$11,596</b>	<b>\$7,856</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,516</b>	<b>\$10,271</b>	<b>\$9,572</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,616	2,760	3,161	728	1,147
Plant Operations	2,935	2,703	2,886	927	1,033
Food Service	381	397	888	375	404
Transportation	1,318	1,417	1,137	352	443
Student Support	1,411	1,499	950	571	573
Instruction Support	855	1,495	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

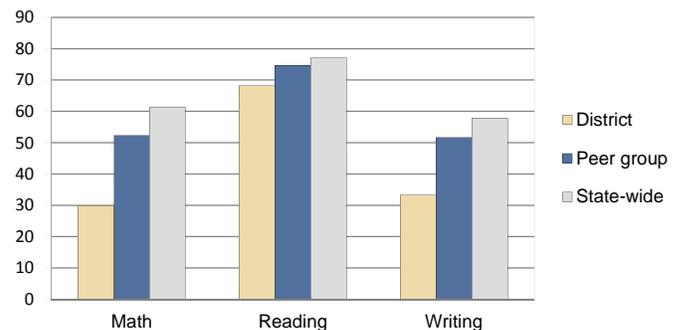
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	95%	95%
Graduation rate (2010)	74%	77%	78%
Poverty rate (2010)	12%	11%	22%
Students per teacher	7.7	15.6	18.1
Average teacher salary	\$43,179	\$38,961	\$45,637
Average years of experience	10.5	10.0	10.9
Percent of teachers in first 3 years	20%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,385

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

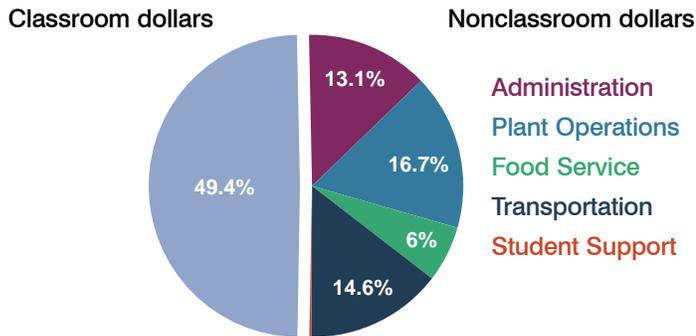
# Sentinel Elementary School District

Maricopa County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 24 and 25

District size: Very Small  
Students attending: 24  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil doubled, which is partially explained by the 39 percent decline in student enrollment. Spending in the classroom varied year to year, increasing overall from 47.8 to 49.4 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,751	\$2,437	\$728
	Students per administrator	20	30	66
Plant Operations	Cost per square foot	\$10.83	\$7.51	\$6.10
	Square footage per student	560	297	152
Food Service	Cost per meal equivalent	\$6.77	\$4.80	\$2.45
Transportation	Cost per mile	\$2.08	\$1.55	\$3.39
	Miles per rider	3,236	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

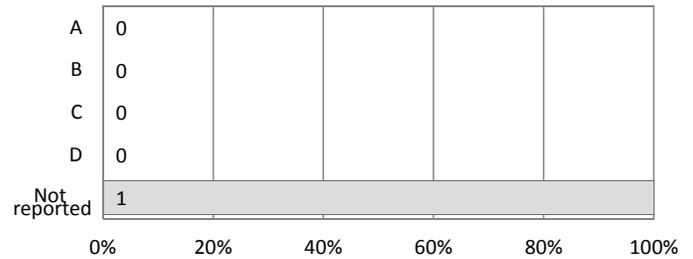
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$25,751</b>	<b>\$36,266</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$12,869</b>	<b>\$17,917</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$12,882</b>	<b>\$18,349</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	3,191	4,751	2,437	728	1,147
Plant Operations	4,494	6,060	2,284	927	1,033
Food Service	1,638	2,179	742	375	404
Transportation	3,545	5,274	886	352	443
Student Support	14	85	451	571	573
Instruction Support	0	0	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

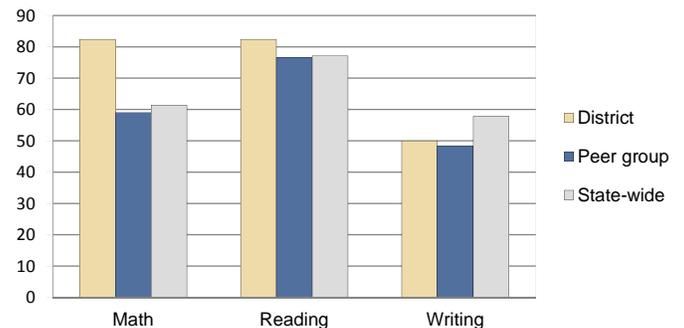
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	24%	24%	22%
Students per teacher	5.8	12.4	18.1
Average teacher salary	\$55,641	\$45,745	\$45,637
Average years of experience	19.1	12.9	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,751

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

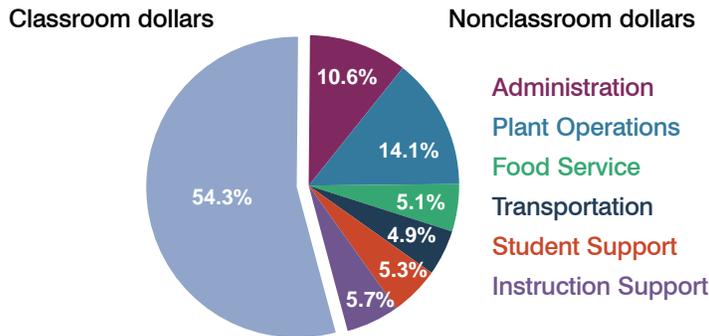
# Show Low Unified School District

Navajo County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 5

District size: Medium-Large  
Students attending: 2,273  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.7 to 54.3 percent. Spending on administration and plant operations increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$787	\$736	\$728
	Students per administrator	66	65	66
Plant Operations	Cost per square foot	\$5.30	\$5.52	\$6.10
	Square footage per student	199	169	152
Food Service	Cost per meal equivalent	\$2.57	\$2.60	\$2.45
Transportation	Cost per mile	\$2.70	\$2.93	\$3.39
	Miles per rider	285	324	283



### Per-pupil spending by operational area

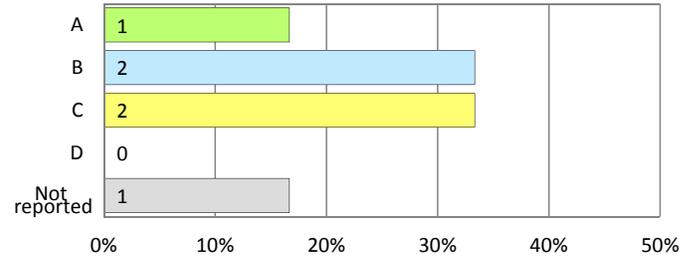
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,620</b>	<b>\$7,438</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,239</b>	<b>\$4,041</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,381</b>	<b>\$3,397</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	762	787	736	728	1,147
Plant Operations	995	1,052	917	927	1,033
Food Service	377	377	351	375	404
Transportation	345	364	360	352	443
Student Support	462	396	528	571	573
Instruction Support	440	421	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

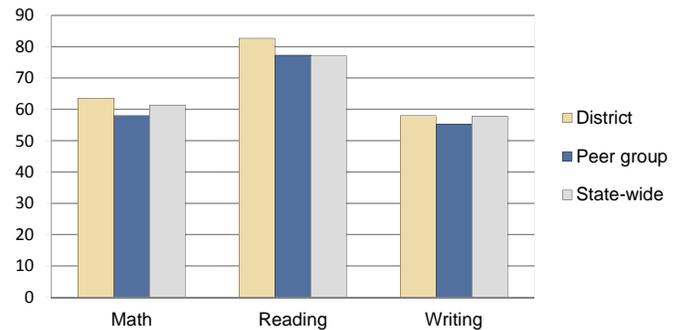
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	84%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	21.2	17.3	18.1
Average teacher salary	\$47,173	\$41,429	\$45,637
Average years of experience	15.0	12.6	10.9
Percent of teachers in first 3 years	8%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,945

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

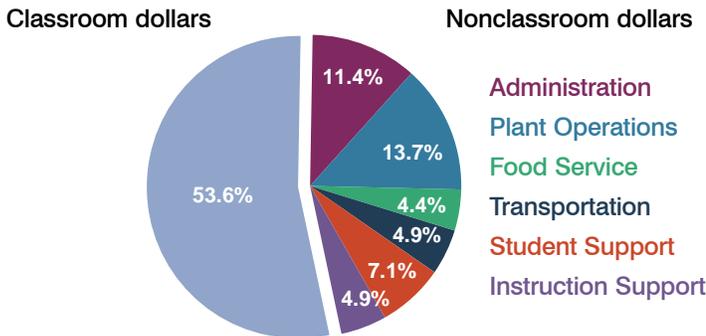
# Sierra Vista Unified School District

Cochise County  
Peer groups: Efficiency Group 4, Achievement Group 5  
Legislative district(s): 30

District size: Medium-Large  
Students attending: 5,664  
Number of schools: 8

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom decreased significantly from 56.9 to 53.6 percent. Overall, spending on administration and plant operations increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$786	\$736	\$728
	Students per administrator	64	65	66
Plant Operations	Cost per square foot	\$6.20	\$5.52	\$6.10
	Square footage per student	151	169	152
Food Service	Cost per meal equivalent	\$2.49	\$2.60	\$2.45
Transportation	Cost per mile	\$3.79	\$2.93	\$3.39
	Miles per rider	227	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

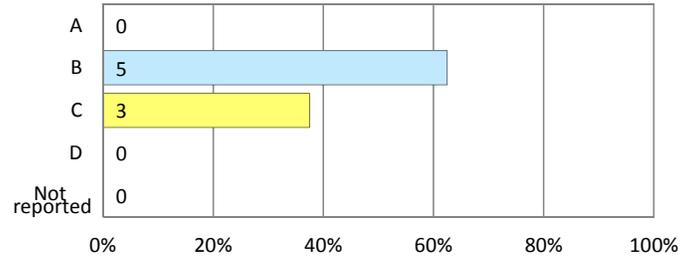
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,151</b>	<b>\$6,864</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,804</b>	<b>\$3,678</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,347</b>	<b>\$3,186</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	782	786	736	728	1,147
Plant Operations	1,055	937	917	927	1,033
Food Service	318	299	351	375	404
Transportation	318	336	360	352	443
Student Support	517	490	528	571	573
Instruction Support	357	338	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

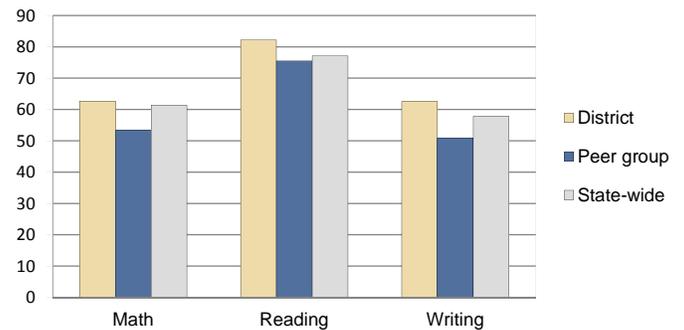
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	86%	77%	78%
Poverty rate (2010)	15%	16%	22%
Students per teacher	19.2	15.1	18.1
Average teacher salary	\$44,507	\$39,479	\$45,637
Average years of experience	12.2	11.1	10.9
Percent of teachers in first 3 years	6%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,986

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Skull Valley Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 17  
Legislative district(s): 4

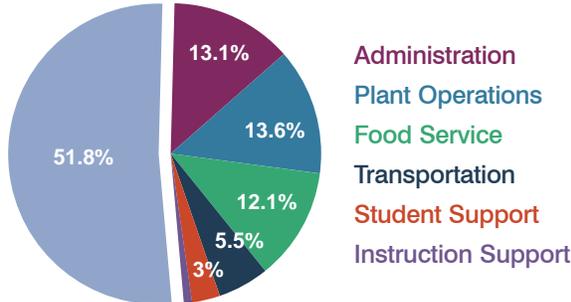
District size: Very Small  
Students attending: 21  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

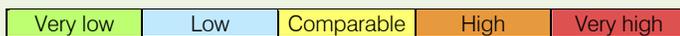


### 5-year trend

Student enrollment decreased 25 percent, which contributed to the 44 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.6 to 51.8 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,396	\$2,437	\$728
	Students per administrator	18	30	66
Plant Operations	Cost per square foot	\$6.11	\$7.51	\$6.10
	Square footage per student	405	297	152
Food Service	Cost per meal equivalent	\$15.54	\$4.80	\$2.45
Transportation	Cost per mile	\$0.94	\$1.55	\$3.39
	Miles per rider	428	685	283



### Per-pupil spending by operational area

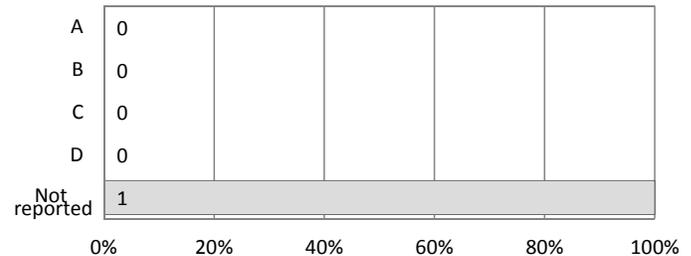
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$18,903</b>	<b>\$18,259</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$10,029</b>	<b>\$9,455</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,874</b>	<b>\$8,804</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,502	2,396	2,437	728	1,147
Plant Operations	2,391	2,477	2,284	927	1,033
Food Service	2,249	2,210	742	375	404
Transportation	1,162	1,010	886	352	443
Student Support	501	545	451	571	573
Instruction Support	69	166	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

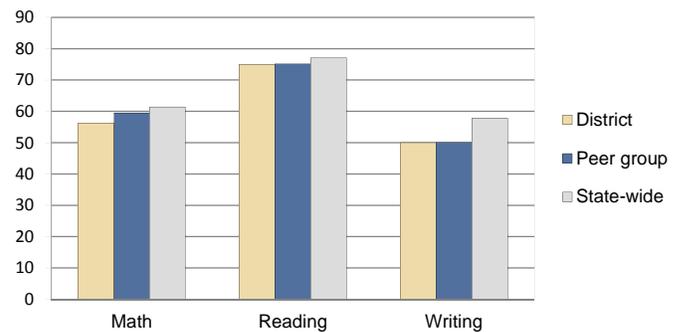
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	17%	11%	22%
Students per teacher	8.4	12.7	18.1
Average teacher salary	\$37,354	\$40,873	\$45,637
Average years of experience	21.0	11.6	10.9
Percent of teachers in first 3 years	0%	8%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,224

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

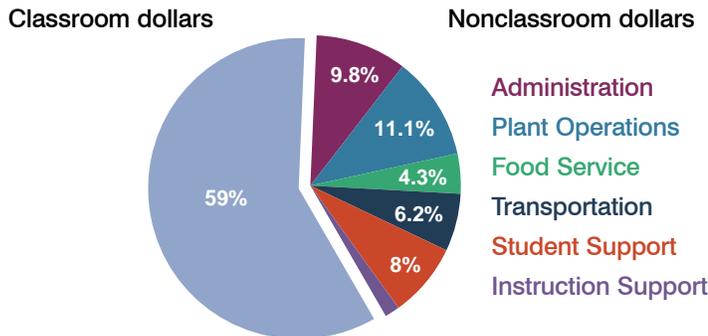
# Snowflake Unified School District

Navajo County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 5

District size: Medium-Large  
Students attending: 2,492  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom remained fairly stable, but increased overall from 58 to 59 percent. Spending on administration increased and spending on plant operations decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$621	\$736	\$728
	Students per administrator	56	65	66
Plant Operations	Cost per square foot	\$4.24	\$5.52	\$6.10
	Square footage per student	166	169	152
Food Service	Cost per meal equivalent	\$3.20	\$2.60	\$2.45
Transportation	Cost per mile	\$3.69	\$2.93	\$3.39
	Miles per rider	270	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

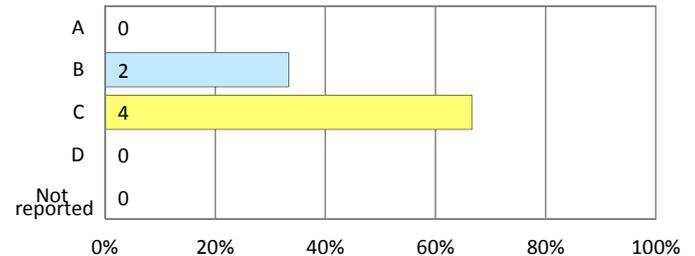
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,831</b>	<b>\$6,333</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,054</b>	<b>\$3,734</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,777</b>	<b>\$2,599</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	581	621	736	728	1,147
Plant Operations	789	701	917	927	1,033
Food Service	282	275	351	375	404
Transportation	381	391	360	352	443
Student Support	602	509	528	571	573
Instruction Support	142	102	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

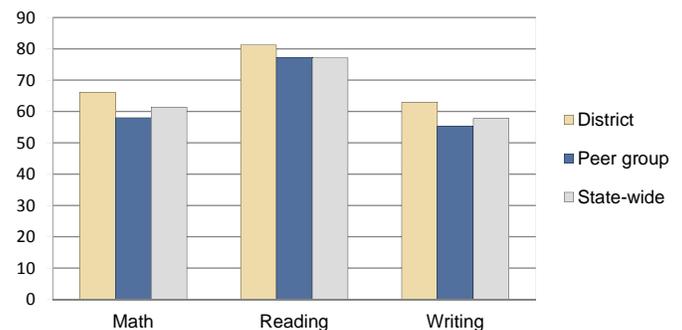
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	85%	82%	78%
Poverty rate (2010)	24%	24%	22%
Students per teacher	21.6	17.3	18.1
Average teacher salary	\$41,589	\$41,429	\$45,637
Average years of experience	14.5	12.6	10.9
Percent of teachers in first 3 years	10%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,123

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Solomon Elementary School District

Graham County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 5

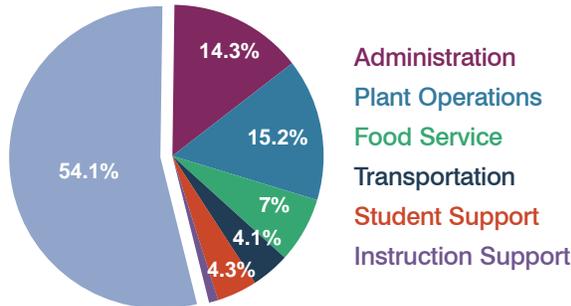
District size: Very Small  
Students attending: 177  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, but was 54.1 percent in both fiscal years 2006 and 2011. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased and spending transportation decreased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,135	\$2,437	\$728
	Students per administrator	59	30	66
Plant Operations	Cost per square foot	\$2.48	\$7.51	\$6.10
	Square footage per student	484	297	152
Food Service	Cost per meal equivalent	\$2.53	\$4.80	\$2.45
Transportation	Cost per mile	\$1.46	\$1.55	\$3.39
	Miles per rider	213	685	283



### Per-pupil spending by operational area

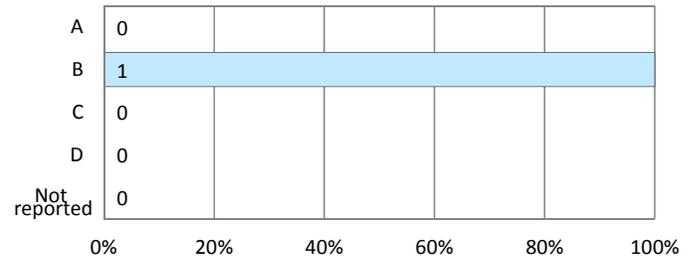
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,473</b>	<b>\$7,927</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,484</b>	<b>\$4,287</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,989</b>	<b>\$3,640</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,378	1,135	2,437	728	1,147
Plant Operations	1,199	1,202	2,284	927	1,033
Food Service	657	556	742	375	404
Transportation	313	328	886	352	443
Student Support	351	340	451	571	573
Instruction Support	91	79	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

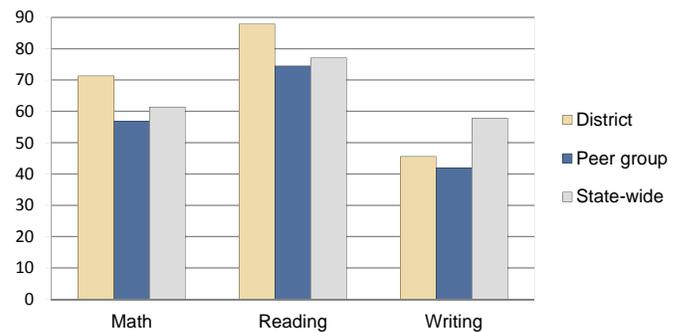
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	30%	31%	22%
Students per teacher	15.4	13.3	18.1
Average teacher salary	\$38,232	\$42,042	\$45,637
Average years of experience	11.9	13.4	10.9
Percent of teachers in first 3 years	0%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,065

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

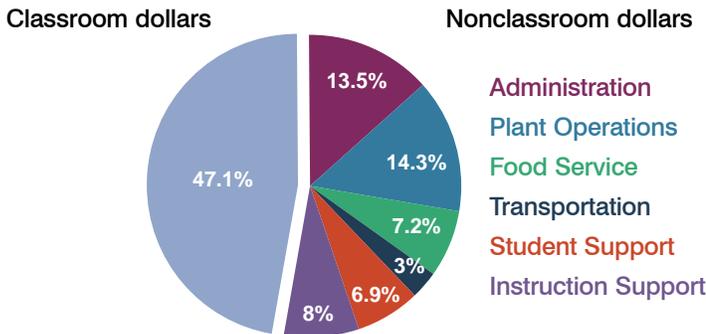
# Somerton Elementary School District

Yuma County  
Peer groups: Efficiency Group 10, Achievement Group 21  
Legislative district(s): 24

District size: Medium-Large  
Students attending: 2,584  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing significantly overall from 50.5 to 47.1 percent. Spending on administration and plant operations increased significantly, and spending on instruction support decreased significantly. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$943	\$938	\$728
	Students per administrator	62	63	66
Plant Operations	Cost per square foot	\$8.26	\$6.51	\$6.10
	Square footage per student	121	135	152
Food Service	Cost per meal equivalent	\$2.32	\$2.43	\$2.45
Transportation	Cost per mile	\$3.05	\$3.27	\$3.39
	Miles per rider	184	200	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

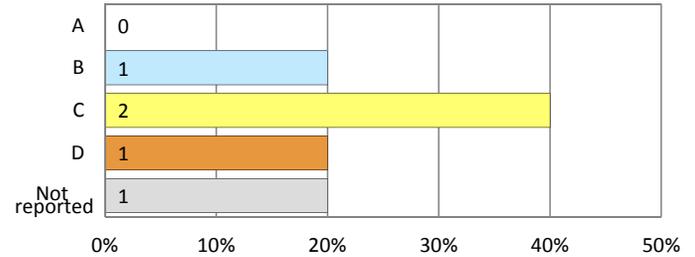
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,150</b>	<b>\$6,971</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,553</b>	<b>\$3,282</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,597</b>	<b>\$3,689</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	880	943	938	728	1,147
Plant Operations	899	997	892	927	1,033
Food Service	472	505	515	375	404
Transportation	234	206	402	352	443
Student Support	491	483	379	571	573
Instruction Support	621	555	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

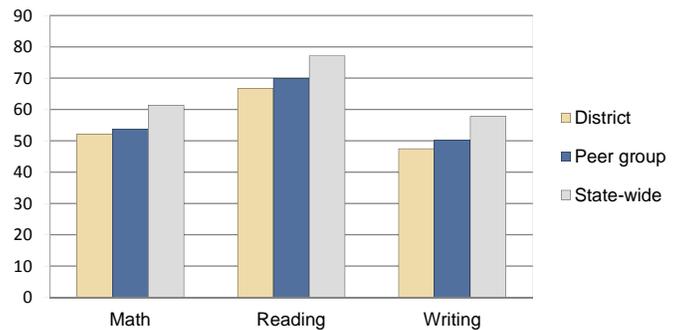
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	37%	38%	22%
Students per teacher	20.8	13.1	18.1
Average teacher salary	\$39,724	\$42,832	\$45,637
Average years of experience	7.0	10.3	10.9
Percent of teachers in first 3 years	30%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,192

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

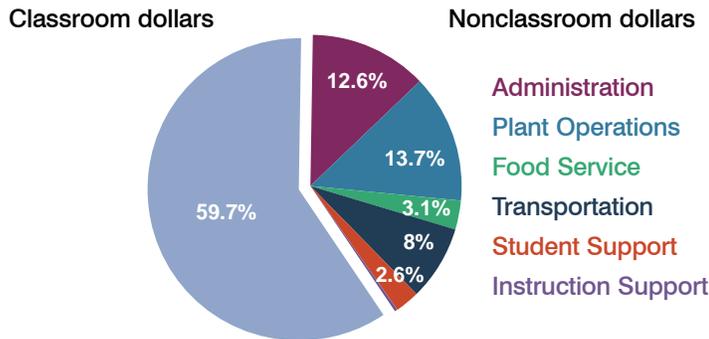
# Sonoita Elementary School District

Santa Cruz County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 30

District size: Very Small  
Students attending: 105  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 27 percent, which contributed to the 39 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 66.7 to 59.7 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,362	\$2,437	\$728
	Students per administrator	32	30	66
Plant Operations	Cost per square foot	\$8.58	\$7.51	\$6.10
	Square footage per student	303	297	152
Food Service	Cost per meal equivalent	\$3.95	\$4.80	\$2.45
Transportation	Cost per mile	\$1.39	\$1.55	\$3.39
	Miles per rider	1,117	685	283



### Per-pupil spending by operational area

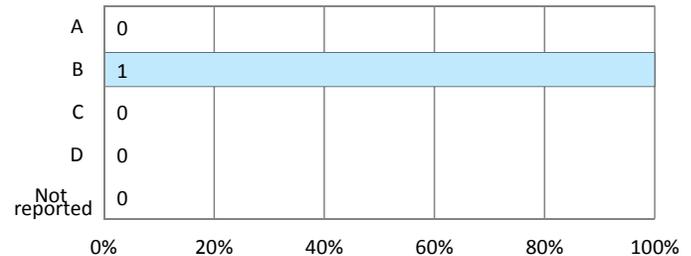
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$17,418</b>	<b>\$18,799</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$11,274</b>	<b>\$11,227</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,144</b>	<b>\$7,572</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,739	2,362	2,437	728	1,147
Plant Operations	2,431	2,603	2,284	927	1,033
Food Service	368	575	742	375	404
Transportation	1,226	1,497	886	352	443
Student Support	360	482	451	571	573
Instruction Support	20	53	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

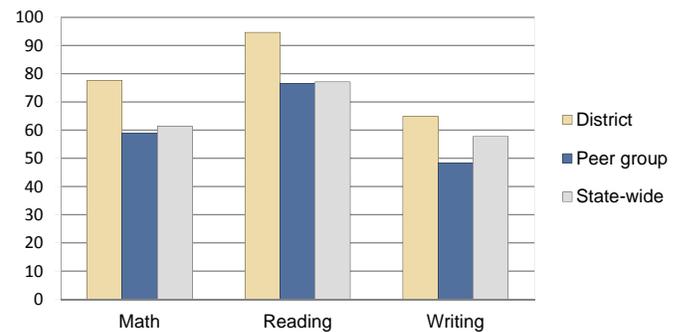
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	24%	24%	22%
Students per teacher	7.5	12.4	18.1
Average teacher salary	\$46,661	\$45,745	\$45,637
Average years of experience	12.1	12.9	10.9
Percent of teachers in first 3 years	7%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,654

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

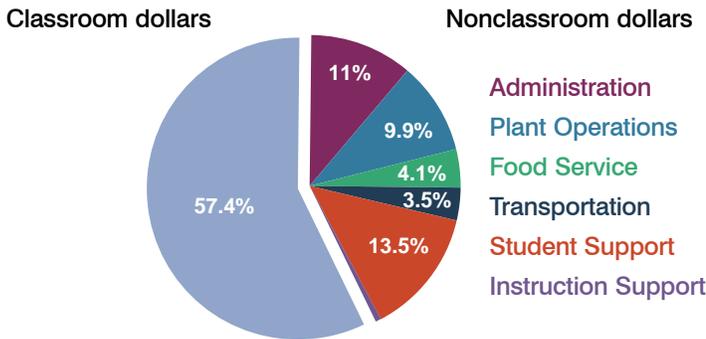
# St. David Unified School District

Cochise County  
Peer groups: Efficiency Group 6, Achievement Group 6  
Legislative district(s): 25

District size: Small  
Students attending: 443  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.9 to 57.4 percent. Spending on administration and food service increased significantly, and spending on plant operations and instruction support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$954	\$1,488	\$728
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$4.90	\$5.22	\$6.10
	Square footage per student	177	292	152
Food Service	Cost per meal equivalent	\$3.76	\$3.04	\$2.45
Transportation	Cost per mile	\$3.14	\$2.12	\$3.39
	Miles per rider	138	363	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

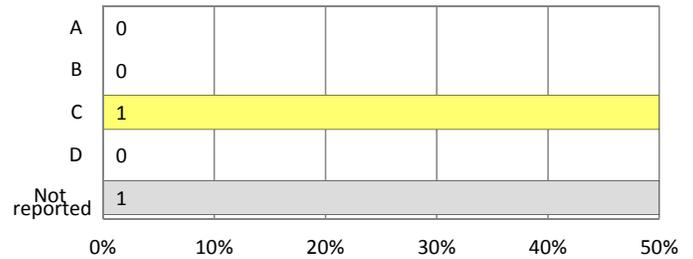
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,965</b>	<b>\$8,714</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,021</b>	<b>\$5,004</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,944</b>	<b>\$3,710</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,006	954	1,488	728	1,147
Plant Operations	1,114	866	1,455	927	1,033
Food Service	251	358	449	375	404
Transportation	314	305	472	352	443
Student Support	1,203	1,174	611	571	573
Instruction Support	56	53	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

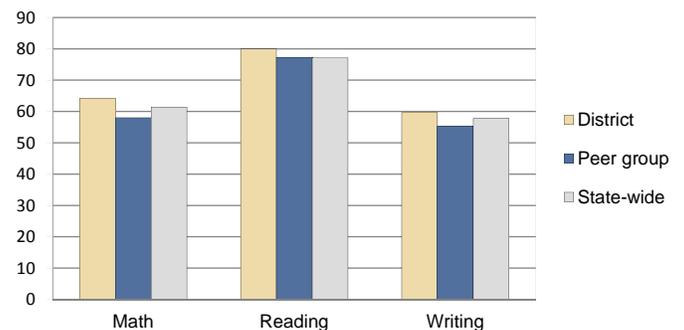
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	90%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	14.8	17.3	18.1
Average teacher salary	\$51,835	\$41,429	\$45,637
Average years of experience	14.8	12.6	10.9
Percent of teachers in first 3 years	0%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,534

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# St. Johns Unified School District

Apache County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 5

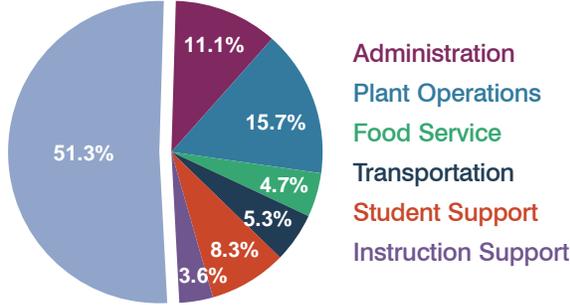
District size: Medium  
Students attending: 861  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.2 to 51.3 percent. Spending on plant operations, student support, and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,032	\$1,104	\$728
	Students per administrator	46	56	66
Plant Operations	Cost per square foot	\$4.23	\$4.74	\$6.10
	Square footage per student	345	259	152
Food Service	Cost per meal equivalent	\$4.07	\$2.98	\$2.45
Transportation	Cost per mile	\$2.10	\$2.71	\$3.39
	Miles per rider	620	336	283



### Per-pupil spending by operational area

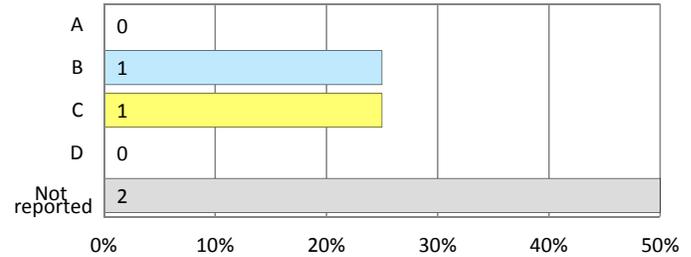
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,464</b>	<b>\$9,265</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,315</b>	<b>\$4,751</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,149</b>	<b>\$4,514</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	952	1,032	1,104	728	1,147
Plant Operations	1,342	1,459	1,213	927	1,033
Food Service	419	430	421	375	404
Transportation	445	489	527	352	443
Student Support	658	769	651	571	573
Instruction Support	333	335	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

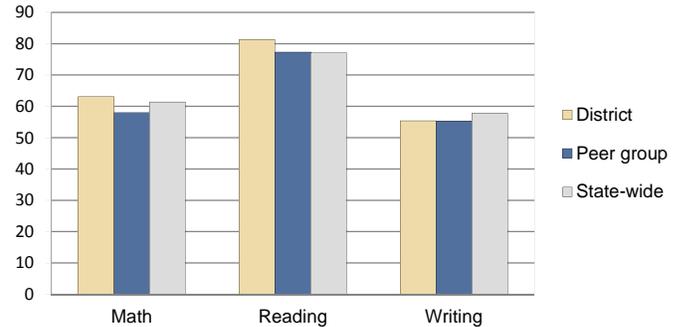
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	87%	82%	78%
Poverty rate (2010)	26%	24%	22%
Students per teacher	16.7	17.3	18.1
Average teacher salary	\$45,696	\$41,429	\$45,637
Average years of experience	14.6	12.6	10.9
Percent of teachers in first 3 years	13%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,469

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Stanfield Elementary School District

Pinal County  
Peer groups: Efficiency Group 10, Achievement Group 19  
Legislative district(s): 23

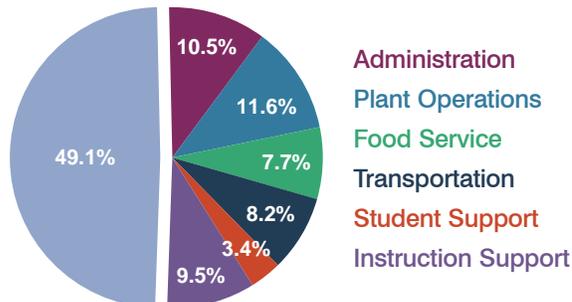
District size: Medium  
Students attending: 638  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil decreased by 8 percent. Spending in the classroom increased significantly from 46.3 to 49.1 percent. Overall, spending on administration and student support decreased significantly, and spending on plant operations, food service, and instruction support increased. Spending on transportation varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$826	\$938	\$728
	Students per administrator	64	63	66
Plant Operations	Cost per square foot	\$6.02	\$6.51	\$6.10
	Square footage per student	153	135	152
Food Service	Cost per meal equivalent	\$2.56	\$2.43	\$2.45
Transportation	Cost per mile	\$1.95	\$3.27	\$3.39
	Miles per rider	311	200	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

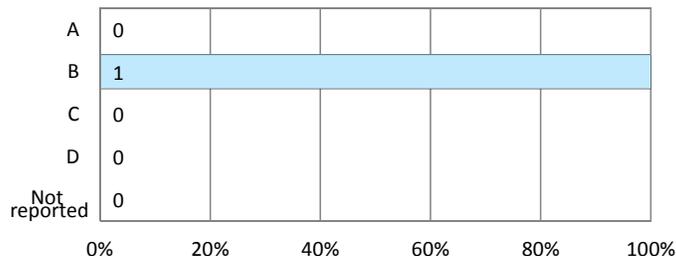
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,341</b>	<b>\$7,892</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,023</b>	<b>\$3,871</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,318</b>	<b>\$4,021</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	872	826	938	728	1,147
Plant Operations	1,197	919	892	927	1,033
Food Service	600	608	515	375	404
Transportation	596	647	402	352	443
Student Support	349	273	379	571	573
Instruction Support	704	748	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

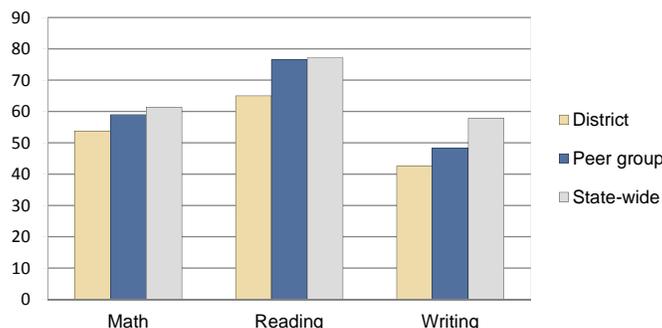
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	24%	24%	22%
Students per teacher	16.8	12.4	18.1
Average teacher salary	\$40,810	\$45,745	\$45,637
Average years of experience	8.6	12.9	10.9
Percent of teachers in first 3 years	16%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,424

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

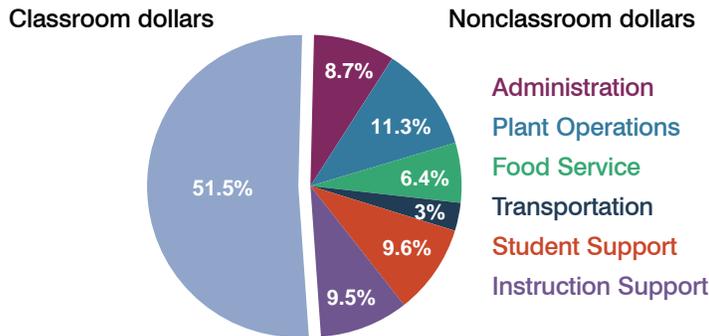
# Sunnyside Unified School District

Pima County  
Peer groups: Efficiency Group 2, Achievement Group 8  
Legislative district(s): 29

District size: Large  
Students attending: 16,424  
Number of schools: 22

## OPERATIONAL EFFICIENCY

### Spending by operational area

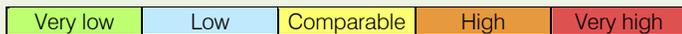


### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased significantly from 56.7 to 51.5 percent. Overall, spending on instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$620	\$611	\$728
	Students per administrator	63	70	66
Plant Operations	Cost per square foot	\$7.10	\$6.25	\$6.10
	Square footage per student	113	147	152
Food Service	Cost per meal equivalent	\$2.64	\$2.59	\$2.45
Transportation	Cost per mile	\$1.99	\$3.34	\$3.39
	Miles per rider	157	324	283



### Per-pupil spending by operational area

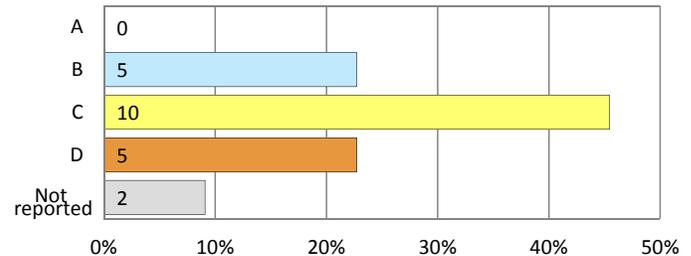
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,759</b>	<b>\$7,103</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,058</b>	<b>\$3,660</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,701</b>	<b>\$3,443</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	633	620	611	728	1,147
Plant Operations	898	801	909	927	1,033
Food Service	450	455	304	375	404
Transportation	248	216	333	352	443
Student Support	822	682	518	571	573
Instruction Support	650	669	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

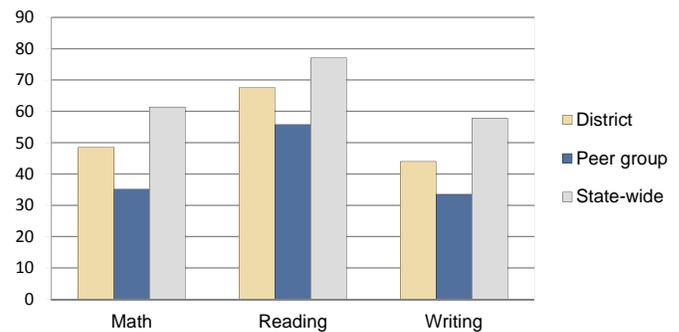
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	95%
Graduation rate (2010)	70%	68%	78%
Poverty rate (2010)	37%	40%	22%
Students per teacher	18.8	15.5	18.1
Average teacher salary	\$43,737	\$42,449	\$45,637
Average years of experience	11.6	12.2	10.9
Percent of teachers in first 3 years	14%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,374

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

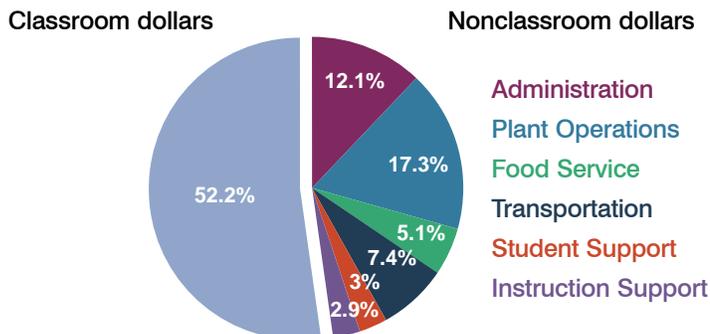
# Superior Unified School District

Pinal County  
Peer groups: Efficiency Group 6, Achievement Group 6  
Legislative district(s): 23

District size: Small  
Students attending: 433  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing slightly overall from 52.3 to 52.2 percent. Spending on administration and instruction support decreased, and spending on plant operations and transportation increased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,091	\$1,488	\$728
	Students per administrator	54	42	66
Plant Operations	Cost per square foot	\$5.50	\$5.22	\$6.10
	Square footage per student	285	292	152
Food Service	Cost per meal equivalent	\$2.93	\$3.04	\$2.45
Transportation	Cost per mile	\$6.29	\$2.12	\$3.39
	Miles per rider	118	363	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

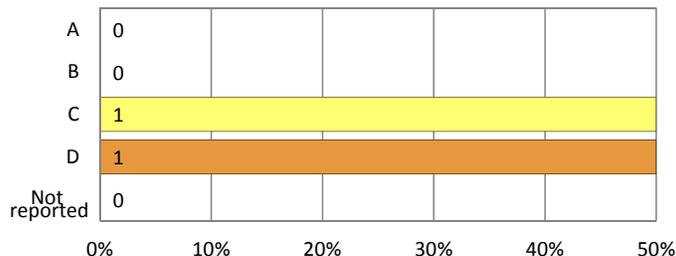
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,882</b>	<b>\$9,064</b>	<b>\$9,916</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,678</b>	<b>\$4,730</b>	<b>\$4,919</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,204</b>	<b>\$4,334</b>	<b>\$4,997</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,125	1,091	1,488	728	1,147
Plant Operations	1,433	1,568	1,455	927	1,033
Food Service	513	464	449	375	404
Transportation	368	669	472	352	443
Student Support	355	275	611	571	573
Instruction Support	410	267	522	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

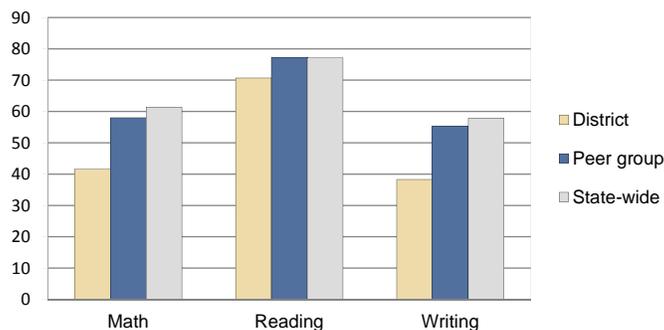
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	85%	82%	78%
Poverty rate (2010)	26%	24%	22%
Students per teacher	17.3	17.3	18.1
Average teacher salary	\$42,911	\$41,429	\$45,637
Average years of experience	11.3	12.6	10.9
Percent of teachers in first 3 years	8%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,956

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Tanque Verde Unified School District

Pima County  
Peer groups: Efficiency Group 3, Achievement Group 1  
Legislative district(s): 30

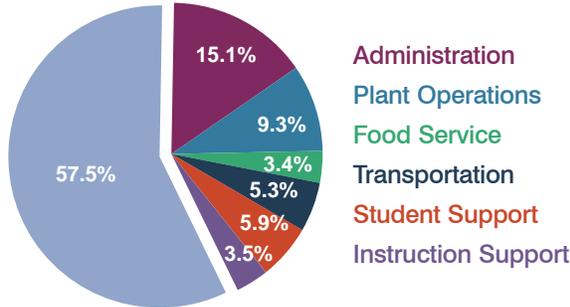
District size: Medium  
Students attending: 1,586  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil decreased by 5 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 58.8 to 57.5 percent. Spending on administration increased significantly and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,102	\$745	\$728
	Students per administrator	65	68	66
Plant Operations	Cost per square foot	\$5.13	\$5.71	\$6.10
	Square footage per student	132	163	152
Food Service	Cost per meal equivalent	\$1.73	\$2.76	\$2.45
Transportation	Cost per mile	\$3.35	\$3.17	\$3.39
	Miles per rider	263	270	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

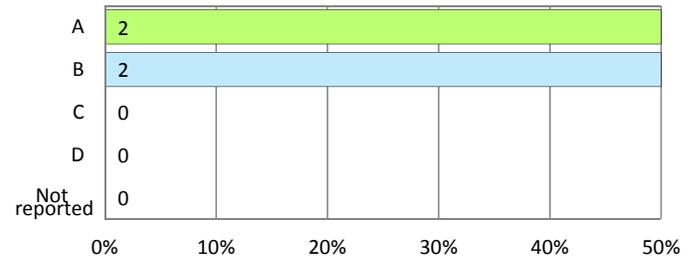
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,556</b>	<b>\$7,298</b>	<b>\$7,065</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,153</b>	<b>\$4,197</b>	<b>\$3,826</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,403</b>	<b>\$3,101</b>	<b>\$3,239</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,099	1,102	745	728	1,147
Plant Operations	855	680	917	927	1,033
Food Service	279	253	329	375	404
Transportation	363	384	423	352	443
Student Support	573	429	519	571	573
Instruction Support	234	253	306	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

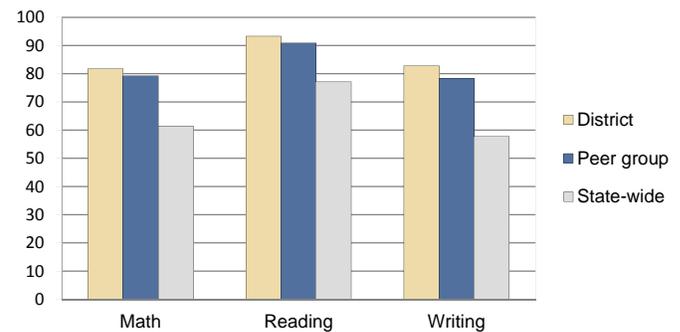
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	96%	93%	78%
Poverty rate (2010)	6%	8%	22%
Students per teacher	15.7	18.4	18.1
Average teacher salary	\$41,272	\$41,257	\$45,637
Average years of experience	11.7	10.0	10.9
Percent of teachers in first 3 years	12%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,899

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

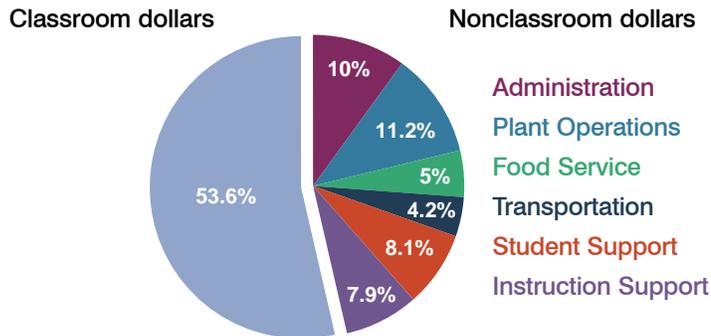
# Tempe Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 16, 17 and 18

District size: Large  
Students attending: 11,358  
Number of schools: 23

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom decreased from 55.5 to 53.6 percent. Overall, spending on administration and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$861	\$648	\$728
	Students per administrator	61	71	66
Plant Operations	Cost per square foot	\$6.02	\$6.32	\$6.10
	Square footage per student	160	130	152
Food Service	Cost per meal equivalent	\$2.24	\$2.29	\$2.45
Transportation	Cost per mile	\$4.96	\$4.66	\$3.39
	Miles per rider	158	180	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

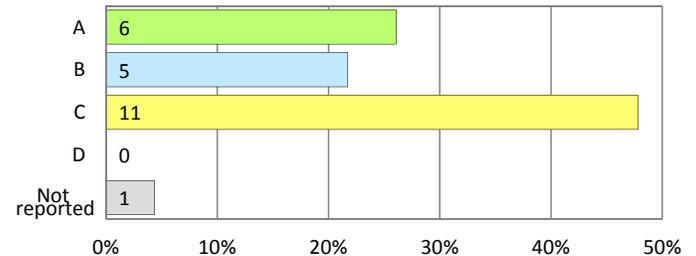
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,803</b>	<b>\$8,594</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,769</b>	<b>\$4,606</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,034</b>	<b>\$3,988</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	828	861	648	728	1,147
Plant Operations	978	963	789	927	1,033
Food Service	443	426	467	375	404
Transportation	359	365	273	352	443
Student Support	691	696	498	571	573
Instruction Support	735	677	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

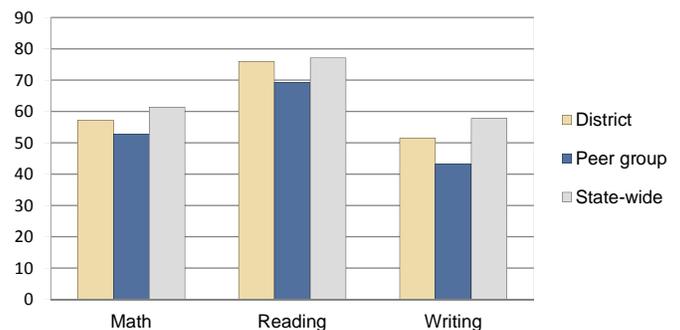
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	29%	31%	22%
Students per teacher	14.0	17.1	18.1
Average teacher salary	\$38,871	\$41,467	\$45,637
Average years of experience	10.2	9.6	10.9
Percent of teachers in first 3 years	16%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,022

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▬ = partially, and - = no goal set

# Tempe Union High School District

Maricopa County  
Peer groups: Efficiency Group 2, Achievement Group 9  
Legislative district(s): 16, 17, 18 and 20

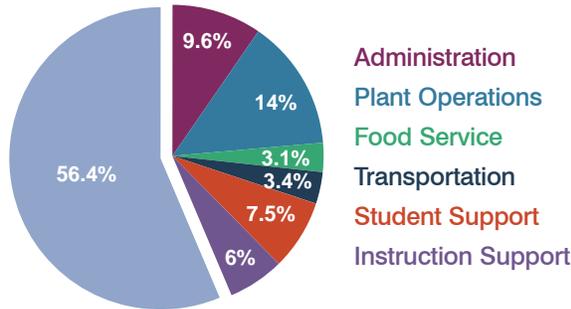
District size: Large  
Students attending: 13,688  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased significantly from 59.6 to 56.4 percent. Overall, spending on plant operations and transportation increased, while spending on all other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$685	\$611	\$728
	Students per administrator	79	70	66
Plant Operations	Cost per square foot	\$5.90	\$6.25	\$6.10
	Square footage per student	170	147	152
Food Service	Cost per meal equivalent	\$2.97	\$2.59	\$2.45
Transportation	Cost per mile	\$4.17	\$3.34	\$3.39
	Miles per rider	243	324	283



### Per-pupil spending by operational area

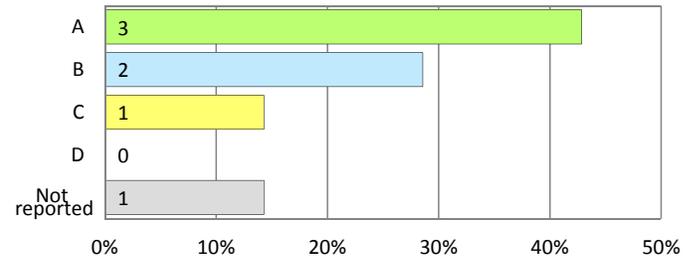
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,208</b>	<b>\$7,155</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,087</b>	<b>\$4,032</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,121</b>	<b>\$3,123</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	684	685	611	728	1,147
Plant Operations	985	1,004	909	927	1,033
Food Service	233	223	304	375	404
Transportation	212	245	333	352	443
Student Support	569	540	518	571	573
Instruction Support	438	426	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

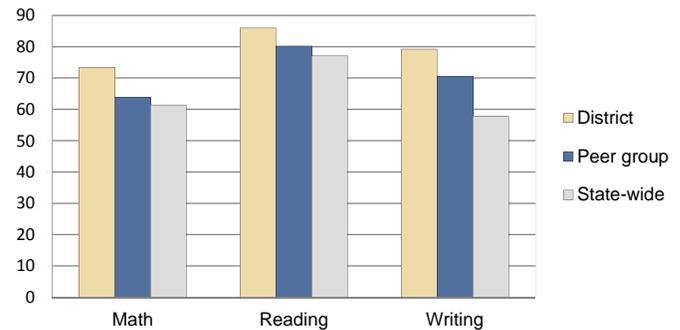
### District and school letter grades

District grade: **B**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	95%
Graduation rate (2010)	91%	86%	78%
Poverty rate (2010)	13%	16%	22%
Students per teacher	21.7	20.4	18.1
Average teacher salary	\$51,413	\$44,754	\$45,637
Average years of experience	11.7	9.2	10.9
Percent of teachers in first 3 years	12%	17%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,195

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	-
Tutoring	-
Other	▀

▀ = yes, □ = no, ▀ = partially, and - = no goal set

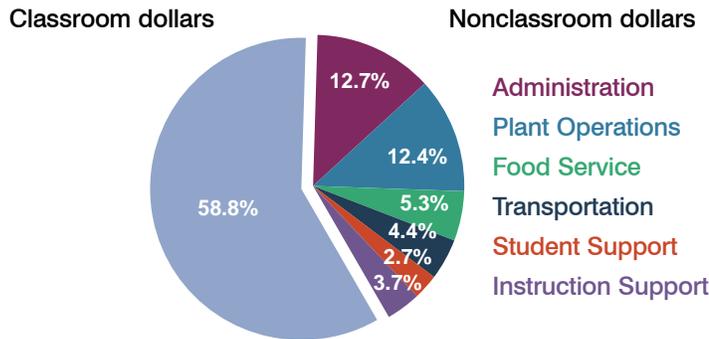
# Thatcher Unified School District

Graham County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 5

District size: Medium  
Students attending: 1,332  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 59.9 to 58.8 percent. Spending on student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$715	\$1,104	\$728
	Students per administrator	65	56	66
Plant Operations	Cost per square foot	\$3.34	\$4.74	\$6.10
	Square footage per student	209	259	152
Food Service	Cost per meal equivalent	\$3.12	\$2.98	\$2.45
Transportation	Cost per mile	\$3.21	\$2.71	\$3.39
	Miles per rider	147	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

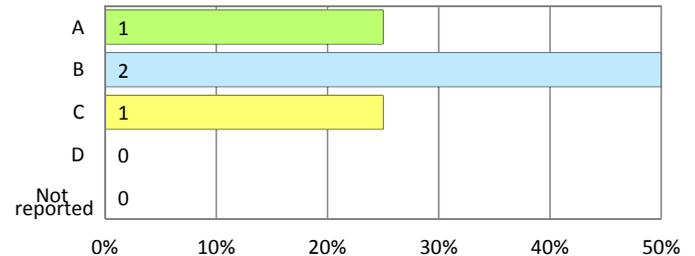
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,099</b>	<b>\$5,616</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,707</b>	<b>\$3,304</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,392</b>	<b>\$2,312</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	803	715	1,104	728	1,147
Plant Operations	747	698	1,213	927	1,033
Food Service	293	295	421	375	404
Transportation	244	246	527	352	443
Student Support	171	149	651	571	573
Instruction Support	134	209	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

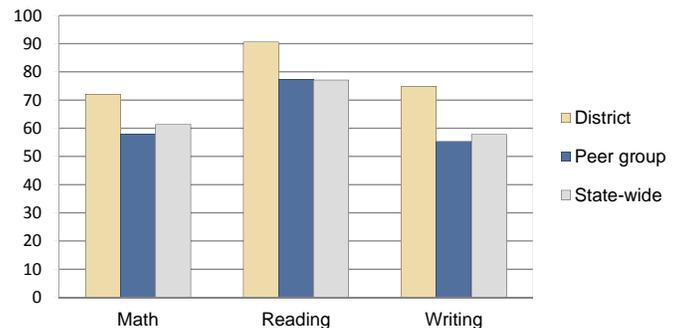
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	95%
Graduation rate (2010)	90%	82%	78%
Poverty rate (2010)	23%	24%	22%
Students per teacher	19.3	17.3	18.1
Average teacher salary	\$39,752	\$41,429	\$45,637
Average years of experience	13.7	12.6	10.9
Percent of teachers in first 3 years	9%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,427

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

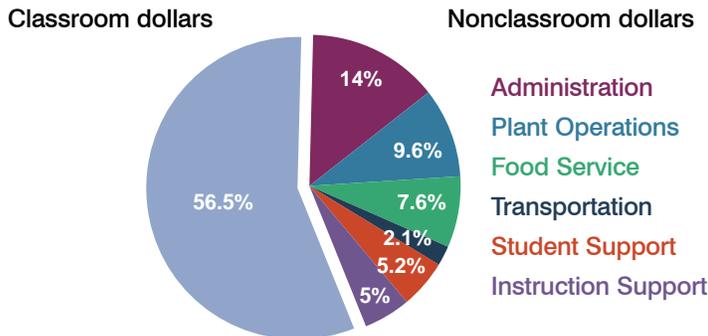
# Tolleson Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 15  
Legislative district(s): 13

District size: Medium-Large  
Students attending: 2,550  
Number of schools: 4

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 53.5 to 56.5 percent. Spending on administration increased and spending on student support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,083	\$828	\$728
	Students per administrator	86	72	66
Plant Operations	Cost per square foot	\$5.81	\$6.46	\$6.10
	Square footage per student	128	132	152
Food Service	Cost per meal equivalent	\$2.27	\$2.30	\$2.45
Transportation	Cost per mile	\$6.59	\$5.00	\$3.39
	Miles per rider	139	136	283



### Per-pupil spending by operational area

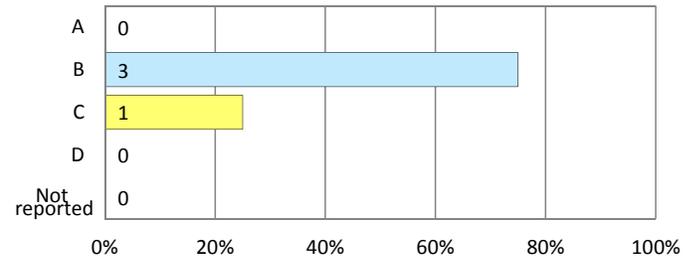
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,920</b>	<b>\$7,735</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,368</b>	<b>\$4,371</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,552</b>	<b>\$3,364</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,064	1,083	828	728	1,147
Plant Operations	703	744	854	927	1,033
Food Service	580	591	507	375	404
Transportation	153	160	268	352	443
Student Support	536	400	554	571	573
Instruction Support	516	386	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

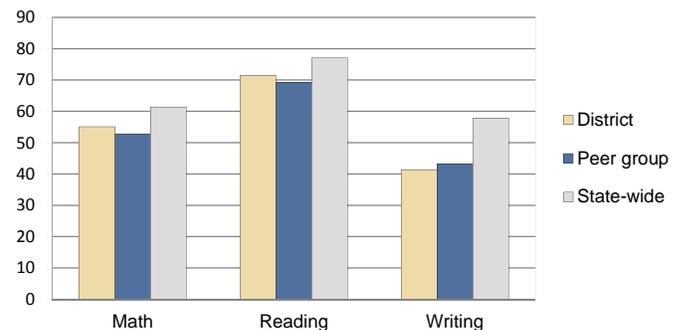
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	27%	31%	22%
Students per teacher	18.6	17.1	18.1
Average teacher salary	\$48,412	\$41,467	\$45,637
Average years of experience	10.3	9.6	10.9
Percent of teachers in first 3 years	14%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,621

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

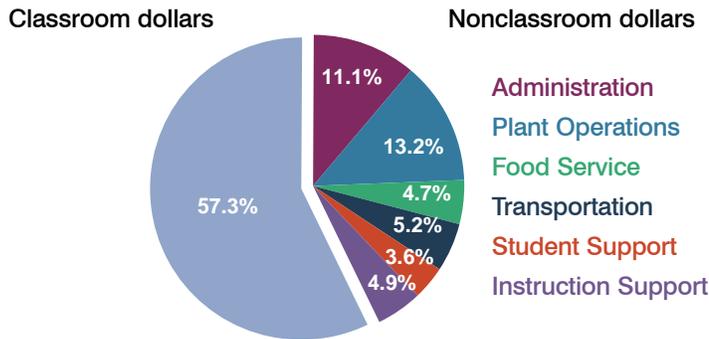
# Tolleson Union High School District

Maricopa County  
Peer groups: Efficiency Group 2, Achievement Group 9  
Legislative district(s): 12, 13, 16 and 23

District size: Large  
Students attending: 9,298  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 2 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 61.4 to 57.3 percent. Spending on administration and instruction support increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$642	\$611	\$728
	Students per administrator	95	70	66
Plant Operations	Cost per square foot	\$5.45	\$6.25	\$6.10
	Square footage per student	141	147	152
Food Service	Cost per meal equivalent	\$2.44	\$2.59	\$2.45
Transportation	Cost per mile	\$3.63	\$3.34	\$3.39
	Miles per rider	299	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

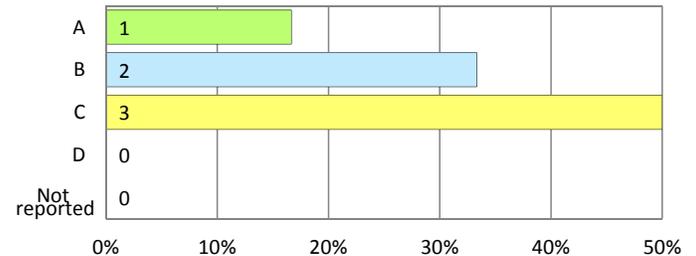
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,356</b>	<b>\$5,806</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,678</b>	<b>\$3,329</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,678</b>	<b>\$2,477</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	665	642	611	728	1,147
Plant Operations	836	767	909	927	1,033
Food Service	255	272	304	375	404
Transportation	295	299	333	352	443
Student Support	293	209	518	571	573
Instruction Support	334	288	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

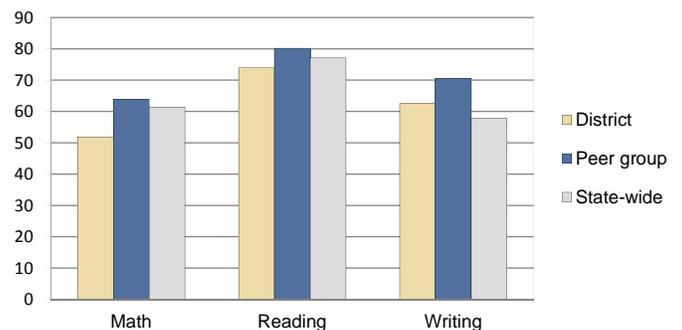
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	85%	86%	78%
Poverty rate (2010)	20%	16%	22%
Students per teacher	20.1	20.4	18.1
Average teacher salary	\$40,002	\$44,754	\$45,637
Average years of experience	8.4	9.2	10.9
Percent of teachers in first 3 years	20%	17%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,485

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ■ = partially, and - = no goal set

# Toltec Elementary School District

Pinal County  
Peer groups: Efficiency Group 10, Achievement Group 18  
Legislative district(s): 23

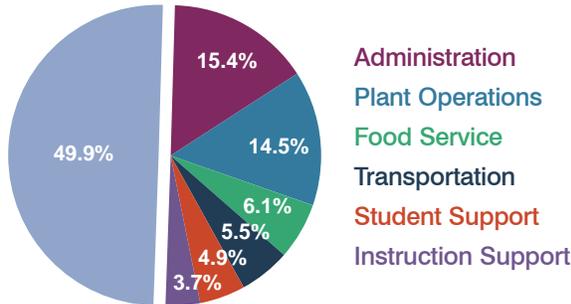
District size: Medium  
Students attending: 1,226  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased significantly from 64.6 to 49.9 percent. Overall, spending on administration, plant operations, student support, and instruction support increased significantly, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$980	\$938	\$728
	Students per administrator	88	63	66
Plant Operations	Cost per square foot	\$7.08	\$6.51	\$6.10
	Square footage per student	131	135	152
Food Service	Cost per meal equivalent	\$2.22	\$2.43	\$2.45
Transportation	Cost per mile	\$3.44	\$3.27	\$3.39
	Miles per rider	NR	200	283



### Per-pupil spending by operational area

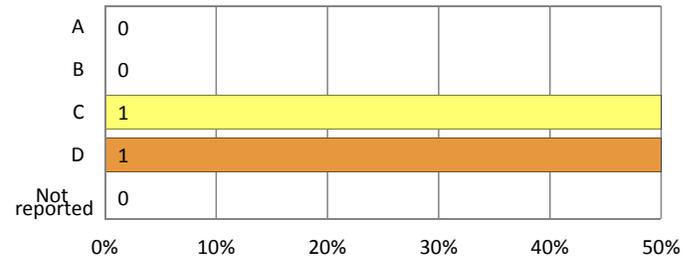
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,170</b>	<b>\$6,366</b>	<b>\$7,223</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,866</b>	<b>\$3,175</b>	<b>\$3,637</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,304</b>	<b>\$3,191</b>	<b>\$3,586</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,029	980	938	728	1,147
Plant Operations	840	926	892	927	1,033
Food Service	462	390	515	375	404
Transportation	358	344	402	352	443
Student Support	313	315	379	571	573
Instruction Support	302	236	460	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

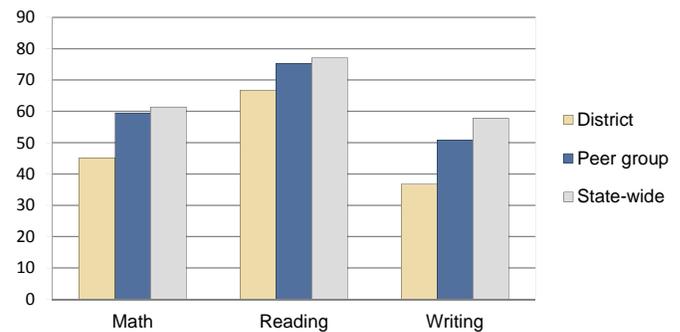
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	20%	20%	22%
Students per teacher	18.0	12.8	18.1
Average teacher salary	\$34,990	\$42,725	\$45,637
Average years of experience	8.8	10.9	10.9
Percent of teachers in first 3 years	19%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,269

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

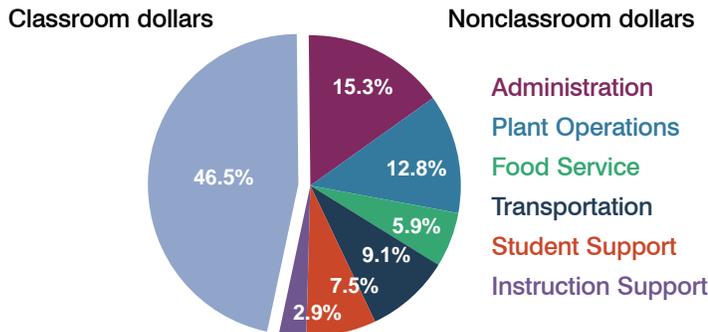
# Tombstone Unified School District

Cochise County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 25

District size: Medium  
Students attending: 862  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 50.9 to 46.5 percent. Spending on plant operations and transportation increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,218	\$1,104	\$728
	Students per administrator	40	56	66
Plant Operations	Cost per square foot	\$3.79	\$4.74	\$6.10
	Square footage per student	269	259	152
Food Service	Cost per meal equivalent	\$2.83	\$2.98	\$2.45
Transportation	Cost per mile	\$2.13	\$2.71	\$3.39
	Miles per rider	431	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

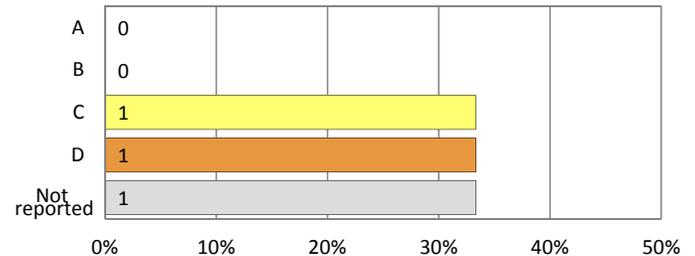
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,040</b>	<b>\$7,937</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,816</b>	<b>\$3,688</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,224</b>	<b>\$4,249</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,136	1,218	1,104	728	1,147
Plant Operations	1,098	1,018	1,213	927	1,033
Food Service	428	463	421	375	404
Transportation	593	723	527	352	443
Student Support	751	596	651	571	573
Instruction Support	218	231	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

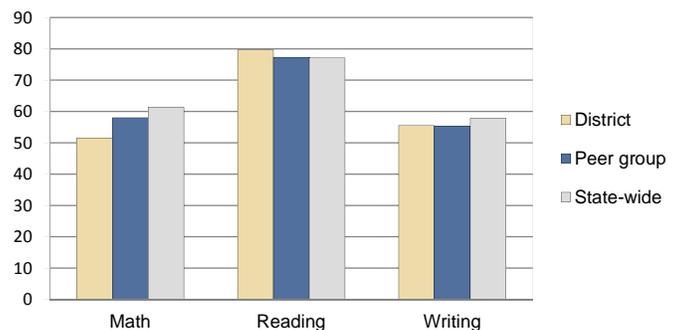
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	95%
Graduation rate (2010)	92%	82%	78%
Poverty rate (2010)	20%	24%	22%
Students per teacher	16.1	17.3	18.1
Average teacher salary	\$31,781	\$41,429	\$45,637
Average years of experience	8.4	12.6	10.9
Percent of teachers in first 3 years	26%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,165

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Tonto Basin Elementary School District

Gila County  
Peer groups: Efficiency Group 12, Achievement Group 22  
Legislative district(s): 5

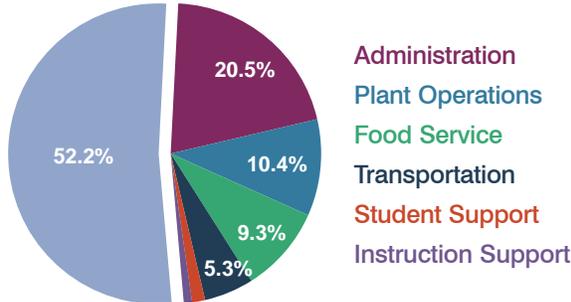
District size: Very Small  
Students attending: 68  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

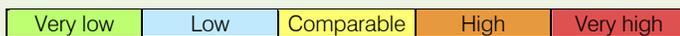


### 5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 54 to 52.2 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased significantly, and spending on transportation and food service decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,960	\$2,437	\$728
	Students per administrator	18	30	66
Plant Operations	Cost per square foot	\$6.47	\$7.51	\$6.10
	Square footage per student	234	297	152
Food Service	Cost per meal equivalent	\$4.94	\$4.80	\$2.45
Transportation	Cost per mile	\$1.15	\$1.55	\$3.39
	Miles per rider	502	685	283



### Per-pupil spending by operational area

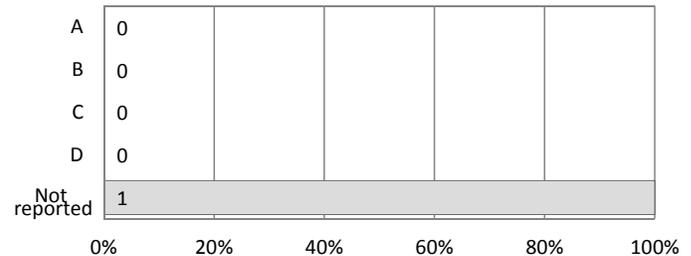
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$13,433</b>	<b>\$14,471</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,046</b>	<b>\$7,555</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,387</b>	<b>\$6,916</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,733	2,960	2,437	728	1,147
Plant Operations	1,341	1,512	2,284	927	1,033
Food Service	1,307	1,344	742	375	404
Transportation	637	764	886	352	443
Student Support	205	205	451	571	573
Instruction Support	164	131	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

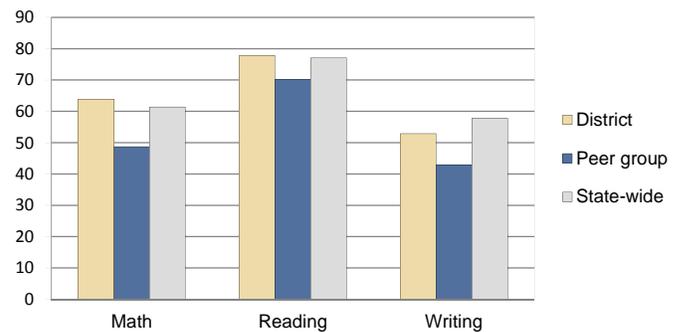
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	54%	54%	22%
Students per teacher	11.4	13.8	18.1
Average teacher salary	\$50,915	\$43,606	\$45,637
Average years of experience	14.4	10.0	10.9
Percent of teachers in first 3 years	0%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,642

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

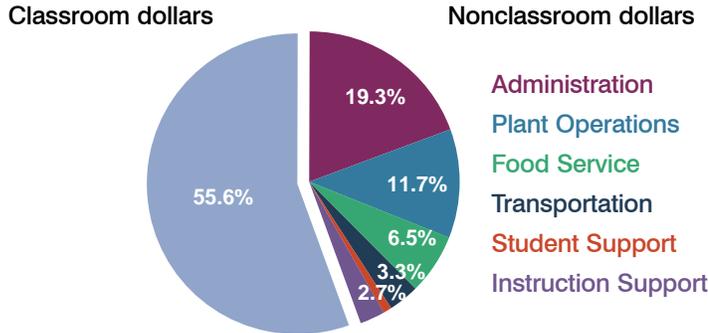
# Topock Elementary School District

Mohave County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 3

District size: Very Small  
Students attending: 137  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing slightly overall from 56.4 to 55.6 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased significantly, while spending on student support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,683	\$2,437	\$728
	Students per administrator	46	30	66
Plant Operations	Cost per square foot	\$5.34	\$7.51	\$6.10
	Square footage per student	191	297	152
Food Service	Cost per meal equivalent	NR	\$4.80	\$2.45
Transportation	Cost per mile	NR	\$1.55	\$3.39
	Miles per rider	NR	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

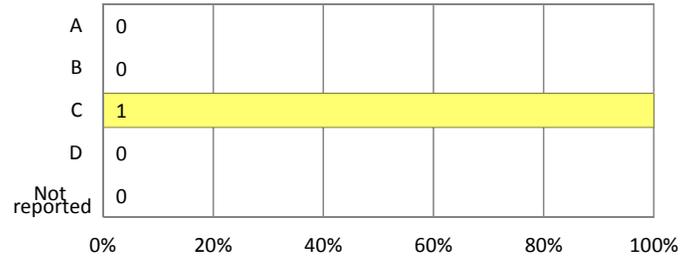
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,555</b>	<b>\$8,728</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,877</b>	<b>\$4,854</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,678</b>	<b>\$3,874</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,932	1,683	2,437	728	1,147
Plant Operations	1,118	1,020	2,284	927	1,033
Food Service	717	563	742	375	404
Transportation	351	289	886	352	443
Student Support	164	82	451	571	573
Instruction Support	396	237	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

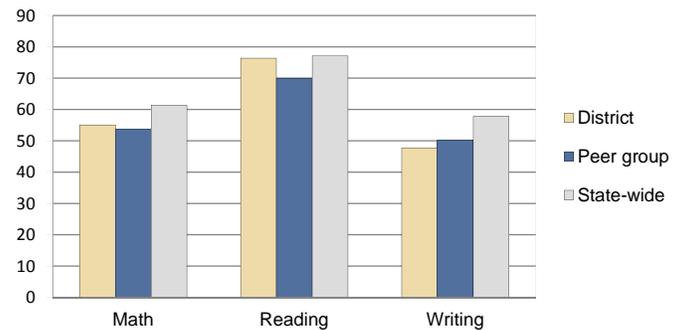
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	41%	38%	22%
Students per teacher	17.7	13.1	18.1
Average teacher salary	\$46,719	\$42,832	\$45,637
Average years of experience	7.4	10.3	10.9
Percent of teachers in first 3 years	26%	19%	16%

### Proposition 301 pay, goals, and results

The District did not submit information required by A.R.S. §15-977(J).

# Tuba City Unified School District

Coconino County  
Peer groups: Efficiency Group 5, Achievement Group 7  
Legislative district(s): 2

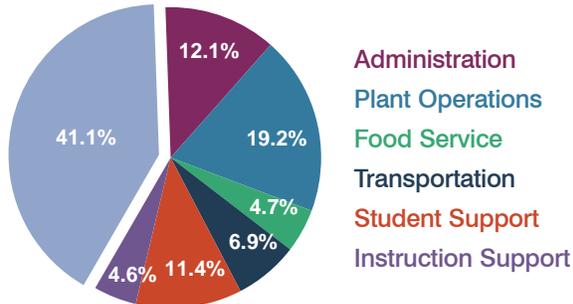
District size: Medium  
Students attending: 1,650  
Number of schools: 7

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing significantly overall from 47.9 to 41.1 percent. Spending on administration, plant operations, and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,495	\$1,104	\$728
	Students per administrator	41	56	66
Plant Operations	Cost per square foot	\$6.11	\$4.74	\$6.10
	Square footage per student	388	259	152
Food Service	Cost per meal equivalent	\$2.36	\$2.98	\$2.45
Transportation	Cost per mile	\$2.57	\$2.71	\$3.39
	Miles per rider	373	336	283



### Per-pupil spending by operational area

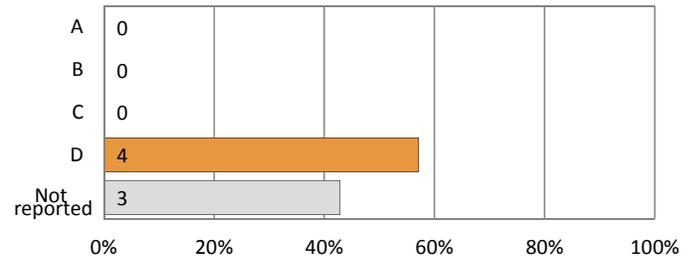
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,789</b>	<b>\$12,303</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,102</b>	<b>\$5,055</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$6,687</b>	<b>\$7,248</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,418	1,495	1,104	728	1,147
Plant Operations	2,189	2,367	1,213	927	1,033
Food Service	464	578	421	375	404
Transportation	757	847	527	352	443
Student Support	1,279	1,398	651	571	573
Instruction Support	580	563	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

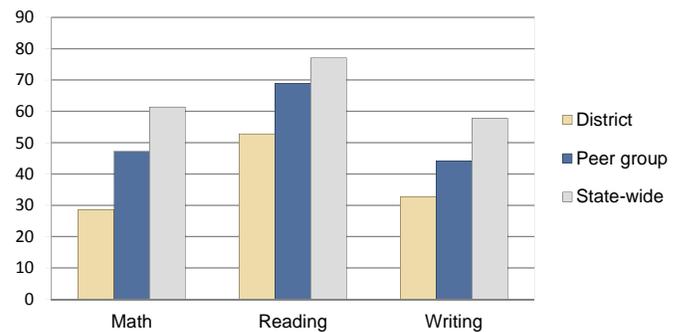
### District and school letter grades

District grade: **D**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	95%
Graduation rate (2010)	78%	80%	78%
Poverty rate (2010)	33%	32%	22%
Students per teacher	17.2	15.1	18.1
Average teacher salary	\$41,385	\$40,287	\$45,637
Average years of experience	14.1	11.6	10.9
Percent of teachers in first 3 years	2%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,144

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

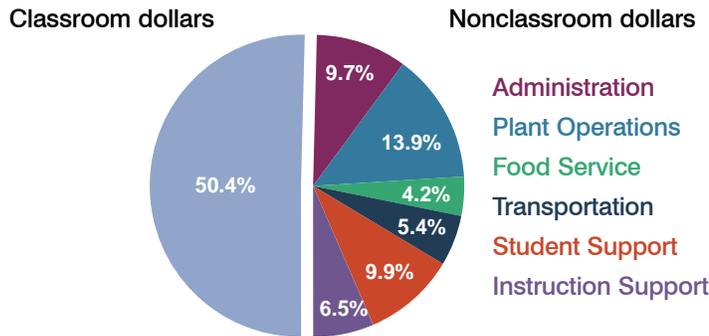
# Tucson Unified School District

Pima County  
Peer groups: Efficiency Group 1, Achievement Group 3  
Legislative district(s): 26, 27, 28, 29 and 30

District size: Very Large  
Students attending: 50,550  
Number of schools: 110

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased significantly from 54.9 to 50.4 percent. Spending on plant operations, transportation, and student support increased, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$793	\$613	\$728
	Students per administrator	64	81	66
Plant Operations	Cost per square foot	\$6.49	\$6.03	\$6.10
	Square footage per student	175	142	152
Food Service	Cost per meal equivalent	\$2.60	\$2.42	\$2.45
Transportation	Cost per mile	\$4.06	\$3.96	\$3.39
	Miles per rider	485	279	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

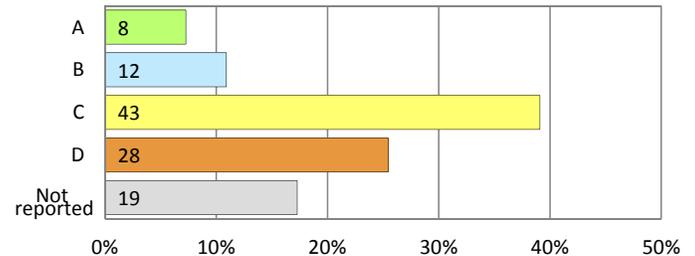
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$8,175</b>	<b>\$8,184</b>	<b>\$7,123</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,410</b>	<b>\$4,124</b>	<b>\$4,080</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,765</b>	<b>\$4,060</b>	<b>\$3,043</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	758	793	613	728	1,147
Plant Operations	1,049	1,138	855	927	1,033
Food Service	212	344	317	375	404
Transportation	448	444	330	352	443
Student Support	785	811	556	571	573
Instruction Support	513	530	372	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

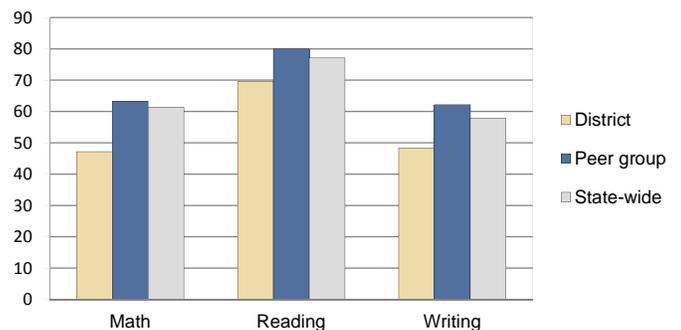
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	84%	81%	78%
Poverty rate (2010)	24%	22%	22%
Students per teacher	17.8	18.0	18.1
Average teacher salary	\$47,415	\$46,077	\$45,637
Average years of experience	12.7	12.6	10.9
Percent of teachers in first 3 years	9%	9%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,740

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▀ = partially, and - = no goal set

# Union Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 13  
Legislative district(s): 13 and 23

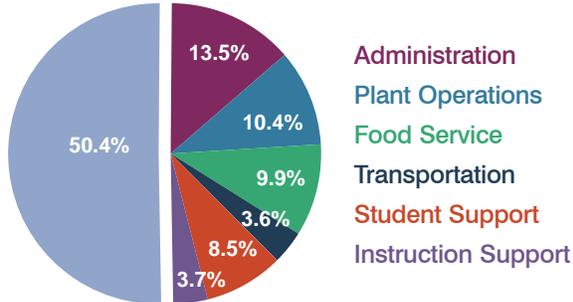
District size: Medium  
Students attending: 1,566  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, ranging from a high of 56.3 to a low of 50.1 percent. Overall, spending on administration, food service, and student support increased significantly, and spending on plant operations and transportation decreased significantly. Spending on instruction support varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$819	\$828	\$728
	Students per administrator	82	72	66
Plant Operations	Cost per square foot	\$4.87	\$6.46	\$6.10
	Square footage per student	129	132	152
Food Service	Cost per meal equivalent	\$2.33	\$2.30	\$2.45
Transportation	Cost per mile	\$5.23	\$5.00	\$3.39
	Miles per rider	95	136	283



### Per-pupil spending by operational area

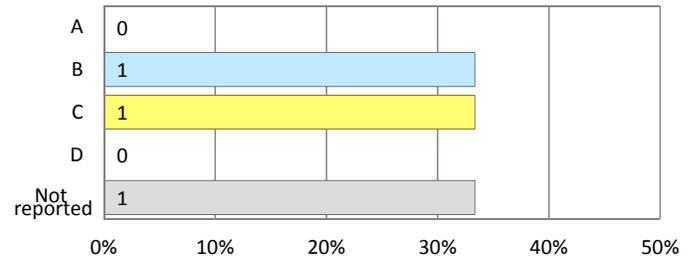
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,906</b>	<b>\$6,063</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,732</b>	<b>\$3,058</b>	<b>\$3,806</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,174</b>	<b>\$3,005</b>	<b>\$3,528</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	942	819	828	728	1,147
Plant Operations	760	629	854	927	1,033
Food Service	516	596	507	375	404
Transportation	240	220	268	352	443
Student Support	551	515	554	571	573
Instruction Support	165	226	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

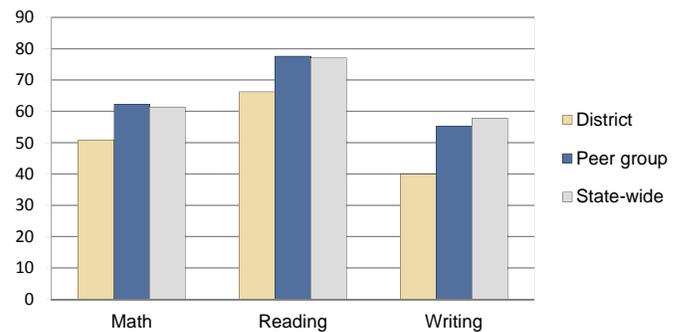
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	18%	14%	22%
Students per teacher	19.6	18.7	18.1
Average teacher salary	\$36,520	\$42,467	\$45,637
Average years of experience	5.2	7.8	10.9
Percent of teachers in first 3 years	41%	27%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,487

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

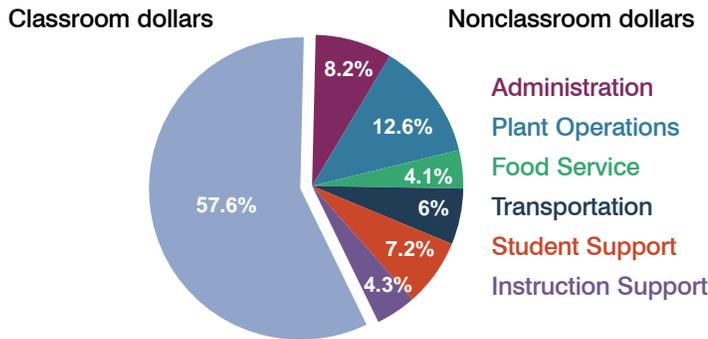
# Vail Unified School District

Pima County  
Peer groups: Efficiency Group 2, Achievement Group 1  
Legislative district(s): 29 and 30

District size: Large  
Students attending: 10,126  
Number of schools: 16

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased significantly from 60.2 to 57.6 percent. Spending on plant operations, transportation, and student support increased slightly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$533	\$611	\$728
	Students per administrator	58	70	66
Plant Operations	Cost per square foot	\$7.20	\$6.25	\$6.10
	Square footage per student	114	147	152
Food Service	Cost per meal equivalent	\$1.84	\$2.59	\$2.45
Transportation	Cost per mile	\$2.63	\$3.34	\$3.39
	Miles per rider	324	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

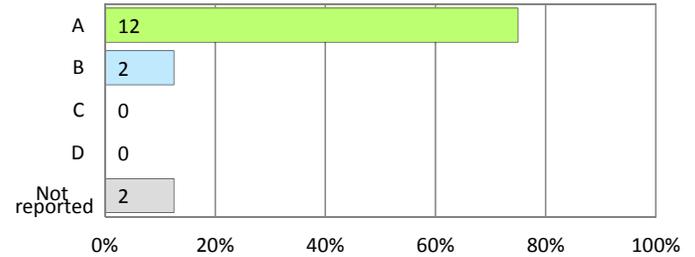
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,815</b>	<b>\$6,523</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,068</b>	<b>\$3,759</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,747</b>	<b>\$2,764</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	542	533	611	728	1,147
Plant Operations	865	822	909	927	1,033
Food Service	255	263	304	375	404
Transportation	368	393	333	352	443
Student Support	451	470	518	571	573
Instruction Support	266	283	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

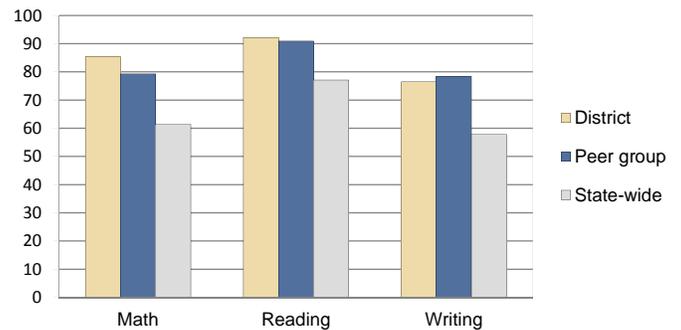
### District and school letter grades

District grade: **A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	94%	93%	78%
Poverty rate (2010)	7%	8%	22%
Students per teacher	18.1	18.4	18.1
Average teacher salary	\$37,690	\$41,257	\$45,637
Average years of experience	7.6	10.0	10.9
Percent of teachers in first 3 years	19%	15%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,097

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

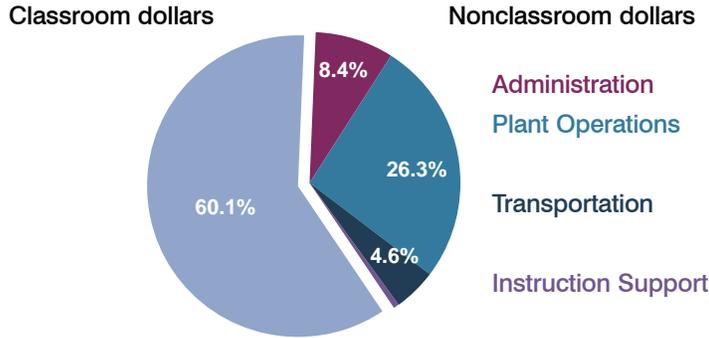
# Valentine Elementary School District

Mohave County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 2

District size: Very Small  
Students attending: 65  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 76.3 to 60.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,112	\$2,437	\$728
	Students per administrator	37	30	66
Plant Operations	Cost per square foot	\$15.62	\$7.51	\$6.10
	Square footage per student	224	297	152
Food Service	Cost per meal equivalent	N/A	\$4.80	\$2.45
Transportation	Cost per mile	\$1.82	\$1.55	\$3.39
	Miles per rider	306	685	283



### Per-pupil spending by operational area

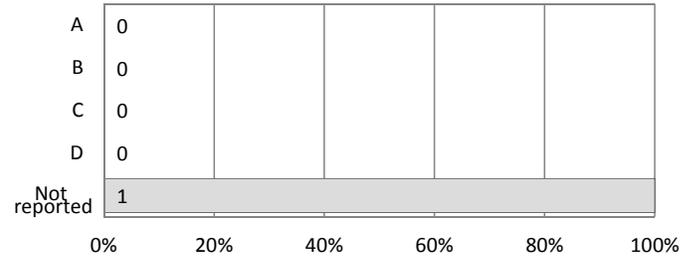
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,998</b>	<b>\$13,285</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$9,713</b>	<b>\$7,988</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,285</b>	<b>\$5,297</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	746	1,112	2,437	728	1,147
Plant Operations	850	3,495	2,284	927	1,033
Food Service	0	0	742	375	404
Transportation	609	606	886	352	443
Student Support	0	0	451	571	573
Instruction Support	80	84	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

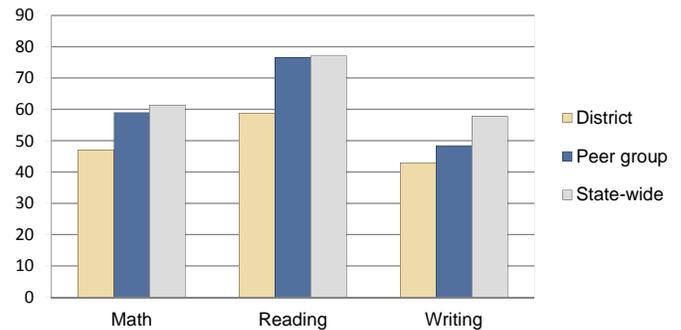
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	24%	24%	22%
Students per teacher	12.9	12.4	18.1
Average teacher salary	\$55,295	\$45,745	\$45,637
Average years of experience	14.8	12.9	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,007

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	<input type="checkbox"/>
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

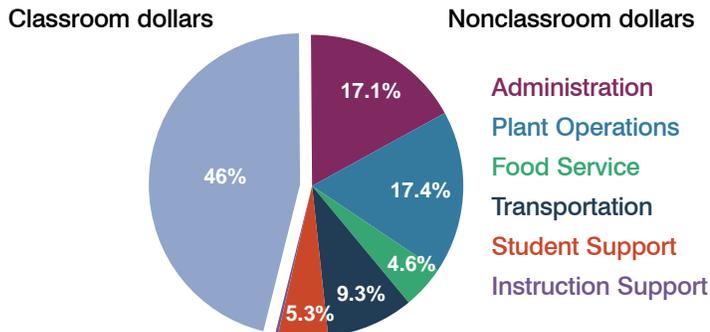
# Valley Union High School District

Cochise County  
Peer groups: Efficiency Group 7, Achievement Group 12  
Legislative district(s): 25

District size: Very Small  
Students attending: 148  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.3 to 46 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, food service, and student support increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,968	\$3,161	\$728
	Students per administrator	31	25	66
Plant Operations	Cost per square foot	\$4.96	\$4.62	\$6.10
	Square footage per student	403	519	152
Food Service	Cost per meal equivalent	\$5.90	\$4.12	\$2.45
Transportation	Cost per mile	\$1.67	\$1.16	\$3.39
	Miles per rider	995	1,347	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

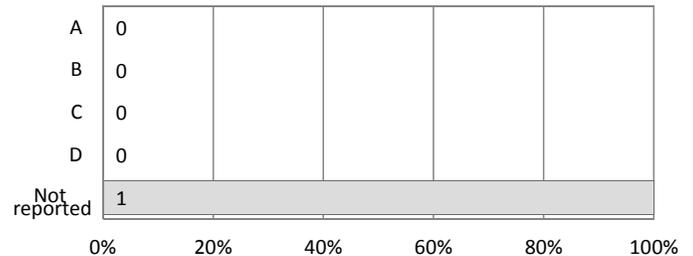
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$11,331</b>	<b>\$11,503</b>	<b>\$17,428</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,841</b>	<b>\$5,289</b>	<b>\$7,856</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,490</b>	<b>\$6,214</b>	<b>\$9,572</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,631	1,968	3,161	728	1,147
Plant Operations	1,704	2,000	2,886	927	1,033
Food Service	438	529	888	375	404
Transportation	990	1,067	1,137	352	443
Student Support	575	617	950	571	573
Instruction Support	152	33	550	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

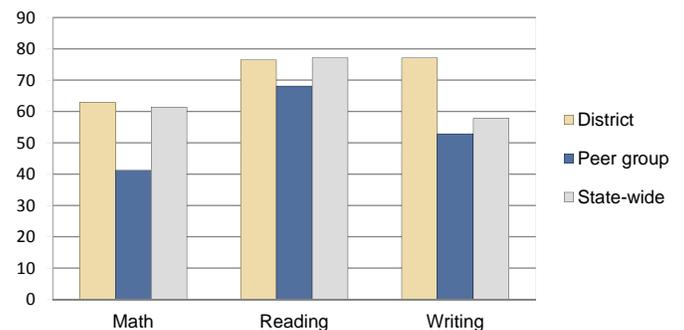
### District and school letter grades

District grade: **N/A**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	95%
Graduation rate (2010)	85%	79%	78%
Poverty rate (2010)	26%	31%	22%
Students per teacher	10.4	16.8	18.1
Average teacher salary	\$33,478	\$42,100	\$45,637
Average years of experience	8.5	10.2	10.9
Percent of teachers in first 3 years	34%	18%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,037

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Vernon Elementary School District

Apache County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 5

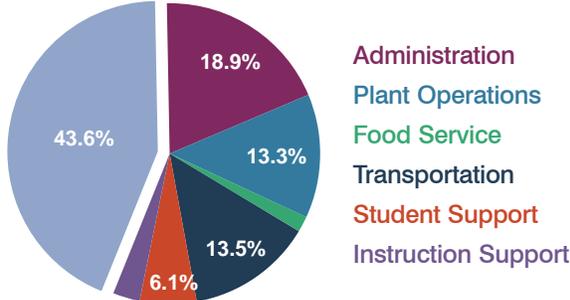
District size: Very Small  
Students attending: 107  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, ranging from a high of 45.2 to a low of 38.3 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased significantly, and spending on plant operations and instruction support increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,969	\$2,437	\$728
	Students per administrator	25	30	66
Plant Operations	Cost per square foot	\$10.87	\$7.51	\$6.10
	Square footage per student	192	297	152
Food Service	Cost per meal equivalent	\$7.05	\$4.80	\$2.45
Transportation	Cost per mile	\$1.35	\$1.55	\$3.39
	Miles per rider	851	685	283



### Per-pupil spending by operational area

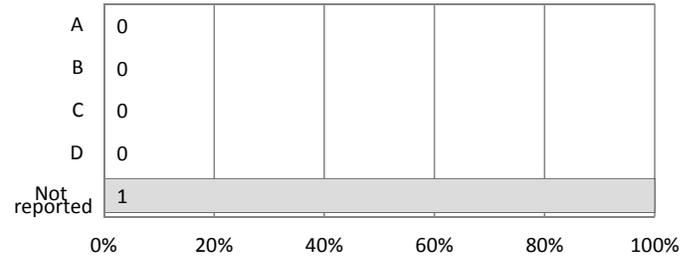
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$15,613</b>	<b>\$15,677</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$7,053</b>	<b>\$6,834</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$8,560</b>	<b>\$8,843</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,880	2,969	2,437	728	1,147
Plant Operations	1,860	2,086	2,284	927	1,033
Food Service	243	267	742	375	404
Transportation	2,048	2,112	886	352	443
Student Support	1,067	959	451	571	573
Instruction Support	462	450	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

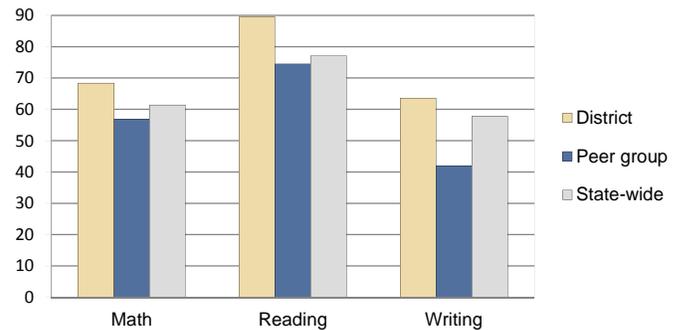
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	34%	31%	22%
Students per teacher	10.7	13.3	18.1
Average teacher salary	\$43,373	\$42,042	\$45,637
Average years of experience	9.8	13.4	10.9
Percent of teachers in first 3 years	10%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,578

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

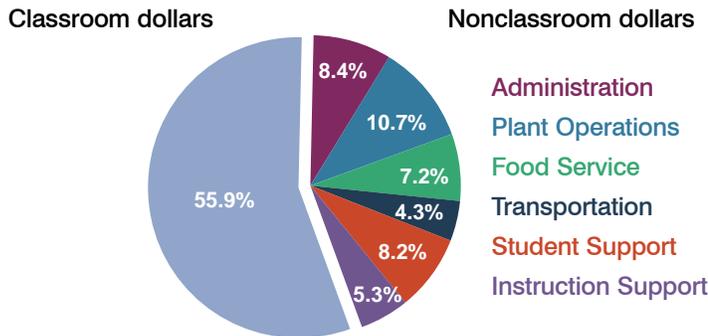
# Washington Elementary School District

Maricopa County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 6, 10, 11, 12, 14 and 15

District size: Very Large  
Students attending: 20,940  
Number of schools: 32

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom decreased significantly from 62 to 55.9 percent. Overall, spending on plant operations, food service, student support, and instruction support increased, while spending on all other nonclassroom remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$667	\$648	\$728
	Students per administrator	44	71	66
Plant Operations	Cost per square foot	\$6.25	\$6.32	\$6.10
	Square footage per student	136	130	152
Food Service	Cost per meal equivalent	\$2.23	\$2.29	\$2.45
Transportation	Cost per mile	\$4.64	\$4.66	\$3.39
	Miles per rider	239	180	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

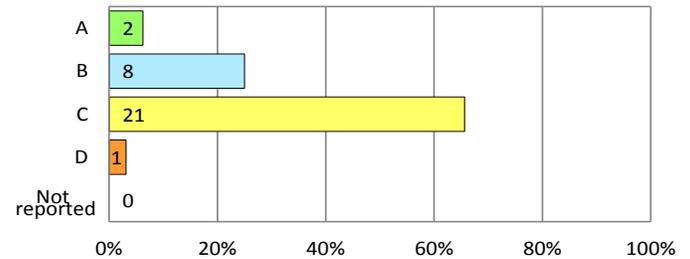
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,826</b>	<b>\$7,919</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,344</b>	<b>\$4,427</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,482</b>	<b>\$3,492</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	656	667	648	728	1,147
Plant Operations	814	851	789	927	1,033
Food Service	563	570	467	375	404
Transportation	372	342	273	352	443
Student Support	640	646	498	571	573
Instruction Support	437	416	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

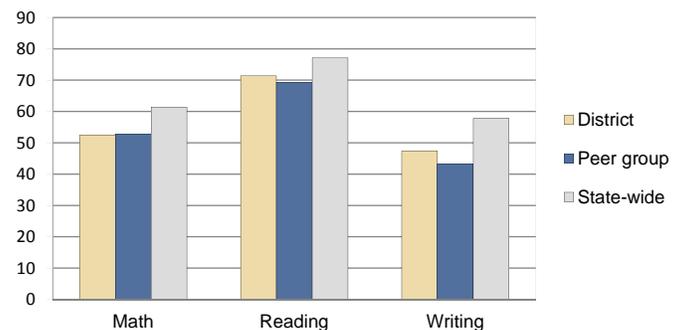
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	28%	31%	22%
Students per teacher	16.7	17.1	18.1
Average teacher salary	\$44,850	\$41,467	\$45,637
Average years of experience	11.5	9.6	10.9
Percent of teachers in first 3 years	15%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,276

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Wellton Elementary School District

Yuma County  
Peer groups: Efficiency Group 11, Achievement Group 18  
Legislative district(s): 24

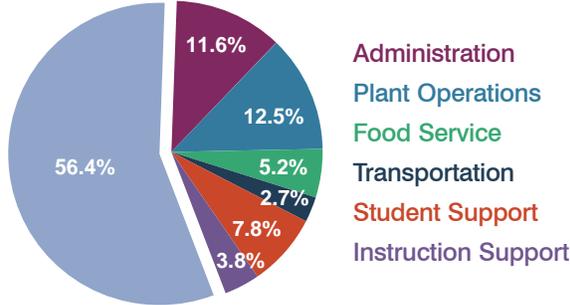
District size: Small  
Students attending: 329  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 63.6 to 56.4 percent. Spending on administration, plant operations, and student support increased, and spending on food service and instruction support decreased. Spending on transportation remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$963	\$1,132	\$728
	Students per administrator	73	54	66
Plant Operations	Cost per square foot	\$5.64	\$7.44	\$6.10
	Square footage per student	185	142	152
Food Service	Cost per meal equivalent	\$2.44	\$2.63	\$2.45
Transportation	Cost per mile	\$1.94	\$2.07	\$3.39
	Miles per rider	231	259	283



### Per-pupil spending by operational area

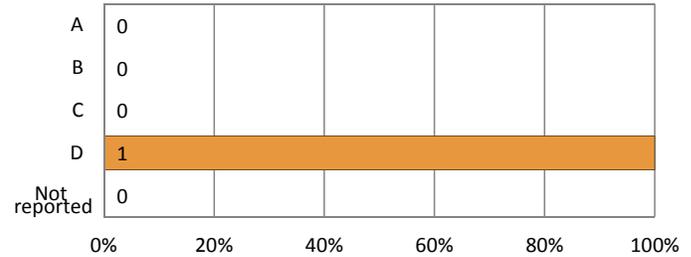
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,115</b>	<b>\$8,311</b>	<b>\$8,149</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,146</b>	<b>\$4,684</b>	<b>\$4,324</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,969</b>	<b>\$3,627</b>	<b>\$3,825</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,013	963	1,132	728	1,147
Plant Operations	897	1,042	1,013	927	1,033
Food Service	532	430	496	375	404
Transportation	214	227	443	352	443
Student Support	1,034	645	486	571	573
Instruction Support	279	320	255	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

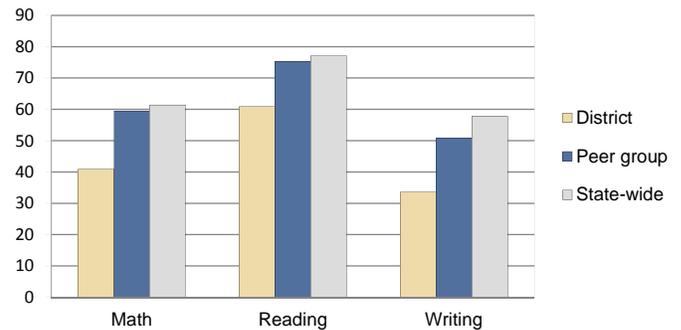
### District and school letter grades

District grade: **D**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	100%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	18%	20%	22%
Students per teacher	16.5	12.8	18.1
Average teacher salary	\$46,662	\$42,725	\$45,637
Average years of experience	13.3	10.9	10.9
Percent of teachers in first 3 years	11%	13%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,713

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	□
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

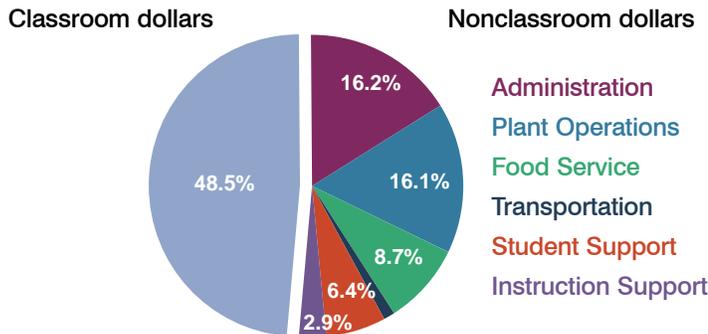
# Wenden Elementary School District

La Paz County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 24

District size: Very Small  
Students attending: 83  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 9 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 46.9 to 48.5 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,953	\$2,437	\$728
	Students per administrator	28	30	66
Plant Operations	Cost per square foot	\$9.55	\$7.51	\$6.10
	Square footage per student	307	297	152
Food Service	Cost per meal equivalent	\$5.38	\$4.80	\$2.45
Transportation	Cost per mile	\$0.81	\$1.55	\$3.39
	Miles per rider	1,537	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

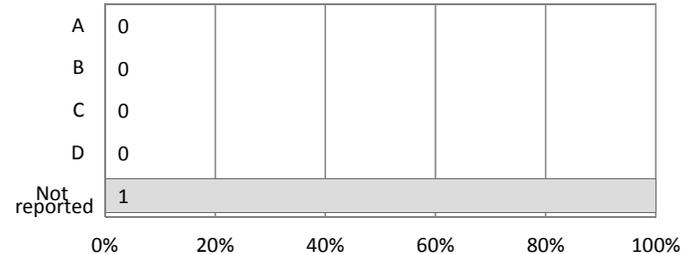
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$17,841</b>	<b>\$18,217</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,222</b>	<b>\$8,841</b>	<b>\$7,803</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,619</b>	<b>\$9,376</b>	<b>\$7,124</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,062	2,953	2,437	728	1,147
Plant Operations	2,861	2,927	2,284	927	1,033
Food Service	1,839	1,592	742	375	404
Transportation	266	208	886	352	443
Student Support	1,048	1,167	451	571	573
Instruction Support	543	529	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

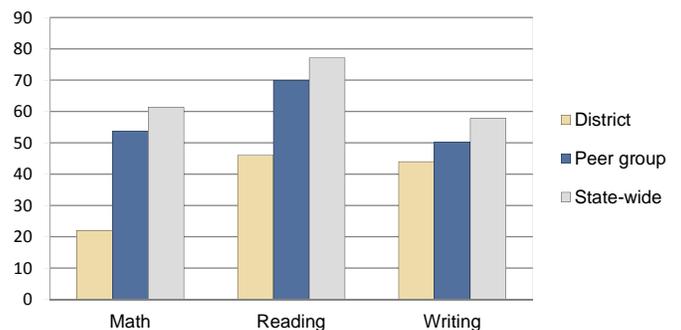
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	98%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	40%	38%	22%
Students per teacher	9.3	13.1	18.1
Average teacher salary	\$47,536	\$42,832	\$45,637
Average years of experience	10.1	10.3	10.9
Percent of teachers in first 3 years	13%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,187

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

# Whiteriver Unified School District

Navajo County  
Peer groups: Efficiency Group 5, Achievement Group 8  
Legislative district(s): 5

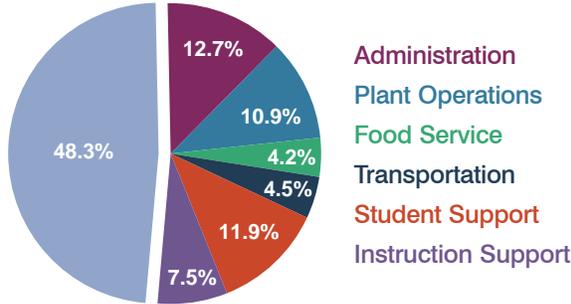
District size: Medium  
Students attending: 1,978  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 56.6 to 48.3 percent. Spending on administration, student support, and instruction support increased significantly, and spending on plant operations decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,445	\$1,104	\$728
	Students per administrator	53	56	66
Plant Operations	Cost per square foot	\$3.89	\$4.74	\$6.10
	Square footage per student	317	259	152
Food Service	Cost per meal equivalent	\$2.06	\$2.98	\$2.45
Transportation	Cost per mile	\$3.07	\$2.71	\$3.39
	Miles per rider	204	336	283



### Per-pupil spending by operational area

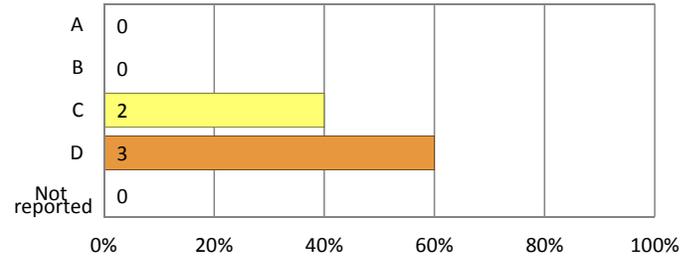
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,967</b>	<b>\$11,340</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,598</b>	<b>\$5,474</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,369</b>	<b>\$5,866</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,255	1,445	1,104	728	1,147
Plant Operations	1,374	1,231	1,213	927	1,033
Food Service	447	475	421	375	404
Transportation	488	515	527	352	443
Student Support	1,159	1,349	651	571	573
Instruction Support	646	851	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

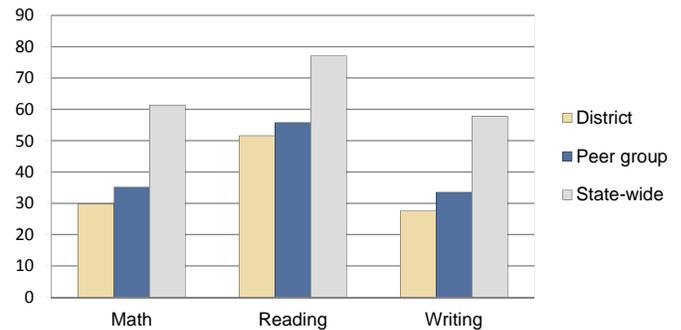
### District and school letter grades

District grade: **D**

School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	92%	95%
Graduation rate (2010)	41%	68%	78%
Poverty rate (2010)	44%	40%	22%
Students per teacher	13.8	15.5	18.1
Average teacher salary	\$44,810	\$42,449	\$45,637
Average years of experience	11.6	12.2	10.9
Percent of teachers in first 3 years	17%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$630

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	-
Tutoring	-
Other	-

▀ = yes, □ = no, ▀ = partially, and - = no goal set

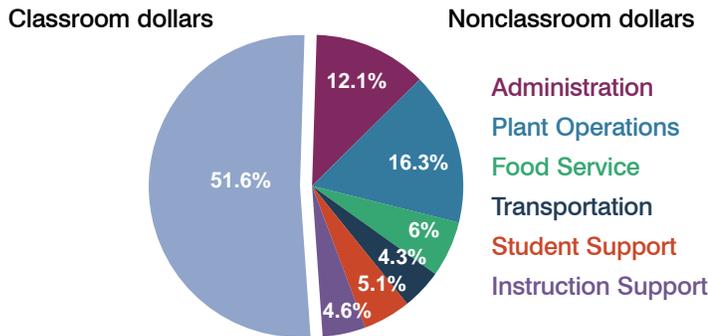
# Wickenburg Unified School District

Maricopa County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 4

District size: Medium  
Students attending: 1,475  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 55 to 51.6 percent. Spending on administration and student support increased, while spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$913	\$1,104	\$728
	Students per administrator	57	56	66
Plant Operations	Cost per square foot	\$4.24	\$4.74	\$6.10
	Square footage per student	290	259	152
Food Service	Cost per meal equivalent	\$3.12	\$2.98	\$2.45
Transportation	Cost per mile	\$1.87	\$2.71	\$3.39
	Miles per rider	418	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

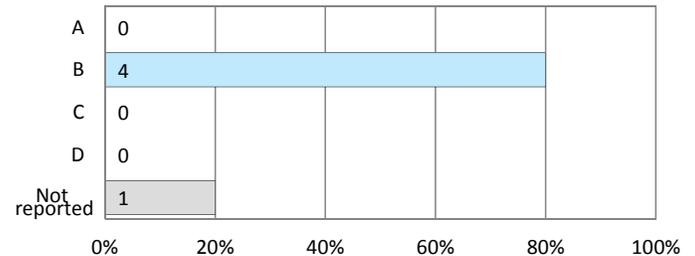
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,165</b>	<b>\$7,560</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,833</b>	<b>\$3,904</b>	<b>\$4,298</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,332</b>	<b>\$3,656</b>	<b>\$4,233</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	903	913	1,104	728	1,147
Plant Operations	1,017	1,230	1,213	927	1,033
Food Service	411	452	421	375	404
Transportation	321	326	527	352	443
Student Support	348	386	651	571	573
Instruction Support	332	349	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

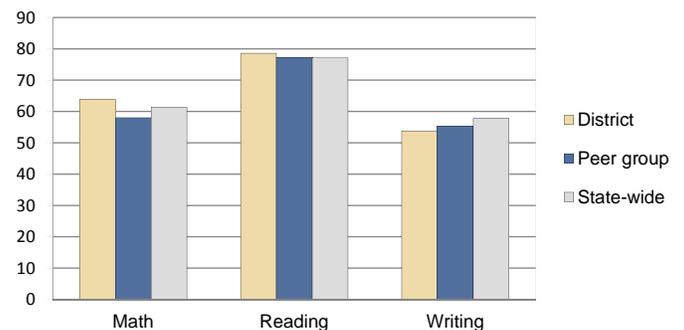
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	80%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	15.4	17.3	18.1
Average teacher salary	\$38,375	\$41,429	\$45,637
Average years of experience	12.5	12.6	10.9
Percent of teachers in first 3 years	14%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,203

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Willcox Unified School District

Cochise County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 25

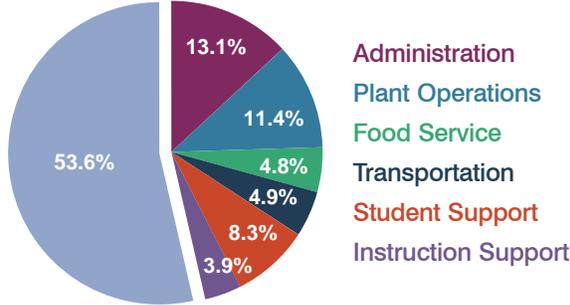
District size: Medium  
Students attending: 1,226  
Number of schools: 3

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.9 to 53.6 percent. Spending on administration, student support, and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,044	\$1,104	\$728
	Students per administrator	51	56	66
Plant Operations	Cost per square foot	\$4.71	\$4.74	\$6.10
	Square footage per student	193	259	152
Food Service	Cost per meal equivalent	\$3.35	\$2.98	\$2.45
Transportation	Cost per mile	\$2.62	\$2.71	\$3.39
	Miles per rider	519	336	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

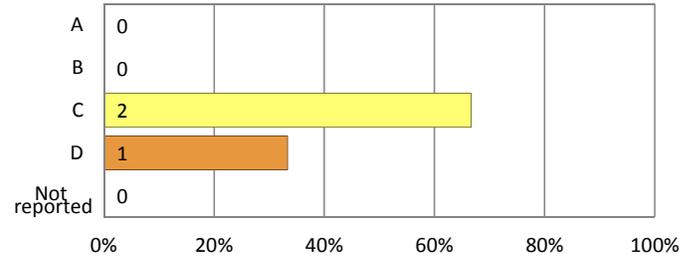
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,842</b>	<b>\$7,953</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,274</b>	<b>\$4,259</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,568</b>	<b>\$3,694</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	941	1,044	1,104	728	1,147
Plant Operations	866	909	1,213	927	1,033
Food Service	460	383	421	375	404
Transportation	377	391	527	352	443
Student Support	666	657	651	571	573
Instruction Support	258	310	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

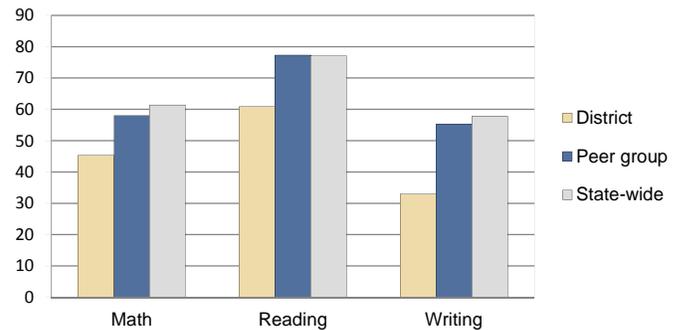
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	95%
Graduation rate (2010)	80%	82%	78%
Poverty rate (2010)	21%	24%	22%
Students per teacher	17.0	17.3	18.1
Average teacher salary	\$41,352	\$41,429	\$45,637
Average years of experience	12.4	12.6	10.9
Percent of teachers in first 3 years	22%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,179

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	-
Tutoring	-
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

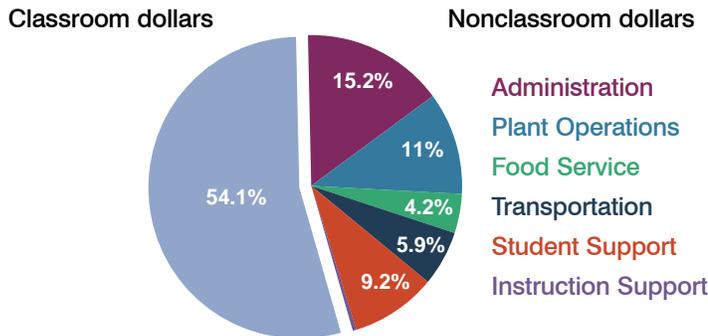
# Williams Unified School District

Coconino County  
Peer groups: Efficiency Group 5, Achievement Group 6  
Legislative district(s): 1

District size: Medium  
Students attending: 629  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.5 to 54.1 percent. Spending on plant operations and instruction support decreased, and spending on student support increased significantly. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,502	\$1,104	\$728
	Students per administrator	46	56	66
Plant Operations	Cost per square foot	\$4.80	\$4.74	\$6.10
	Square footage per student	228	259	152
Food Service	Cost per meal equivalent	\$3.34	\$2.98	\$2.45
Transportation	Cost per mile	\$2.47	\$2.71	\$3.39
	Miles per rider	319	336	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

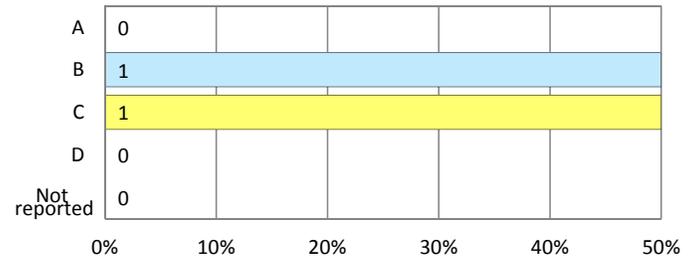
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$9,391</b>	<b>\$9,902</b>	<b>\$8,531</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,733</b>	<b>\$5,359</b>	<b>\$4,298</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,658</b>	<b>\$4,543</b>	<b>\$4,233</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,582	1,502	1,104	728	1,147
Plant Operations	1,317	1,092	1,213	927	1,033
Food Service	313	413	421	375	404
Transportation	522	587	527	352	443
Student Support	887	913	651	571	573
Instruction Support	37	36	317	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

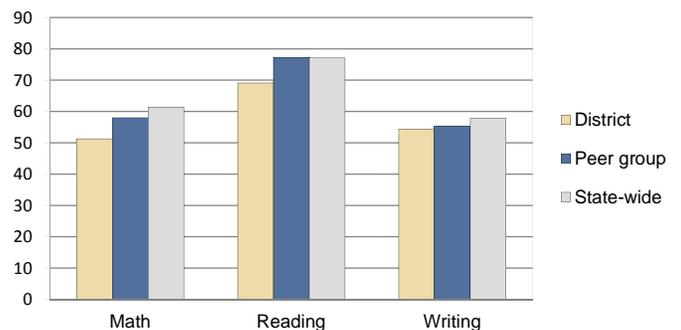
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	83%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	14.8	17.3	18.1
Average teacher salary	\$45,380	\$41,429	\$45,637
Average years of experience	14.4	12.6	10.9
Percent of teachers in first 3 years	5%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,919

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	▲
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Wilson Elementary School District

Maricopa County  
Peer groups: Efficiency Group 9, Achievement Group 16  
Legislative district(s): 14

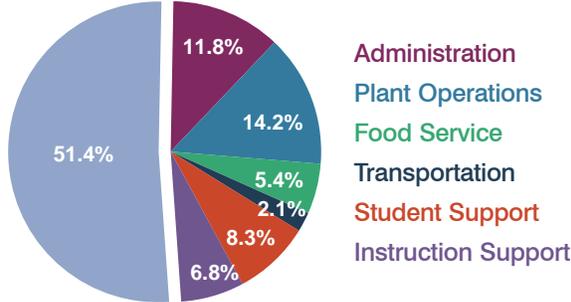
District size: Medium  
Students attending: 1,093  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars



### 5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom decreased significantly from 57.3 to 51.4 percent. Spending on plant operations, student support, and instruction support increased significantly, while spending on other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,242	\$828	\$728
	Students per administrator	54	72	66
Plant Operations	Cost per square foot	\$8.99	\$6.46	\$6.10
	Square footage per student	166	132	152
Food Service	Cost per meal equivalent	\$2.20	\$2.30	\$2.45
Transportation	Cost per mile	\$4.29	\$5.00	\$3.39
	Miles per rider	134	136	283



### Per-pupil spending by operational area

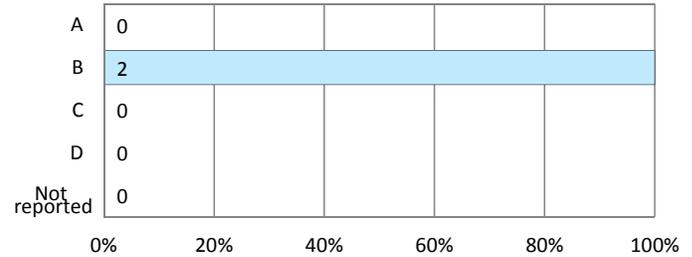
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,041</b>	<b>\$10,519</b>	<b>\$7,334</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,353</b>	<b>\$5,407</b>	<b>\$3,806</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,688</b>	<b>\$5,112</b>	<b>\$3,528</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,159	1,242	828	728	1,147
Plant Operations	1,291	1,496	854	927	1,033
Food Service	537	565	507	375	404
Transportation	201	225	268	352	443
Student Support	810	871	554	571	573
Instruction Support	690	713	517	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

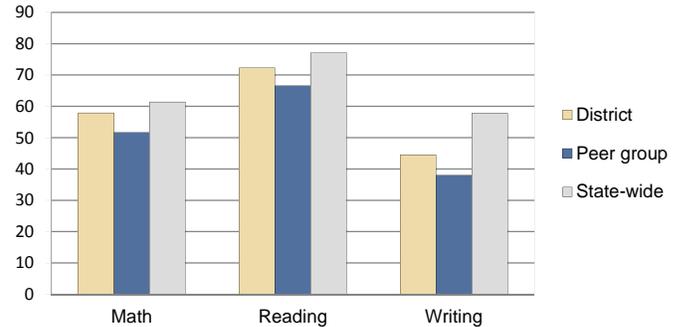
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	48%	46%	22%
Students per teacher	16.1	17.6	18.1
Average teacher salary	\$51,249	\$45,321	\$45,637
Average years of experience	10.1	9.5	10.9
Percent of teachers in first 3 years	11%	21%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$2,084

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

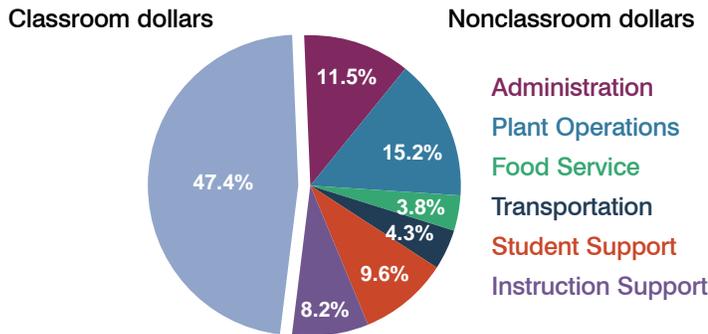
# Window Rock Unified School District

Apache County  
Peer groups: Efficiency Group 4, Achievement Group 8  
Legislative district(s): 2

District size: Medium-Large  
Students attending: 2,440  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased significantly from 52 to 47.4 percent. Overall, spending on administration decreased, and spending on plant operations, student support, and instruction support increased. Spending on other nonclassroom areas remained stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,281	\$736	\$728
	Students per administrator	48	65	66
Plant Operations	Cost per square foot	\$7.35	\$5.52	\$6.10
	Square footage per student	231	169	152
Food Service	Cost per meal equivalent	\$2.90	\$2.60	\$2.45
Transportation	Cost per mile	\$4.66	\$2.93	\$3.39
	Miles per rider	180	324	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

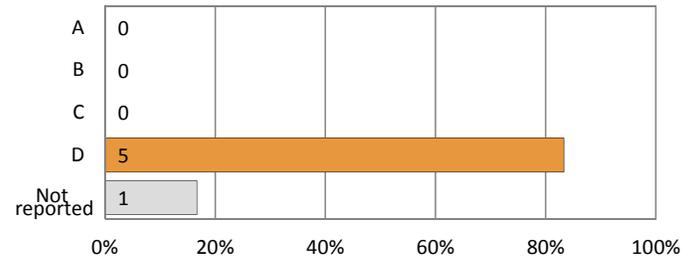
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$10,771</b>	<b>\$11,142</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,345</b>	<b>\$5,278</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,426</b>	<b>\$5,864</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	1,285	1,281	736	728	1,147
Plant Operations	1,520	1,699	917	927	1,033
Food Service	420	430	351	375	404
Transportation	453	475	360	352	443
Student Support	848	1,067	528	571	573
Instruction Support	900	912	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

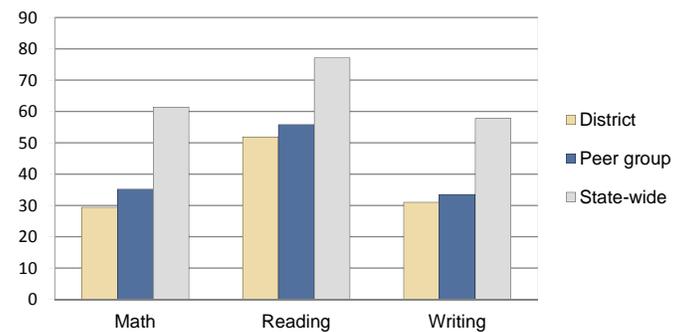
### District and school letter grades

District grade: **D**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	92%	95%
Graduation rate (2010)	64%	68%	78%
Poverty rate (2010)	38%	40%	22%
Students per teacher	16.2	15.5	18.1
Average teacher salary	\$51,495	\$42,449	\$45,637
Average years of experience	12.9	12.2	10.9
Percent of teachers in first 3 years	17%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,274

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

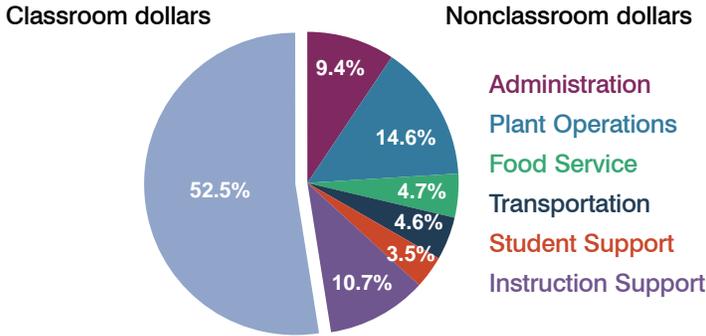
# Winslow Unified School District

Navajo County  
Peer groups: Efficiency Group 4, Achievement Group 6  
Legislative district(s): 5

District size: Medium-Large  
Students attending: 2,169  
Number of schools: 5

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.5 to 52.5 percent. Spending on transportation and food service increased, while spending on all other nonclassroom areas remained fairly stable.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$712	\$736	\$728
	Students per administrator	56	65	66
Plant Operations	Cost per square foot	\$5.96	\$5.52	\$6.10
	Square footage per student	187	169	152
Food Service	Cost per meal equivalent	\$2.51	\$2.60	\$2.45
Transportation	Cost per mile	\$2.47	\$2.93	\$3.39
	Miles per rider	214	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

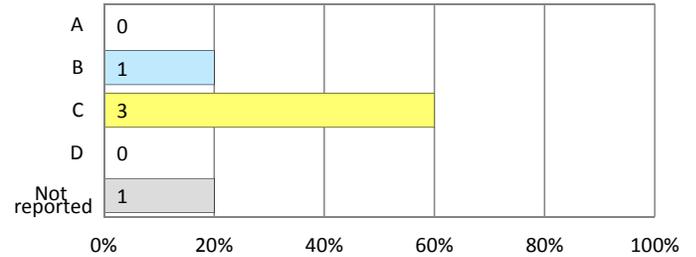
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$7,793</b>	<b>\$7,611</b>	<b>\$7,026</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,120</b>	<b>\$3,995</b>	<b>\$3,783</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,673</b>	<b>\$3,616</b>	<b>\$3,243</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	745	712	736	728	1,147
Plant Operations	1,100	1,114	917	927	1,033
Food Service	340	359	351	375	404
Transportation	357	349	360	352	443
Student Support	341	265	528	571	573
Instruction Support	790	817	351	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

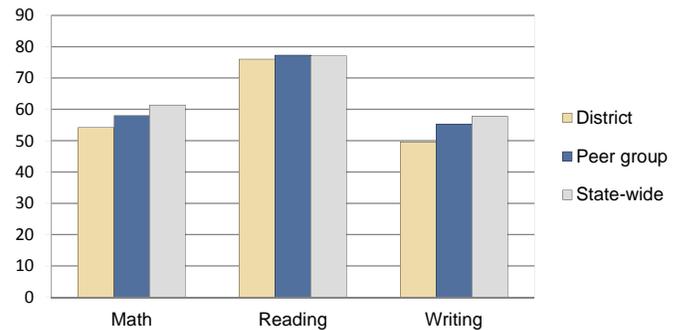
### District and school letter grades

District grade: **B**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	95%
Graduation rate (2010)	76%	82%	78%
Poverty rate (2010)	25%	24%	22%
Students per teacher	17.4	17.3	18.1
Average teacher salary	\$38,530	\$41,429	\$45,637
Average years of experience	13.5	12.6	10.9
Percent of teachers in first 3 years	12%	12%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,095

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

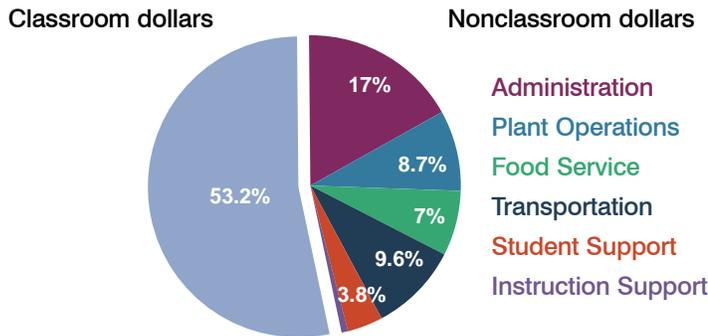
# Yarnell Elementary School District

Yavapai County  
Peer groups: Efficiency Group 12, Achievement Group 20  
Legislative district(s): 4

District size: Very Small  
Students attending: 52  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, increasing significantly overall from 43.7 to 53.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, food service, and student support decreased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,615	\$2,437	\$728
	Students per administrator	29	30	66
Plant Operations	Cost per square foot	\$4.07	\$7.51	\$6.10
	Square footage per student	330	297	152
Food Service	Cost per meal equivalent	\$4.13	\$4.80	\$2.45
Transportation	Cost per mile	\$1.97	\$1.55	\$3.39
	Miles per rider	819	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

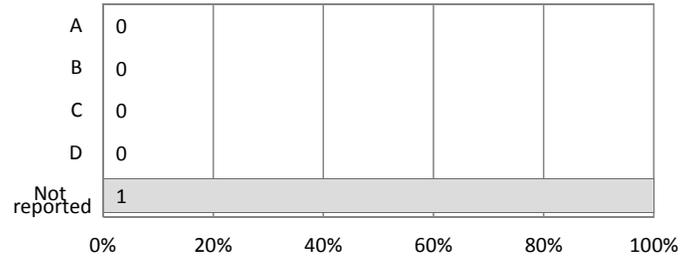
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$16,689</b>	<b>\$15,387</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,733</b>	<b>\$8,182</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,956</b>	<b>\$7,205</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	2,442	2,615	2,437	728	1,147
Plant Operations	1,844	1,342	2,284	927	1,033
Food Service	1,047	1,075	742	375	404
Transportation	1,161	1,474	886	352	443
Student Support	1,355	588	451	571	573
Instruction Support	107	111	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

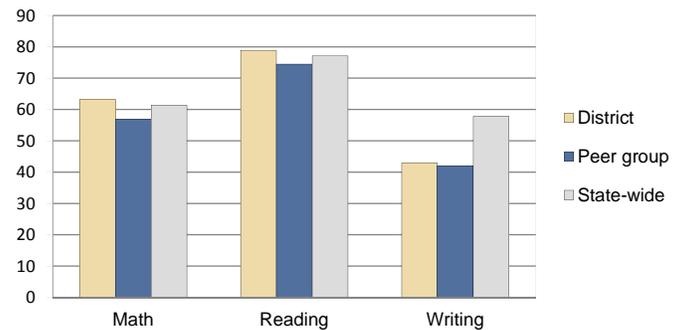
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	28%	31%	22%
Students per teacher	9.0	13.3	18.1
Average teacher salary	\$41,389	\$42,042	\$45,637
Average years of experience	13.1	13.4	10.9
Percent of teachers in first 3 years	0%	14%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,342

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

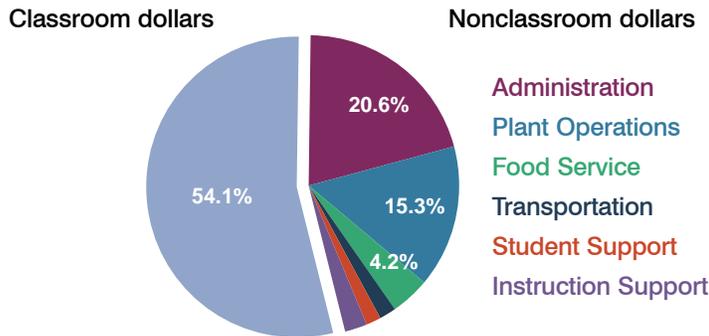
# Young Elementary School District

Gila County  
Peer groups: Efficiency Group 12, Achievement Group 19  
Legislative district(s): 5

District size: Very Small  
Students attending: 55  
Number of schools: 2

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Student enrollment decreased 22 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 59 to 54.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$5,393	\$2,437	\$728
	Students per administrator	18	30	66
Plant Operations	Cost per square foot	\$5.93	\$7.51	\$6.10
	Square footage per student	677	297	152
Food Service	Cost per meal equivalent	\$5.52	\$4.80	\$2.45
Transportation	Cost per mile	\$2.82	\$1.55	\$3.39
	Miles per rider	142	685	283



### Per-pupil spending by operational area

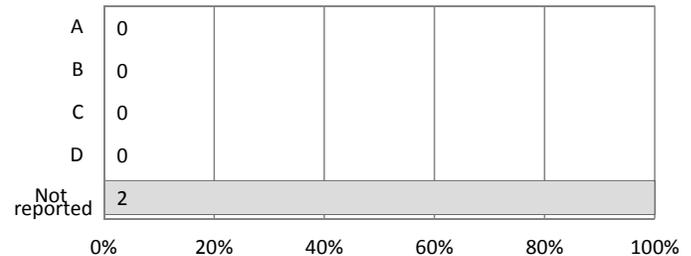
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$23,438</b>	<b>\$26,156</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$13,243</b>	<b>\$14,150</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$10,195</b>	<b>\$12,006</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	4,850	5,393	2,437	728	1,147
Plant Operations	3,351	4,011	2,284	927	1,033
Food Service	947	1,082	742	375	404
Transportation	410	473	886	352	443
Student Support	57	411	451	571	573
Instruction Support	580	636	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

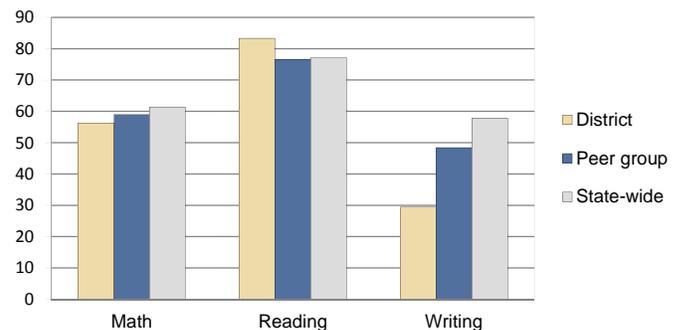
### District and school letter grades

District grade: *N/A*

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	25%	24%	22%
Students per teacher	5.8	12.4	18.1
Average teacher salary	\$51,699	\$45,745	\$45,637
Average years of experience	18.0	12.9	10.9
Percent of teachers in first 3 years	0%	16%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,624

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

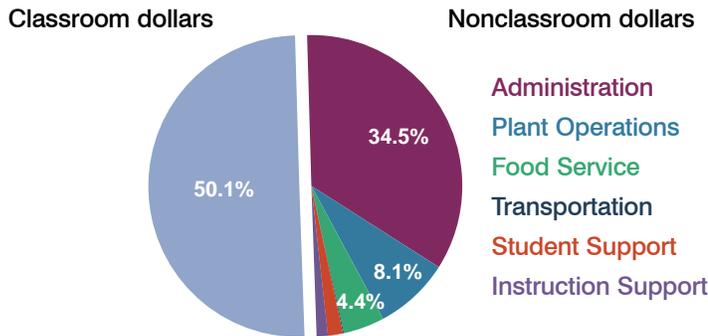
# Yucca Elementary School District

Mohave County  
Peer groups: Efficiency Group 12, Achievement Group 21  
Legislative district(s): 3

District size: Very Small  
Students attending: 21  
Number of schools: 1

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil doubled, which is partially explained by the 24 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing significantly overall from 63.4 to 50.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased significantly.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$6,941	\$2,437	\$728
	Students per administrator	7	30	66
Plant Operations	Cost per square foot	\$4.61	\$7.51	\$6.10
	Square footage per student	356	297	152
Food Service	Cost per meal equivalent	\$6.74	\$4.80	\$2.45
Transportation	Cost per mile	N/A	\$1.55	\$3.39
	Miles per rider	N/A	685	283

Very low Low Comparable High Very high

### Per-pupil spending by operational area

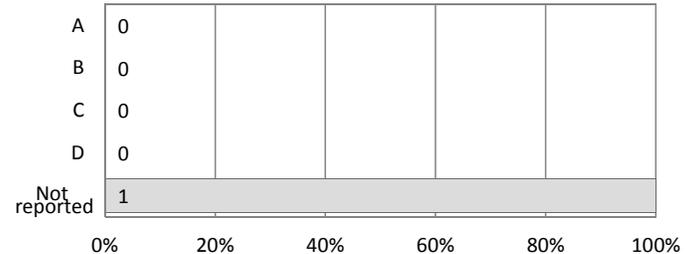
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$18,765</b>	<b>\$20,120</b>	<b>\$14,927</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$11,459</b>	<b>\$10,084</b>	<b>\$7,803</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$7,306</b>	<b>\$10,036</b>	<b>\$7,124</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	4,258	6,941	2,437	728	1,147
Plant Operations	1,599	1,639	2,284	927	1,033
Food Service	732	892	742	375	404
Transportation	2	9	886	352	443
Student Support	621	312	451	571	573
Instruction Support	94	243	324	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

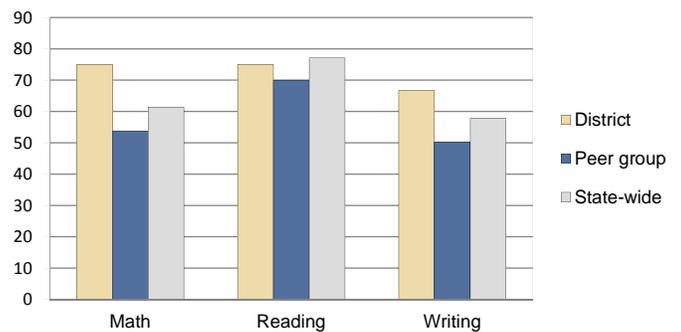
### District and school letter grades

District grade: N/A

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	38%	38%	22%
Students per teacher	7.1	13.1	18.1
Average teacher salary	\$41,634	\$42,832	\$45,637
Average years of experience	6.7	10.3	10.9
Percent of teachers in first 3 years	33%	19%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,304

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	▲
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Yuma Elementary School District

Yuma County  
Peer groups: Efficiency Group 8, Achievement Group 15  
Legislative district(s): 24

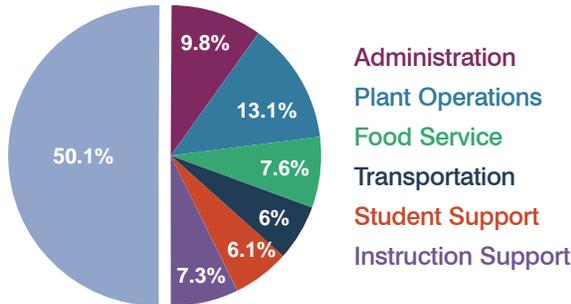
District size: Large  
Students attending: 9,067  
Number of schools: 18

## OPERATIONAL EFFICIENCY

### Spending by operational area

Classroom dollars

Nonclassroom dollars

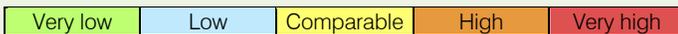


### 5-year trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 51.7 to 50.1 percent. Spending on plant operations and food service increased significantly, and spending on student support and instruction support decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$638	\$648	\$728
	Students per administrator	78	71	66
Plant Operations	Cost per square foot	\$7.02	\$6.32	\$6.10
	Square footage per student	121	130	152
Food Service	Cost per meal equivalent	\$2.25	\$2.29	\$2.45
Transportation	Cost per mile	\$3.01	\$4.66	\$3.39
	Miles per rider	387	180	283



### Per-pupil spending by operational area

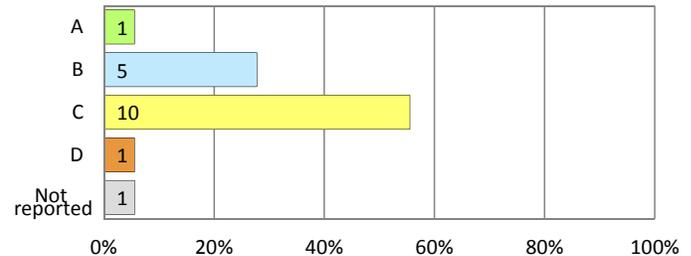
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,453</b>	<b>\$6,482</b>	<b>\$7,201</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,367</b>	<b>\$3,249</b>	<b>\$4,033</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$3,086</b>	<b>\$3,233</b>	<b>\$3,168</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	656	638	648	728	1,147
Plant Operations	784	850	789	927	1,033
Food Service	461	489	467	375	404
Transportation	408	385	273	352	443
Student Support	436	398	498	571	573
Instruction Support	341	473	493	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

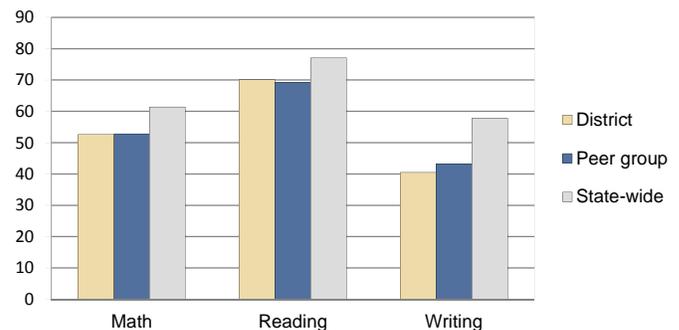
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	95%
Graduation rate (2010)	N/A	N/A	N/A
Poverty rate (2010)	27%	31%	22%
Students per teacher	20.5	17.1	18.1
Average teacher salary	\$36,260	\$41,467	\$45,637
Average years of experience	10.6	9.6	10.9
Percent of teachers in first 3 years	8%	20%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,683

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

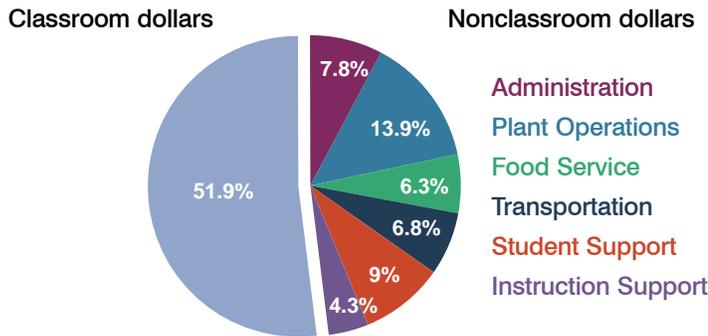
# Yuma Union High School District

Yuma County  
Peer groups: Efficiency Group 2, Achievement Group 10  
Legislative district(s): 24

District size: Large  
Students attending: 10,991  
Number of schools: 6

## OPERATIONAL EFFICIENCY

### Spending by operational area



### 5-year trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 53.5 to 51.9 percent. Spending on plant operations increased and spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

### District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$473	\$611	\$728
	Students per administrator	57	70	66
Plant Operations	Cost per square foot	\$6.50	\$6.25	\$6.10
	Square footage per student	129	147	152
Food Service	Cost per meal equivalent	\$2.39	\$2.59	\$2.45
Transportation	Cost per mile	\$3.69	\$3.34	\$3.39
	Miles per rider	403	324	283

Very low   Low   Comparable   High   Very high

### Per-pupil spending by operational area

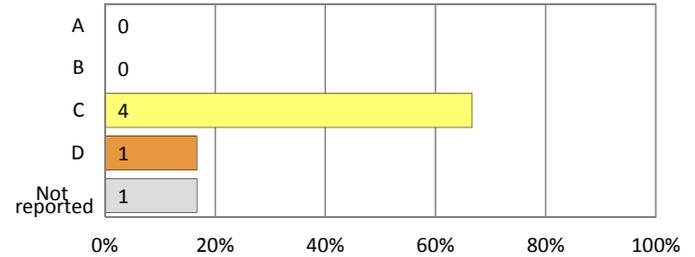
	District		Peer 2011	State 2011	National 2009
	2010	2011			
<b>Total</b>	<b>\$6,177</b>	<b>\$6,058</b>	<b>\$6,961</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$3,233</b>	<b>\$3,145</b>	<b>\$3,867</b>	<b>\$4,098</b>	<b>\$6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,944</b>	<b>\$2,913</b>	<b>\$3,094</b>	<b>\$3,387</b>	<b>\$4,135</b>
Administration	426	473	611	728	1,147
Plant Operations	866	842	909	927	1,033
Food Service	442	379	304	375	404
Transportation	399	411	333	352	443
Student Support	540	547	518	571	573
Instruction Support	271	261	419	434	535

## STUDENT ACHIEVEMENT AND TEACHER INFORMATION

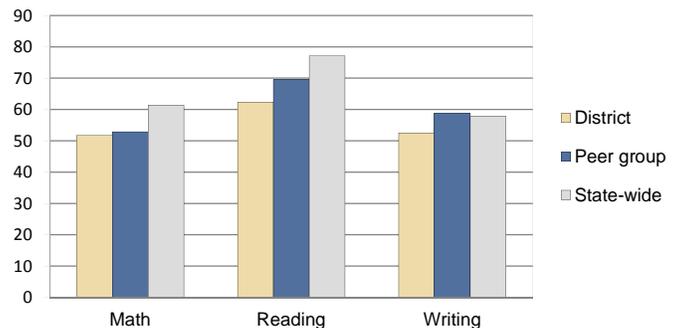
### District and school letter grades

District grade: **C**

### School grades (number and percentage):



### Percentage of students meeting state standards (AIMS)



### Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	95%
Graduation rate (2010)	82%	83%	78%
Poverty rate (2010)	33%	30%	22%
Students per teacher	24.0	20.5	18.1
Average teacher salary	\$43,717	\$49,055	\$45,637
Average years of experience	10.8	11.5	10.9
Percent of teachers in first 3 years	18%	11%	16%

### Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$4,289

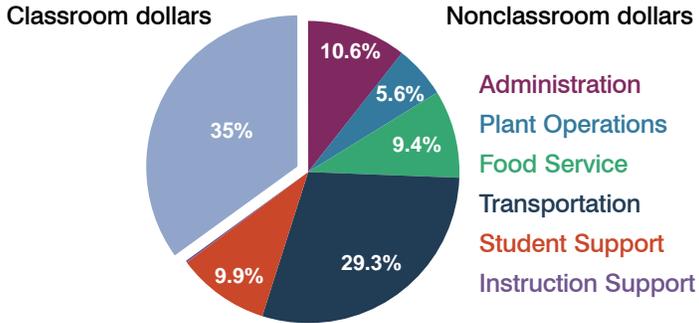
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

# Coconino County Regional ASD

Coconino County  
Students attending: 141

## Spending by operational area



## 5-year trend

Total spending per pupil increased by 73 percent. Spending in the classroom varied year to year, decreasing significantly overall from 50.7 to 35 percent. Spending on administration and instruction support decreased significantly, and spending on transportation and food service increased significantly. Spending on other nonclassroom areas varied year to year.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$14,836</b>	<b>\$14,049</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,398</b>	<b>\$4,918</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$9,438</b>	<b>\$9,131</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,560	1,482	728	1,147
Plant Operations	709	789	927	1,033
Food Service	0	1,316	375	404
Transportation	5,344	4,119	352	443
Student Support	1,644	1,390	571	573
Instruction Support	181	35	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,115

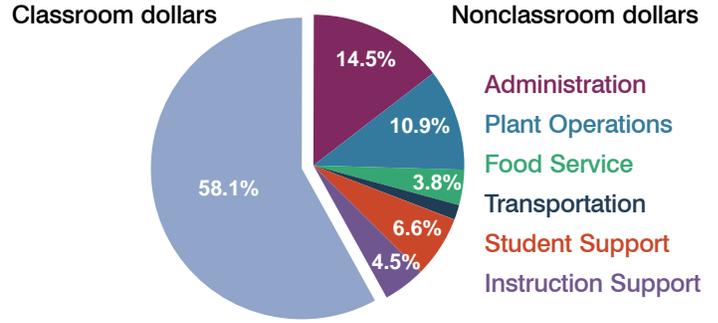
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▴=partially, and - = no goal set

# Ft. Huachuca ASD

Cochise County  
Students attending: 950

## Spending by operational area



## 5-year trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 59.7 to 58.1 percent. Spending on administration and instruction support increased significantly, and spending on transportation decreased significantly. Spending on other nonclassroom areas varied year to year.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$10,398</b>	<b>\$9,268</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,042</b>	<b>\$5,385</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,356</b>	<b>\$3,883</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	1,354	1,343	728	1,147
Plant Operations	1,443	1,011	927	1,033
Food Service	368	353	375	404
Transportation	143	145	352	443
Student Support	600	614	571	573
Instruction Support	448	417	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,561

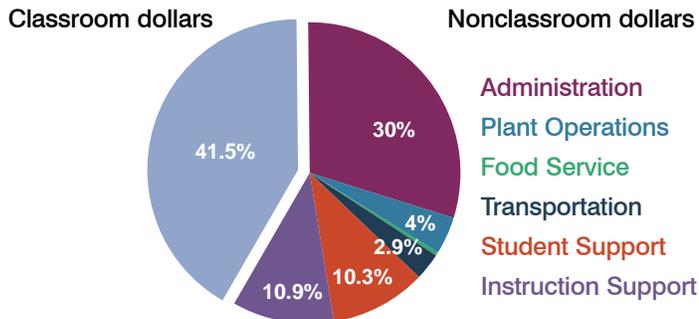
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▴=partially, and - = no goal set

# Gila County Regional School District

Gila County  
Students attending: 114

## Spending by operational area



## 5-year trend

Student enrollment more than doubled and total spending per pupil increased by 70 percent. Spending in the classroom varied year to year, increasing significantly overall from 33.1 to 41.5 percent. Spending on administration and instruction support decreased significantly, and spending on transportation and student support increased significantly.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$9,354</b>	<b>\$10,746</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$4,611</b>	<b>\$4,456</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$4,743</b>	<b>\$6,290</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,732	3,223	728	1,147
Plant Operations	757	435	927	1,033
Food Service	104	42	375	404
Transportation	252	311	352	443
Student Support	318	1,106	571	573
Instruction Support	580	1,173	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,523

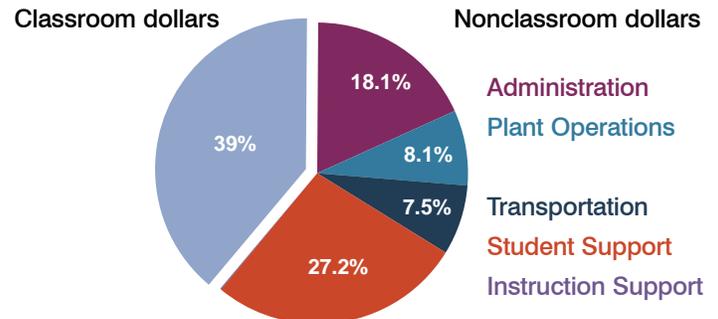
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■=yes, □=no, ▴=partially, and - = no goal set

# Graham County Special Services

Graham County  
Students attending: 56

## Spending by operational area



## 5-year trend

Student enrollment increased 39 percent, which contributed to the 22 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 41.8 to 39 percent. Spending on administration and transportation increased significantly, and spending on student support decreased significantly. Spending on other nonclassroom areas remained stable.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$21,796</b>	<b>\$21,070</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,380</b>	<b>\$8,208</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$13,416</b>	<b>\$12,862</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,592	3,820	728	1,147
Plant Operations	1,794	1,707	927	1,033
Food Service	0	0	375	404
Transportation	1,550	1,575	352	443
Student Support	6,478	5,745	571	573
Instruction Support	2	15	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,200

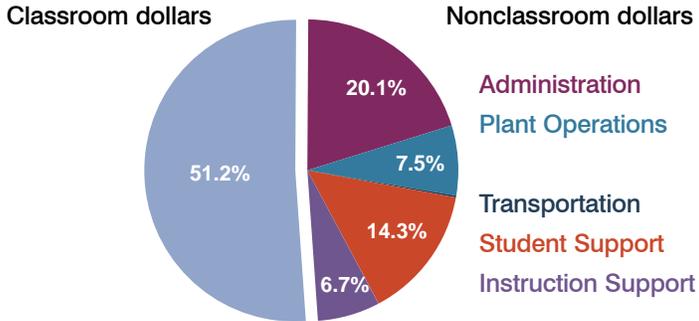
Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▴=partially, and - = no goal set

# Maricopa County Regional School District

Maricopa County  
Students attending: 382

## Spending by operational area



## 5-year trend

Student enrollment decreased by 77 percent, which contributed to the 26 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing significantly from 45.9 to 51.2 percent. Spending on plant operations and transportation decreased significantly, and spending on student support and instruction support increased significantly.

## Per-pupil spending by operational area

	District		State	National
	2010	2011	2011	2009
<b>Total</b>	<b>\$11,843</b>	<b>\$8,876</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,656</b>	<b>\$4,541</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,187</b>	<b>\$4,335</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,295	1,785	728	1,147
Plant Operations	529	666	927	1,033
Food Service	0	0	375	404
Transportation	15	18	352	443
Student Support	1,504	1,269	571	573
Instruction Support	844	597	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,952

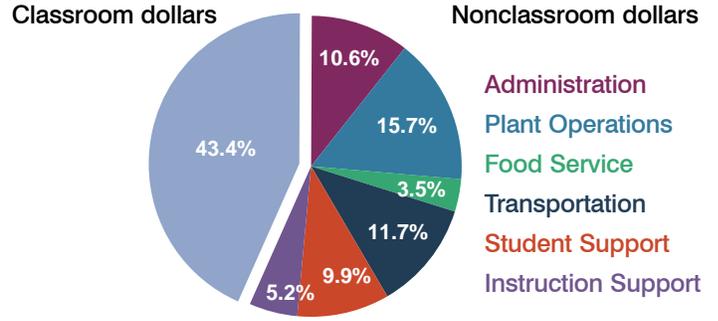
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Mary C. O'Brien ASD

Pinal County  
Students attending: 212

## Spending by operational area



## 5-year trend

Total spending per pupil increased by 50 percent. Spending in the classroom varied year to year, increasing slightly overall from 42.8 to 43.4 percent. Spending on administration and food service decreased significantly, and spending on plant operations, transportation, and instruction support increased significantly. Spending on student support varied year to year.

## Per-pupil spending by operational area

	District		State	National
	2010	2011	2011	2009
<b>Total</b>	<b>\$20,891</b>	<b>\$20,704</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$8,462</b>	<b>\$8,988</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$12,429</b>	<b>\$11,716</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,559	2,196	728	1,147
Plant Operations	3,328	3,260	927	1,033
Food Service	763	727	375	404
Transportation	2,354	2,418	352	443
Student Support	1,347	2,044	571	573
Instruction Support	2,078	1,071	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$5,299

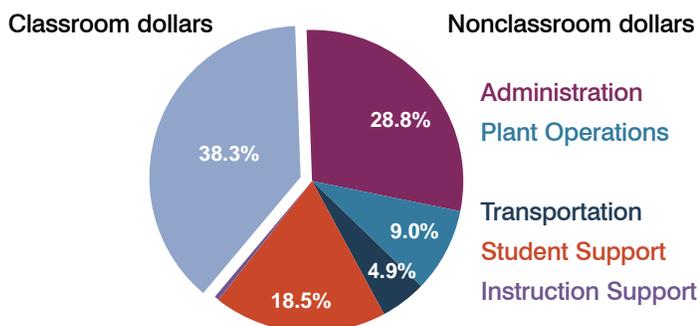
Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

# Navajo County ASD

Navajo County  
Students attending: 5

## Spending by operational area



## 5-year trend

Fiscal year 2011 was the District's first year of operation.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$0</b>	<b>\$135,045</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$0</b>	<b>\$51,668</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$0</b>	<b>\$83,377</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	0	38,922	728	1,147
Plant Operations	0	12,143	927	1,033
Food Service	0	0	375	404
Transportation	0	6,702	352	443
Student Support	0	24,941	571	573
Instruction Support	0	669	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$10

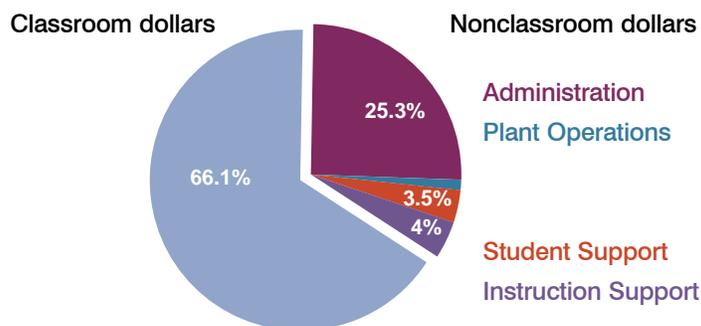
Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▲=partially, and - = no goal set

# Pima ASD

Pinal County  
Students attending: 99

## Spending by operational area



## 5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, increasing overall from 64.3 to 66.1 percent. Spending on administration increased, and spending on plant operations and instruction support decreased. Spending on student support varied year to year.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$9,365</b>	<b>\$10,344</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$6,443</b>	<b>\$6,833</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$2,922</b>	<b>\$3,511</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	2,000	2,618	728	1,147
Plant Operations	97	121	927	1,033
Food Service	0	0	375	404
Transportation	0	0	352	443
Student Support	442	359	571	573
Instruction Support	383	413	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$3,875

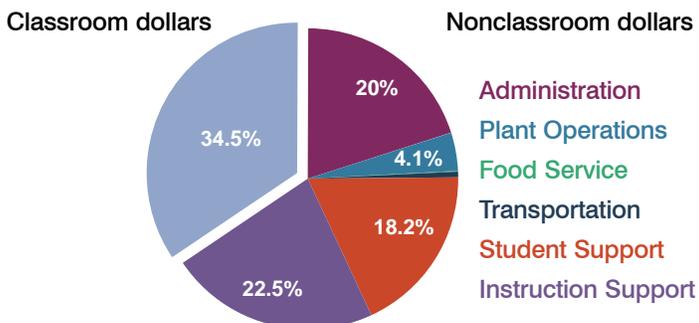
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▲=partially, and - = no goal set

# Santa Cruz County Regional School District

Santa Cruz County  
Students attending: 44

## Spending by operational area



## 5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 36.9 to 34.5 percent. Spending on administration decreased significantly, and spending on plant operations and instruction support increased significantly. Spending on other nonclassroom areas varied year to year.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$35,972</b>	<b>\$30,755</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$11,279</b>	<b>\$10,596</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$24,693</b>	<b>\$20,159</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	9,208	6,157	728	1,147
Plant Operations	1,464	1,268	927	1,033
Food Service	0	17	375	404
Transportation	1,057	188	352	443
Student Support	5,270	5,606	571	573
Instruction Support	7,694	6,923	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,802

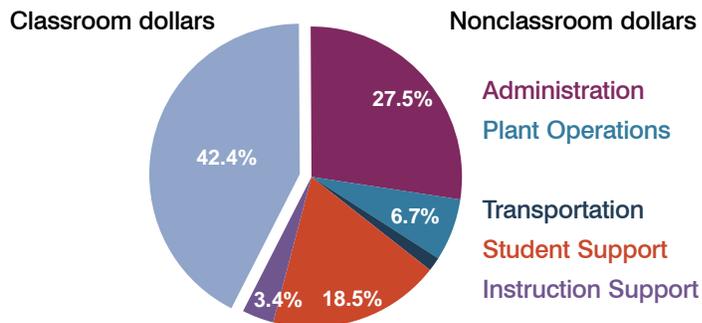
Type of goal	Goal met?
Student achievement	□
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■=yes, □=no, ▴=partially, and - = no goal set

# Yavapai ASD

Yavapai County  
Students attending: 74

## Spending by operational area



## 5-year trend

Total spending per pupil increased by 83 percent. Spending in the classroom varied year to year, decreasing significantly overall from 47.7 to 42.4 percent. Spending on administration decreased significantly, and spending on plant operations, student support, and instruction support increased significantly.

## Per-pupil spending by operational area

	District		State 2011	National 2009
	2010	2011		
<b>Total</b>	<b>\$11,288</b>	<b>\$12,747</b>	<b>\$7,485</b>	<b>\$10,591</b>
<b>Classroom dollars</b>	<b>\$5,316</b>	<b>\$5,410</b>	<b>\$ 4,098</b>	<b>\$ 6,456</b>
<b>Nonclassroom dollars:</b>	<b>\$5,972</b>	<b>\$7,337</b>	<b>\$ 3,387</b>	<b>\$ 4,135</b>
Administration	3,249	3,503	728	1,147
Plant Operations	480	848	927	1,033
Food Service	0	0	375	404
Transportation	210	197	352	443
Student Support	1,823	2,354	571	573
Instruction Support	210	435	434	535

## Proposition 301 pay, goals, and results

Average additional salary earned by teachers: \$1,850

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	■
Other	-

■=yes, □=no, ▴=partially, and - = no goal set

# Appendix A

Table 1 shows the data sources and definitions used on the state page (see page 17) and individual district pages (see pages 18 through 232). This information is organized into three sections: background information, such as the number of district schools; operational efficiency measures, such as classroom and nonclassroom spending, and other cost measures; and student achievement and teacher information, such as the percentage of students passing Arizona’s Instrument to Measure Standards (AIMS) and average teacher salaries. “N/A” indicates that information is not available, not applicable, or not appropriate because it could reveal personal information about a small number of district employees or students. “NR” indicates that auditors determined that the District’s information is not reliable and is therefore not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain cost measures because extreme values in their costs would skew the group average. All information is for fiscal year 2011 unless otherwise indicated.

**Table 1: Individual District Page Source Information**

Background	
Data	Source
District size	Auditor General staff analysis of Arizona Department of Education (ADE) attending average daily membership (ADM) counts. District sizes were categorized as follows: <ul style="list-style-type: none"> <li>• Very Large 20,000+</li> <li>• Large 8,000 to 19,999</li> <li>• Medium-Large 2,000 to 7,999</li> <li>• Medium 600 to 1,999</li> <li>• Small 200 to 599</li> <li>• Very Small Fewer than 200</li> </ul>
Students attending	Auditor General staff analysis of ADE attending ADM counts. ADM numbers are rounded to the nearest whole number.
Number of schools	Auditor General staff analysis of ADE ADM reports and School Facilities Board (SFB) <i>Building Inventory Reports</i> .
Operational Efficiency	
<b>Efficiency peer groups</b> Auditor General staff categorized districts into efficiency peer groups based on their similarities in district size, type, and location. The 12 efficiency peer groups are labeled "1" through "12," and each includes between 8 and 44 districts. When calculating peer group averages, auditors excluded the districts with unreliable or extreme values that skewed their group’s average. See Table 2 in Appendix B, pages b-1 through b-4, for a list of districts included in each efficiency peer group.	
Spending by function	Auditor General staff analysis of district-reported accounting data and Annual Financial Reports (AFRs).

Table 1 (Cont'd)

Operational Efficiency (Concl'd)	
Data	Source
5-year trend	<p>Auditor General staff analysis of district-reported accounting data and AFRs, and ADE ADM for fiscal years 2006 through 2011. For purposes of this report, the following criteria were used to describe changes in operational percentages:</p> <ul style="list-style-type: none"> <li>• Decreased significantly—2 percentage point or larger decrease</li> <li>• Decreased—1 to 1.9 percentage point decrease</li> <li>• Decreased slightly—0.5 to 0.9 percentage point decrease</li> <li>• Increased slightly—0.5 to 0.9 percentage point increase</li> <li>• Increased—1 to 1.9 percentage point increase</li> <li>• Increased significantly—2 percentage point or larger increase</li> </ul>
<b>District's cost measures relative to peer group</b>	
<p>Auditor General staff compared a district's cost measures, such as cost per mile, and other related measures, such as miles per rider, to those of its peer group. Auditors identified whether the district's cost measures were higher, lower, or comparable to its peer averages, and indicated the determination by a color bar for each operational cost area. When comparing cost measures, auditors also took into consideration other measures that could impact costs, such as the effect of extremely high square footage per student on the cost per square foot. In addition, for the 52 very small districts, auditors provided comparative information but did not identify the relative costs with a color bar because the spending patterns of these districts are highly variable and result in less meaningful group averages.</p>	
Administration	<p>Cost per pupil: Auditor General staff analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE ADM data.</p> <p>Students per administrator: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE ADM counts and district-provided information on the <i>School District Employee Report</i>.</p>
Plant Operations	<p>Cost per square foot: Auditor General staff analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and SFB <i>Building Inventory Reports</i>.</p> <p>Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE ADM data and SFB <i>Building Inventory Reports</i>.</p>
Food Service	<p>Cost per meal equivalent: Auditor General staff analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs.</p>
Transportation	<p>Cost per mile: Auditor General staff analysis of transportation costs divided by the miles driven, using district-reported accounting data and ADE transportation route reports.</p> <p>Miles per rider: Auditor General staff analysis of the miles driven divided by the number of riders, using ADE transportation route reports.</p>
<b>Per-pupil spending by operational area</b>	
District	<p>Auditor General staff analysis of fiscal years 2010 and 2011 district-reported accounting data and AFRs, and ADE ADM data.</p>
Peer	<p>Auditor General staff analysis of districts' per-pupil expenditures. The group averages excluded districts with extreme or unreliable values and were calculated by adding individual districts' per-pupil expenditures and dividing by the number of districts in each peer group.</p>
State	<p>Auditor General staff analysis of district-reported accounting data and AFRs, and ADE ADM data. The state's per-pupil amounts were calculated by adding individual districts' expenditures and dividing by the total number of district students (ADM).</p>
National	<p>National Center for Educational Statistics' fiscal year 2009 data. Although the 2011 data is not yet available, the national percentages have been relatively stable. For the most recent 5-year period that is available, fiscal years 2005 through 2009, the variations were less than 0.4 percent in any of the functional spending areas, such as instruction and administration.</p>

Table 1 (Cont'd)

Student Achievement and Teacher Information	
Data	Source
<b>Student achievement peer groups</b>	
Auditor General staff categorized districts into student achievement peer groups based on their similarities in district type, poverty rate, and location. The 22 peer groups include between 3 and 22 districts. See Table 3 in Appendix B, pages b-5 through b-10, for a list of districts included in each student achievement peer group.	
<b>District and school letter grades</b>	District and school letter grades provided by ADE as of October 2011. Letter grades not published by ADE are listed as "N/A" for districts and "Not reported" for schools.
<b>Student and teacher information</b>	
Attendance rate	Attendance rates provided by ADE as of December 2011. The district- and state-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days as of the district's 100th-day membership count. The group average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.
Graduation rate	For districts serving high school students, the fiscal year 2010 4-year cohort graduation rates, provided by ADE as of December 2011. The district- and state-level graduation rates were calculated by dividing the number of cohort students who graduated after 4 years by the original number of cohort students adjusted for the students transferring in and out of the district. The group average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group.
Poverty rate	Auditor General staff analysis of U.S. Census Bureau fiscal year 2010 <i>Small Area Income and Poverty Estimates</i> published in December 2011. District- and state-level poverty rates were calculated by dividing the number of children between the ages of 5 and 17 years old who were living at or below the federal poverty level by the total number of children between the ages of 5 and 17 years old. The group average percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.
Student-teacher ratio	Auditor General staff analysis of ADE ADM data and certified teacher FTE as reported by districts on their Classroom Site Fund Narrative (CSF Narrative). In the few instances in which CSF Narrative information was not received or not reliable, certified teacher FTE was obtained from district-reported <i>School District Employee Report</i> data provided by ADE. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTE and the group average percentages were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.
<b>Percentage of students meeting state standards (AIMS)</b>	Auditor General staff analysis of ADE's Spring 2011 AIMS' Math, Reading, and Writing test results as of December 2011. The district- and state-level percentages were calculated by dividing the number of students who met or exceeded the state standards for their grade by the total number of students who took the test. Auditors aggregated test results across grade levels and included results for grades 3 through 8 and high school grade 10, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who met or exceeded grade-level standards and dividing by the number of districts in each peer group. In fiscal year 2011, the Writing test was suspended for grades 3, 4, and 8.

Table 1 (Concl'd)

Student Achievement and Teacher Information (Concl'd)	
Data	Source
Average teacher salary	Auditor General staff analysis of total current expenditures for preschool through grade-12 instructional programs spent on certified teacher salaries (excluding salaries for substitute teachers) from district-reported accounting records and total number of certified teacher FTEs from district-reported CSF Narratives. In the few instances in which CSF Narrative information was not received or not reliable, the number of certified teacher FTEs was obtained from district-reported <i>School District Employee Report</i> data provided by ADE. The district- and state-level averages were calculated by dividing the total teacher salaries by total teacher FTE and the group average percentages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.
Average years' experience	ADE October 2010 data on certified teacher FTE for fiscal year 2011. The number of years of experience included the actual number of years of experience for each certified teacher, instead of capping teachers with more than 15 years of experience at 15. The district- and state-level years of experience were calculated by weighting each number of years of experience by the total FTE for that number of years. The group average percentages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.
Percent of teachers in first 3 years	ADE October 2010 data on certified teacher FTE for fiscal year 2011. The district- and state-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The group average percentages were calculated by adding individual districts' percentage of teachers in their first 3 years and dividing by the number of districts in each peer group.
Proposition 301	Auditor General staff analysis of district-reported CSF Narrative results. Two districts did not submit CSF information required by A.R.S. §15-977(J), and auditors were unable to obtain the information from the districts.

# Appendix B

This appendix lists the 208 districts organized into efficiency peer groups and student achievement peer groups. Table 2 (see pages b-1 through b-4) shows districts organized into efficiency peer groups based on district size, type, and location. Within each efficiency peer group, the districts are listed in order of their fiscal year 2011 classroom dollar percentages. Table 2 also shows the classroom dollar percentages of the State's ten accommodation school districts listed separately. Table 3 (see pages b-5 through b-10) shows districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of their district-wide passing rates on the Spring 2011 Arizona's Instrument to Measure Standards (AIMS).

**Table 2: Districts Grouped by Efficiency Peer Group and Ranked by Classroom Dollar Percentage Fiscal Year 2011**

Peer Group		District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Number	Description				
1	Very large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>57.3%</b>		
		Chandler USD	60.6%	Mesa USD	57.6%
		Gilbert USD	59.9%	Peoria USD	57.2%
		Deer Valley USD	59.6%	Phoenix UHSD	56.2%
		Paradise Valley USD	58.8%	Dysart USD	55.3%
		Scottsdale USD	57.7%	Tucson USD	50.4%
2	Large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>55.5%</b>		
		Vail USD	57.6%	Amphitheater USD	56.3%
		Tolleson UHSD	57.3%	Marana USD	56.1%
		Flagstaff USD	57.0%	Higley USD	54.2%
		Glendale UHSD	56.5%	Yuma UHSD	51.9%
		Tempe UHSD	56.4%	Sunnyside USD	51.5%
3	Medium-large and medium unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>54.2%</b>		
		Prescott USD	58.3%	Fountain Hills USD	54.3%
		Tanque Verde USD	57.5%	Buckeye UHSD	53.5%
		Humboldt USD	56.3%	Flowing Wells USD	53.2%
		Queen Creek USD	56.3%	Agua Fria UHSD	53.1%
		Apache Junction USD	55.1%	Catalina Foothills USD	53.1%
		Cave Creek USD	54.9%	Casa Grande UHSD	45.2%

Table 2 (Cont'd)

Peer Group		District Name	Classroom Dollar	District Name	Classroom Dollar
Number	Description		Percentage		Percentage
4	Medium-large unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>52.9%</b>		
		Safford USD	62.8%	Kingman USD	53.1%
		Snowflake USD	59.0%	Winslow USD	52.5%
		Sahuarita USD	57.7%	Nogales USD	51.7%
		Lake Havasu USD	56.5%	J. O. Combs USD	51.2%
		Blue Ridge USD	56.0%	Coolidge USD	50.2%
		Colorado River UHSD	56.0%	Maricopa USD	49.6%
		Payson USD	55.4%	Chino Valley USD	49.4%
		Santa Cruz Valley USD	54.5%	Page USD	49.1%
		Show Low USD	54.3%	Chinle USD	47.5%
		Florence USD	54.0%	Window Rock USD	47.4%
		Douglas USD	53.8%	Kayenta USD	41.6%
		Sierra Vista USD	53.6%		
		5	Medium unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>49.8%</b>
Pima USD	59.0%			Parker USD	50.5%
Thatcher USD	58.8%			Whiteriver USD	48.3%
Morenci USD	57.7%			Bisbee USD	47.9%
Miami USD	55.4%			Sanders USD	46.5%
Mingus UHSD	55.0%			Tombstone USD	46.5%
Holbrook USD	54.8%			Indian Oasis-Baboquivari USD	46.0%
Sedona-Oak Creek Joint USD	54.4%			Nadaburg USD	45.6%
Williams USD	54.1%			San Carlos USD	45.5%
Willcox USD	53.6%			Globe USD	45.1%
Round Valley USD	53.5%			Saddle Mountain USD	44.5%
Camp Verde USD	53.4%			Ganado USD	42.4%
Mammoth-San Manuel USD	53.4%			Tuba City USD	41.1%
Benson USD	52.4%			Red Mesa USD	40.6%
Wickenburg USD	51.6%			Pinon USD	36.5%
St. Johns USD	51.3%				
6	Small unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>49.4%</b>		
		St. David USD	57.4%	Colorado City USD	49.2%
		Ajo USD	55.6%	Joseph City USD	48.1%
		Littlefield USD	53.8%	Mayer USD	47.7%
		Duncan USD	52.8%	Gila Bend USD	47.2%
		Bagdad USD	52.6%	Ash Fork Joint USD	47.1%
		Fredonia-Moccasin USD	52.6%	Grand Canyon USD	46.7%
		Superior USD	52.2%	Hayden-Winkelman USD	45.7%
		Ray USD	52.1%	Ft. Thomas USD	45.5%
		Heber-Overgaard USD	50.8%	Santa Cruz Valley UHSD	41.7%
		Antelope UHSD	50.7%	Cedar USD	39.2%
7	Very small unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>44.5%</b>		
		San Simon USD	53.1%	Bicentennial UHSD	41.5%
		Seligman USD	53.0%	Peach Springs USD	41.2%
		Bowie USD	52.1%	Patagonia UHSD	40.1%
		Valley UHSD	46.0%	Clifton USD	28.8%
8	Very large and large elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>55.3%</b>		
		Kyrene ESD	61.8%	Pendergast ESD	55.5%
		Cartwright ESD	58.9%	Glendale ESD	54.8%
		Litchfield ESD	58.4%	Tempe ESD	53.6%
		Washington ESD	55.9%	Yuma ESD	50.1%
		Alhambra ESD	55.5%	Roosevelt ESD	48.6%

Table 2 (Cont'd)

Peer Group		District Name	Classroom Dollar	District Name	Classroom Dollar
Number	Description		Percentage		Percentage
9	Medium-large and medium elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>52.2%</b>		
		Liberty ESD	57.7%	Wilson ESD	51.4%
		Littleton ESD	57.2%	Madison ESD	51.1%
		Buckeye ESD	56.6%	Creighton ESD	50.9%
		Tolleson ESD	56.5%	Union ESD	50.4%
		Fowler ESD	55.6%	Isaac ESD	49.5%
		Avondale ESD	55.2%	Balsz ESD	49.3%
		Crane ESD	52.8%	Phoenix ESD	49.1%
		Casa Grande ESD	51.8%	Murphy ESD	47.7%
		Laveen ESD	51.7%	Osborn ESD	44.3%
10	Medium-large and medium elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>49.2%</b>		
		Bullhead City ESD	56.6%	Eloy ESD	47.9%
		Mohave Valley ESD	52.9%	Cottonwood-Oak Creek ESD	47.8%
		Palominas ESD	51.5%	Somerton ESD	47.1%
		Gadsden ESD	51.1%	Riverside ESD	46.0%
		Toltec ESD	49.9%	Altar Valley ESD	41.7%
11	Small elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>53.0%</b>		
		Continental ESD	58.2%	Santa Cruz ESD	52.1%
		Naco ESD	57.2%	Picacho ESD	51.8%
		Clarkdale-Jerome ESD	57.0%	Sacaton ESD	49.8%
		Beaver Creek ESD	56.6%	Red Rock ESD	49.1%
		Wellton ESD	56.4%	Oracle ESD	48.2%
		Palo Verde ESD	53.7%	Quartzsite ESD	46.4%
12	Very small elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>52.2%</b>		
		Blue ESD	76.5%	Maine Consolidated ESD	52.3%
		Crown King ESD	69.0%	Tonto Basin ESD	52.2%
		Double Adobe ESD	65.0%	Skull Valley ESD	51.8%
		Aguila ESD	64.5%	Elfrida ESD	51.7%
		Pomerene ESD	62.9%	Morristown ESD	51.7%
		Valentine ESD	60.1%	Congress ESD	50.1%
		Sonoita ESD	59.7%	Yucca ESD	50.1%
		Alpine ESD	58.2%	Salome Consolidated ESD	49.5%
		Hillside ESD	58.2%	Sentinel ESD	49.4%
		Cochise ESD	57.4%	Pine Strawberry ESD	49.2%
		Bonita ESD	56.4%	Wenden ESD	48.5%
		Topock ESD	55.6%	Paloma ESD	48.4%
		Patagonia ESD	54.8%	McNeal ESD	46.9%
		Hyder ESD	54.1%	Mohawk Valley ESD	45.1%
		Pearce ESD	54.1%	San Fernando ESD	43.9%
		Solomon ESD	54.1%	Vernon ESD	43.6%
		Young ESD	54.1%	Concho ESD	42.6%
		Canon ESD	53.3%	Bouse ESD	42.2%
		McNary ESD	53.2%	Owens-Whitney ESD	39.5%
		Yarnell ESD	53.2%	Ash Creek ESD	37.9%
Kirkland ESD	52.9%	Mobile ESD	36.0%		
Apache ESD	52.4%	Hackberry ESD	34.2%		

Table 2 (Concl'd)

Peer Group		Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Description	District Name			
Accommodation districts	<b>Group average</b>	<b>45.0%</b>		
	Pima ASD	66.1%	Gila County Regional SD	41.5%
	Ft. Huachuca ASD	58.1%	Graham County Special Services	39.0%
	Maricopa County Regional SD	51.2%	Navajo County ASD	38.3%
	Mary C. O'Brien ASD	43.4%	Coconino County Regional ASD	35.0%
	Yavapai ASD	42.4%	Santa Cruz County Regional SD	34.5%

Source: Auditor General staff analysis of fiscal year 2011 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

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Table 3: Districts Grouped by Student Achievement Peer Group and Ranked by Percentage of Students Passing AIMS Fiscal Year 2011

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
1	Unified school districts with poverty rates below 11 percent in cities and suburbs	<b>Peer group average</b>	<b>79%</b>	<b>91%</b>	<b>78%</b>
		Catalina Foothills USD	84%	95%	86%
		Tanque Verde USD	82%	93%	83%
		Vail USD	85%	92%	77%
		Cave Creek USD	80%	92%	79%
		Queen Creek USD	74%	88%	77%
		Higley USD	75%	89%	73%
		Gilbert USD	74%	87%	75%
2	Unified school districts with poverty rates between 11 and 16 percent in cities and suburbs	<b>Peer group average</b>	<b>71%</b>	<b>85%</b>	<b>69%</b>
		Scottsdale USD	77%	89%	74%
		Chandler USD	75%	85%	74%
		Deer Valley USD	72%	87%	71%
		Fountain Hills USD	65%	86%	73%
		Paradise Valley USD	70%	85%	69%
		Peoria USD	70%	84%	65%
		Marana USD	68%	85%	66%
Dysart USD	68%	80%	62%		
3	Unified school districts with poverty rates between 18 and 24 percent in cities and suburbs	<b>Peer group average</b>	<b>63%</b>	<b>80%</b>	<b>62%</b>
		Prescott USD	74%	88%	73%
		Humboldt USD	69%	86%	68%
		Amphitheater USD	65%	82%	67%
		Mesa USD	67%	80%	60%
		Apache Junction USD	61%	78%	63%
		Flagstaff USD	58%	75%	57%
Tucson USD	47%	70%	48%		
4	Unified school districts with poverty rates below 13 percent in towns and rural areas	<b>Peer group average</b>	<b>52%</b>	<b>75%</b>	<b>52%</b>
		Sahuarita USD	66%	84%	63%
		Pima USD	58%	80%	57%
		J. O. Combs USD	57%	78%	56%
		Maricopa USD	56%	75%	52%
		Florence USD	54%	72%	54%
		Duncan USD	45%	66%	46%
Seligman USD	30%	68%	33%		
5	Unified school districts with poverty rates between 13 and 19 percent in towns and rural areas	<b>Peer group average</b>	<b>53%</b>	<b>76%</b>	<b>51%</b>
		San Simon USD	70%	88%	69%
		Benson USD	66%	85%	60%
		Sierra Vista USD	63%	82%	63%
		Morenci USD	62%	82%	53%
		Nadaburg USD	50%	69%	50%
		Bagdad USD	43%	77%	46%
		Grand Canyon USD	47%	68%	45%
		Clifton USD	49%	73%	37%
		Saddle Mountain USD	46%	65%	46%
Coolidge USD	38%	65%	40%		

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
6	Unified school districts with poverty rates between 19 and 27 percent in towns and rural areas	<b>Peer group average</b>	<b>58%</b>	<b>77%</b>	<b>55%</b>
		Lake Havasu USD	75%	88%	72%
		Thatcher USD	72%	91%	75%
		Sedona-Oak Creek Joint USD	59%	83%	68%
		Snowflake USD	66%	81%	63%
		Joseph City USD	64%	81%	64%
		St. David USD	64%	80%	60%
		Payson USD	62%	83%	63%
		Show Low USD	64%	83%	58%
		St. Johns USD	63%	81%	55%
		Wickenburg USD	64%	79%	54%
		Blue Ridge USD	64%	76%	61%
		Safford USD	62%	78%	57%
		Chino Valley USD	61%	78%	57%
		Tombstone USD	51%	80%	55%
		Round Valley USD	56%	76%	54%
		Winslow USD	54%	76%	50%
		Kingman USD	53%	74%	49%
		Williams USD	51%	69%	54%
		Globe USD	46%	71%	42%
Superior USD	42%	71%	38%		
Willcox USD	45%	61%	33%		
Fredonia-Moccasin USD	38%	63%	34%		
7	Unified school districts with poverty rates between 28 and 36 percent in towns and rural areas	<b>Peer group average</b>	<b>47%</b>	<b>69%</b>	<b>44%</b>
		Heber-Overgaard USD	64%	81%	66%
		Colorado City USD	69%	82%	46%
		Flowing Wells USD <sup>1</sup>	65%	78%	59%
		Mammoth-San Manuel USD	57%	82%	56%
		Santa Cruz Valley USD	58%	76%	50%
		Holbrook USD	52%	72%	50%
		Ray USD	57%	72%	45%
		Mayer USD	49%	72%	45%
		Miami USD	47%	71%	43%
		Page USD	49%	63%	42%
		Ash Fork Joint USD	45%	70%	45%
		Littlefield USD	43%	64%	40%
		Red Mesa USD	34%	54%	37%
		Tuba City USD	29%	53%	33%
		Bowie USD	13%	63%	25%
Gila Bend USD	24%	50%	26%		

<sup>1</sup> Although an urban district, Flowing Wells USD was included in group 7 due to its high poverty rate.

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
8	Unified school districts with poverty rates greater than 36 percent in towns and rural areas	<b>Peer group average</b>	<b>35%</b>	<b>56%</b>	<b>33%</b>
		Nogales USD	65%	80%	60%
		Camp Verde USD	54%	75%	47%
		Parker USD	47%	69%	45%
		Sunnyside USD <sup>2</sup>	49%	68%	44%
		Bisbee USD	42%	72%	49%
		Douglas USD	45%	63%	46%
		Ganado USD	43%	65%	40%
		Kayenta USD	35%	58%	40%
		Hayden-Winkelman USD	35%	59%	35%
		Ajo USD	34%	60%	28%
		Sanders USD	33%	50%	26%
		Whiteriver USD	30%	52%	28%
		Chinle USD	28%	54%	33%
		Window Rock USD	29%	52%	31%
		Pinon USD	30%	49%	22%
		Ft. Thomas USD	28%	47%	29%
Cedar USD	27%	42%	19%		
Indian Oasis-Baboquivari USD	17%	42%	22%		
Peach Springs USD	24%	36%	16%		
San Carlos USD	9%	24%	12%		
9	Union high school districts with poverty rates less than 20 percent in cities and suburbs	<b>Peer group average</b>	<b>64%</b>	<b>80%</b>	<b>71%</b>
		Tempe UHSD	73%	86%	79%
		Agua Fria UHSD	66%	83%	74%
		Buckeye UHSD	65%	78%	66%
10	Union high school districts with poverty rates greater than 24 percent in cities and suburbs	<b>Peer group average</b>	<b>53%</b>	<b>70%</b>	<b>59%</b>
		Glendale UHSD	65%	77%	72%
		Casa Grande UHSD	49%	74%	60%
		Yuma UHSD	52%	62%	53%
11	Union high school districts with poverty rates less than 20 percent in towns and rural areas	<b>Peer group average</b>	<b>55%</b>	<b>82%</b>	<b>66%</b>
		Patagonia UHSD	67%	100%	82%
		Mingus UHSD	61%	79%	66%
		Antelope UHSD	38%	68%	49%
12	Union high school districts with poverty rates greater than 26 percent in towns and rural areas	<b>Peer group average</b>	<b>41%</b>	<b>68%</b>	<b>53%</b>
		Valley UHSD	63%	76%	77%
		Colorado River UHSD	40%	73%	53%
		Bicentennial UHSD	30%	66%	36%
13	Elementary school districts with poverty rates less than 18 percent in cities and suburbs	<b>Peer group average</b>	<b>62%</b>	<b>78%</b>	<b>55%</b>
		Kyrene ESD	77%	89%	73%
		Litchfield ESD	72%	85%	66%
		Liberty ESD	59%	77%	55%
		Buckeye ESD	53%	71%	42%
Union ESD	51%	66%	40%		

<sup>2</sup> Although an urban district, Sunnyside USD was included in group 8 due to its high poverty rate.

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
14	Elementary school districts with poverty rates between 19 and 23 percent in cities and suburbs	<b>Peer group average</b>	<b>59%</b>	<b>74%</b>	<b>48%</b>
		Madison ESD	70%	84%	64%
		Pendergast ESD	58%	74%	48%
		Casa Grande ESD	62%	75%	43%
		Laveen ESD	60%	71%	47%
		Avondale ESD	55%	72%	46%
		Littleton ESD	51%	68%	40%
15	Elementary school districts with poverty rates between 27 and 37 percent in cities and suburbs	<b>Peer group average</b>	<b>53%</b>	<b>69%</b>	<b>43%</b>
		Crane ESD	61%	75%	54%
		Tempe ESD	57%	76%	52%
		Washington ESD	52%	71%	47%
		Tolleson ESD	55%	72%	41%
		Fowler ESD	54%	68%	43%
		Yuma ESD	53%	70%	40%
		Cartwright ESD	54%	67%	37%
		Glendale ESD	48%	64%	39%
		Roosevelt ESD	41%	60%	36%
16	Elementary school districts with poverty rates greater than 41 percent in cities and suburbs	<b>Peer group average</b>	<b>52%</b>	<b>67%</b>	<b>38%</b>
		Wilson ESD	58%	72%	45%
		Alhambra ESD	56%	70%	39%
		Osborn ESD	55%	67%	41%
		Creighton ESD	51%	68%	43%
		Isaac ESD	50%	64%	38%
		Phoenix ESD	45%	65%	37%
		Murphy ESD	48%	66%	30%
		Balsz ESD	51%	61%	31%
17	Elementary school districts with poverty rates less than 17 percent in towns and rural areas	<b>Peer group average</b>	<b>59%</b>	<b>75%</b>	<b>50%</b>
		Maine Consolidated ESD	75%	90%	55%
		Pomerene ESD	67%	89%	63%
		Continental ESD	66%	83%	60%
		Red Rock ESD	61%	77%	61%
		Skull Valley ESD	56%	75%	50%
		Morristown ESD	56%	71%	50%
		San Fernando ESD	35%	41%	11%
		Blue ESD <sup>3</sup>	-	-	-
18	Elementary school districts with poverty rates between 18 and 21 percent in towns and rural areas	<b>Peer group average</b>	<b>60%</b>	<b>75%</b>	<b>51%</b>
		Congress ESD	86%	87%	83%
		Clarkdale-Jerome ESD	76%	87%	58%
		Bonita ESD	62%	80%	59%
		Mobile ESD	67%	83%	50%
		Pine Strawberry ESD	59%	83%	56%
		Oracle ESD	57%	76%	48%
		Beaver Creek ESD	53%	71%	39%
		Picacho ESD	50%	59%	44%
		Toltec ESD	45%	67%	37%
		Wellton ESD	41%	61%	34%
Crown King ESD <sup>3</sup>	-	-	-		

<sup>3</sup> Information is not shown because the district had ten or fewer students.

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
19	Elementary school districts with poverty rates between 21 and 26 percent in towns and rural areas	<b>Peer group average</b>	<b>59%</b>	<b>77%</b>	<b>48%</b>
		Alpine ESD	98%	100%	80%
		Sonoita ESD	78%	95%	65%
		Sentinel ESD	82%	82%	50%
		Palo Verde ESD	68%	76%	64%
		Hillside ESD	50%	95%	57%
		Elfrida ESD	53%	76%	53%
		Mohave Valley ESD	54%	74%	48%
		Young ESD	56%	83%	29%
		Stanfield ESD	54%	65%	43%
		McNeal ESD	49%	74%	33%
		Valentine ESD	47%	59%	43%
		Quartzsite ESD	50%	65%	31%
		Riverside ESD	43%	66%	35%
		Double Adobe ESD	44%	61%	N/A
	Apache ESD <sup>3</sup>	-	-	-	
20	Elementary school districts with poverty rates between 27 and 34 percent in towns and rural areas	<b>Peer group average</b>	<b>57%</b>	<b>75%</b>	<b>42%</b>
		Vernon ESD	68%	89%	64%
		Palominas ESD	65%	86%	62%
		Solomon ESD	71%	88%	46%
		Owens-Whitney ESD	72%	89%	40%
		Mohawk Valley ESD	61%	77%	62%
		Concho ESD	60%	81%	49%
		Cottonwood-Oak Creek ESD	56%	78%	53%
		Yarnell ESD	63%	79%	43%
		Aguila ESD	71%	81%	26%
		Pearce ESD	56%	78%	43%
		Hyder ESD	64%	59%	34%
		Eloy ESD	42%	62%	32%
		Naco ESD	20%	47%	25%
		Sacaton ESD	28%	50%	11%
21	Elementary school districts with poverty rates between 35 and 42 percent in towns and rural areas	<b>Peer group average</b>	<b>54%</b>	<b>70%</b>	<b>50%</b>
		Cochise ESD	79%	89%	70%
		Santa Cruz ESD	63%	81%	75%
		Yucca ESD	75%	75%	67%
		Bouse ESD	65%	88%	43%
		Topock ESD	55%	76%	48%
		Patagonia ESD	43%	64%	61%
		Somerton ESD	52%	67%	48%
		Salome Consolidated ESD	45%	71%	46%
		Kirkland ESD	44%	74%	39%
		Altar Valley ESD	53%	66%	33%
		Gadsden ESD	48%	59%	43%
		McNary ESD	43%	59%	36%
		Wenden ESD	22%	46%	44%
		Hackberry ESD	64%	64%	N/A

<sup>3</sup> Information is not shown because the district had 10 or fewer students.

Table 3 (Concl'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
22	Elementary school districts with poverty rates greater than 46 percent in towns and rural areas	<b>Peer group average</b>	<b>49%</b>	<b>70%</b>	<b>43%</b>
		Tonto Basin ESD	64%	78%	53%
		Arlington ESD	58%	78%	41%
		Bullhead City ESD	56%	73%	45%
		Canon ESD	61%	73%	40%
		Paloma ESD	39%	52%	36%
		Ash Creek ESD	14%	67%	42%

Source: Auditor General staff analysis of fiscal year 2011 Arizona Department of Education student membership data and Arizona's Instrument for Measuring Standards (AIMS) data and fiscal year 2010 U.S. Census Bureau poverty rates and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

# Appendix C

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## Definition of the classroom dollar percentage

The definition of classroom dollars used in this report is based on the same definition developed by the U.S. Department of Education's National Center for Education Statistics for "instruction." The classroom dollar percentage is the amount spent for classroom purposes divided by the total amount spent for day-to-day operations, or total current expenditures. The calculation excludes monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of preschool through grade-12 education, such as adult education and community services. Total current expenditures include classroom and nonclassroom expenses as shown below:

### Classroom dollars

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, instructional software, films, etc.
- **Activities**—Field trips, athletics, and cocurricular activities such as choir and band.
- **Tuition**—Paid to out-of-state and private institutions.

### Nonclassroom dollars

- **Administration**—Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.
- **Instruction support services**—Salaries and benefits of curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff and other costs related to assisting instructional staff in the delivery of instruction. ♦

## Scope

All of the State's 239 school districts were included in calculating the state-wide classroom dollar percentage. However, some districts were excluded from further analysis:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all their students to other districts and, therefore, do not have classroom expenditures.
- When analyzing state-wide trends in the efficiency of district operations, very small districts (serving fewer than 200 students), accommodation districts, and joint technical education districts were also excluded. These districts are unique in operation and have wide ranges of operational costs, and would, thereby, distort the analysis of factors generally affecting other district types.
- Only 225 districts received Classroom Site Fund (CSF) monies for fiscal year 2011. The 14 districts not receiving fiscal year 2011 Proposition 301 monies included the 8 transporting districts and 6 of the 13 joint technical education districts.

## Methodology

To analyze the most current expenditure and budget data available for Arizona's districts, auditors obtained fiscal year 2011 district Annual Financial Reports (AFRs) and budgets from the Arizona Department of Education. In addition, all of the State's 239 school districts provided auditors with fiscal year 2011 accounting data. However, only 223 of the 225 districts that received CSF monies submitted summaries of their CSF expenditures and program results, and auditors were unable to obtain the information for the two districts that did not submit information. The information used to prepare this report was not audited; however, it was subject to certain quality control procedures to help ensure its reasonableness. For example, instead of auditing the AFRs, budgets, and accounting data to the underlying district records, auditors performed analytical procedures using the financial data and CSF Narratives and interviewed school district officials about significant anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and analyzing performance measures.

Other information related to the analysis was obtained from the Arizona Department of Education, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board, such as square footage and number of schools. In addition, auditors obtained national financial data from the National Center for Education Statistics, and district-level poverty rates and location relative to population centers from the U.S. Census Bureau.

To compare the school districts' efficiency and effectiveness, auditors developed two types of district peer groups. First, to compare performance measures related to costs, auditors developed operational peer groups using district size, type, and location. The six size categories are defined in Appendix A (see page a-1). Auditors grouped high school districts with unified districts because both districts serve high school students. The U.S. Census Bureau classifies districts by distance and population density into four main categories: city, suburban area, town,

and rural area. Auditors grouped together districts located in city and suburban areas and then also grouped together districts located in town and rural areas. On the left-hand side of this report's district pages, auditors compared each district's expenditures and operational performance measures to those of its efficiency peer group averages. Table 2 in Appendix B lists districts within each efficiency peer group (see pages b-1 through b-4). Second, to compare districts' academic indicators, auditors developed student achievement peer groups using poverty rates, district type, and location. Poverty rate was considered because it appears to be strongly related to student achievement. On the right-hand side of the district pages, auditors compared each district's academic indicators, such as the percentage of students who passed Arizona's Instrument to Measure Standards (AIMS), attendance rate, and graduation rate, to the averages of its student achievement peer group. Table 3 in Appendix B lists districts within each student achievement peer group (see pages b-5 through b-10).

