

Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 8

Legislative district(s): 4, 13, 19 and 29

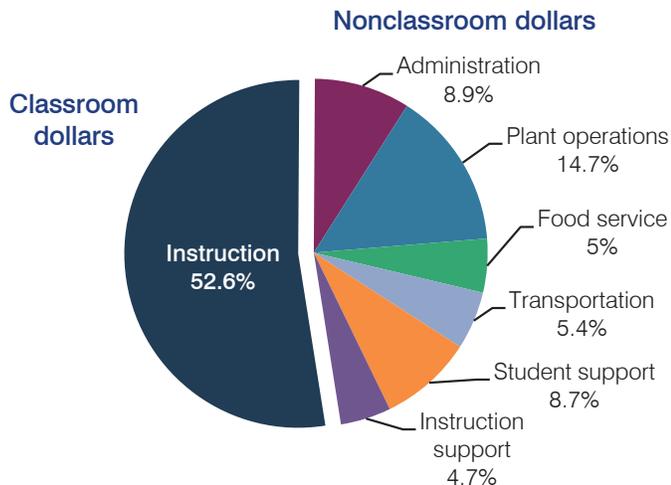
District size, location: Medium-Large, Suburb

Students attending: 6,842

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 52.6 percent. Spending on administration decreased and spending on plant operations and instruction support increased. Spending on student support increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$603	\$744	\$746
	Students per administrator	60	68	67
Plant operations	Cost per square foot	\$7.22	\$5.74	\$6.03
	Square footage per student	137	163	153
Food service	Cost per meal equivalent	\$2.70	\$2.84	\$2.58
Transportation	Cost per mile	\$3.73	\$3.54	\$3.55
	Cost per rider	\$1,197	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,748	\$6,753	\$7,062	\$7,496	\$10,658
Classroom dollars	3,501	3,551	3,779	4,031	6,520
Nonclassroom dollars:	3,247	3,202	3,283	3,465	4,138
Administration	619	603	744	746	1,138
Plant operations	1,009	993	929	924	1,015
Food service	341	338	329	396	412
Transportation	375	365	430	369	452
Student support	578	587	543	582	593
Instruction support	325	316	308	448	528

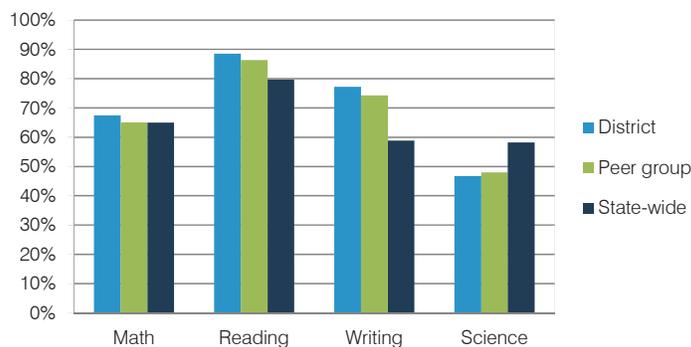
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	82%	85%	77%
Poverty rate (2012)	15%	18%	25%
Students per teacher	21.8	21.4	18.3
Average teacher salary	\$47,489	\$46,473	\$45,264
Amount from Proposition 301	\$4,817	\$4,933	\$3,784
Average years of teacher experience	8.1	9.5	10.9
Percentage of teachers in first 3 years	28%	21%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Aguila Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

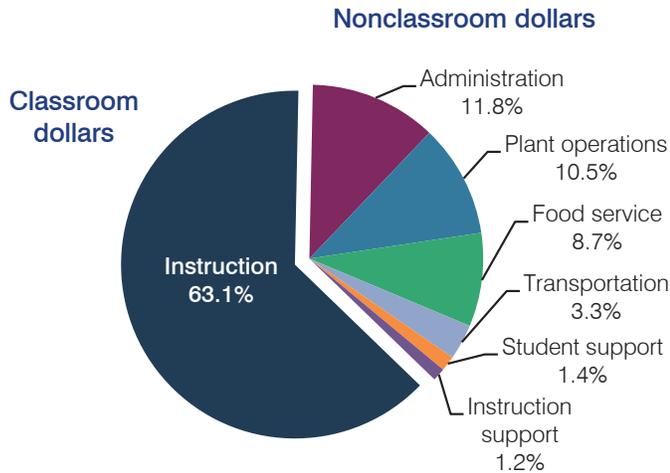
148

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, increasing overall from 57.4 to 63.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service increased and spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,069	\$2,572	\$746
	Students per administrator	39	30	67
Plant operations	Cost per square foot	\$4.39	\$6.59	\$6.03
	Square footage per student	215	343	153
Food service	Cost per meal equivalent	\$2.89	\$4.93	\$2.58
Transportation	Cost per mile	\$0.89	\$1.64	\$3.55
	Cost per rider	\$635	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,622	\$9,012	\$15,203	\$7,496	\$10,658
Classroom dollars	6,804	5,687	7,647	4,031	6,520
Nonclassroom dollars:	4,818	3,325	7,556	3,465	4,138
Administration	1,056	1,069	2,572	746	1,138
Plant operations	2,300	945	2,148	924	1,015
Food service	638	782	851	396	412
Transportation	308	297	1,056	369	452
Student support	108	126	548	582	593
Instruction support	408	106	381	448	528

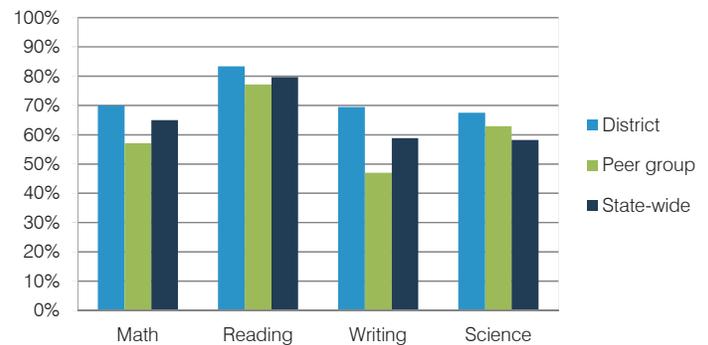
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	14.8	12.4	18.3
Average teacher salary	\$37,815	\$45,242	\$45,264
Amount from Proposition 301	\$1,736	\$2,827	\$3,784
Average years of teacher experience	19.0	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

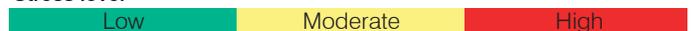
Overall financial stress level: **High**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.1%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



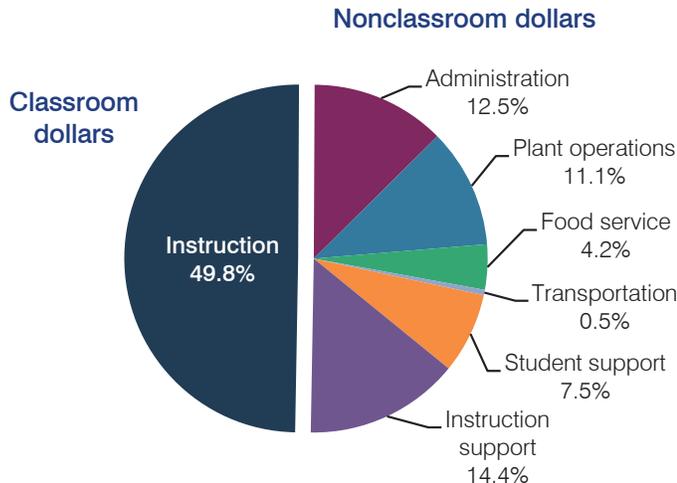
Ajo Unified School District

Pima County
 Efficiency peer groups 6 and T-9, Achievement peer group 6
 Legislative district(s): 4

District size, location: Small, town
 Students attending: 415
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 49.8 percent. Spending on plant operations decreased substantially and spending on student support and instruction support increased substantially. Overall, spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,303	\$1,571	\$746
	Students per administrator	36	43	67
Plant operations	Cost per square foot	\$4.49	\$4.94	\$6.03
	Square footage per student	258	318	153
Food service	Cost per meal equivalent	\$3.28	\$3.28	\$2.58
Transportation	Cost per mile	\$1.12	\$2.42	\$3.55
	Cost per rider	\$730	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,833	\$10,438	\$10,188	\$7,496	\$10,658
Classroom dollars	4,950	5,200	4,979	4,031	6,520
Nonclassroom dollars:	4,883	5,238	5,209	3,465	4,138
Administration	1,131	1,303	1,571	746	1,138
Plant operations	1,025	1,161	1,558	924	1,015
Food service	383	434	463	396	412
Transportation	67	53	509	369	452
Student support	918	787	647	582	593
Instruction support	1,359	1,500	461	448	528

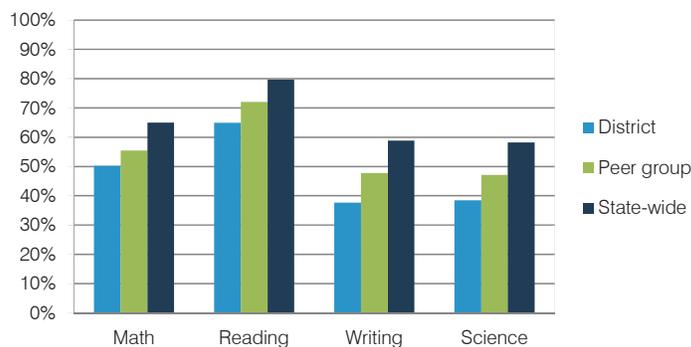
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2012)	77%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.4	15.3	18.3
Average teacher salary	\$41,253	\$43,207	\$45,264
Amount from Proposition 301	\$298	\$3,525	\$3,784
Average years of teacher experience	16.5	11.9	10.9
Percentage of teachers in first 3 years	21%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15

Legislative district(s): 29 and 30

District size, location:

Students attending:

Number of schools:

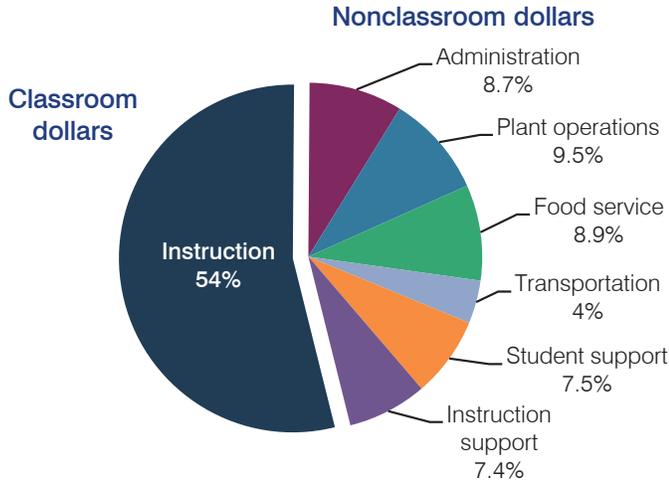
Large, City

13,454

15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 59.4 to 54 percent. Spending on administration increased substantially and spending on food service and transportation increased. Overall, spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$604	\$664	\$746
	Students per administrator	70	76	67
Plant operations	Cost per square foot	\$5.77	\$6.19	\$6.03
	Square footage per student	114	130	153
Food service	Cost per meal equivalent	\$2.95	\$2.52	\$2.58
Transportation	Cost per mile	\$6.94	\$6.28	\$3.55
	Cost per rider	\$687	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,226	\$6,983	\$7,109	\$7,496	\$10,658
Classroom dollars	4,013	3,772	3,883	4,031	6,520
Nonclassroom dollars:	3,213	3,211	3,226	3,465	4,138
Administration	608	604	664	746	1,138
Plant operations	664	660	766	924	1,015
Food service	602	624	501	396	412
Transportation	278	278	298	369	452
Student support	541	526	520	582	593
Instruction support	520	519	477	448	528

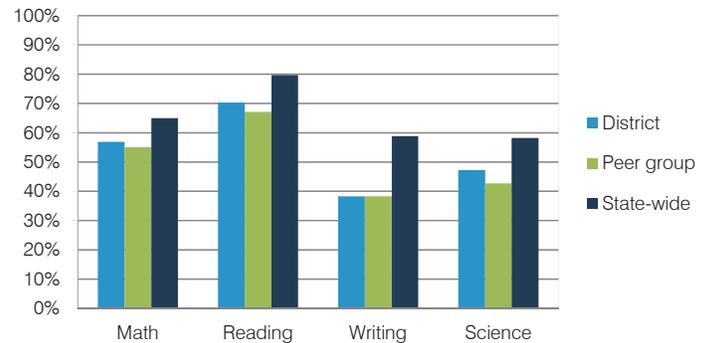
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	20%
B	2	13%
C	8	54%
D	2	13%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	45%	50%	25%
Students per teacher	24.2	18.8	18.3
Average teacher salary	\$58,525	\$46,010	\$45,264
Amount from Proposition 301	\$1,046	\$2,972	\$3,784
Average years of teacher experience	9.0	8.7	10.9
Percentage of teachers in first 3 years	24%	32%	19%

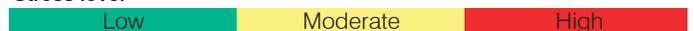
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Alpine Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

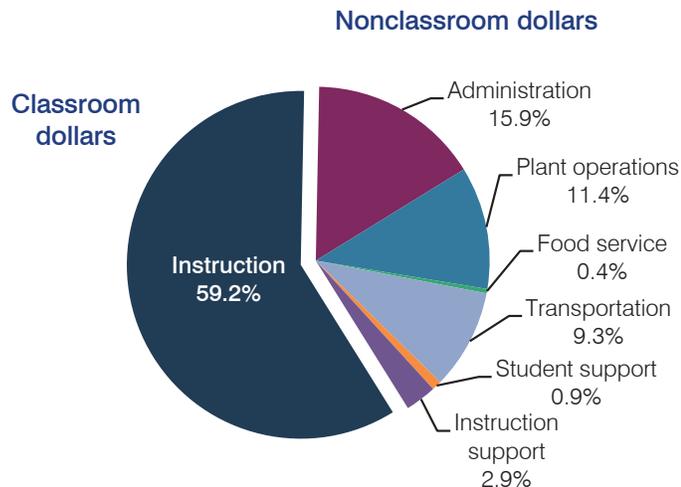
55

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 56.2 to 59.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on plant operations and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,462	\$2,572	\$746
	Students per administrator	36	30	67
Plant operations	Cost per square foot	\$6.49	\$6.59	\$6.03
	Square footage per student	272	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$0.74	\$1.64	\$3.55
	Cost per rider	\$1,313	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,357	\$15,487	\$15,203	\$7,496	\$10,658
Classroom dollars	8,309	9,165	7,647	4,031	6,520
Nonclassroom dollars:	6,048	6,322	7,556	3,465	4,138
Administration	2,199	2,462	2,572	746	1,138
Plant operations	1,699	1,768	2,148	924	1,015
Food service	63	69	851	396	412
Transportation	1,423	1,442	1,056	369	452
Student support	162	133	548	582	593
Instruction support	502	448	381	448	528

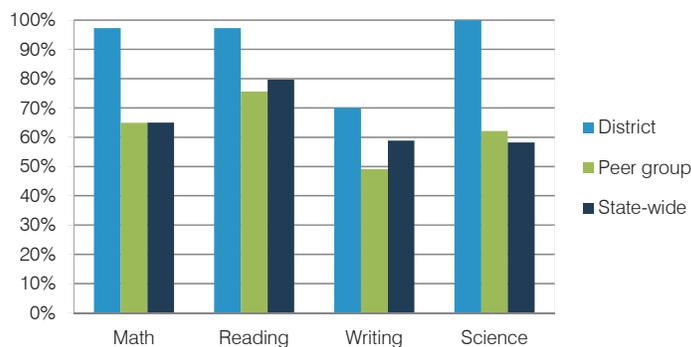
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	10.9	13.9	18.3
Average teacher salary	\$55,555	\$41,809	\$45,264
Amount from Proposition 301	\$3,750	\$3,665	\$3,784
Average years of teacher experience	16.8	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

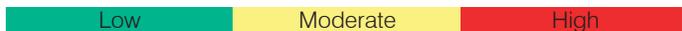
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



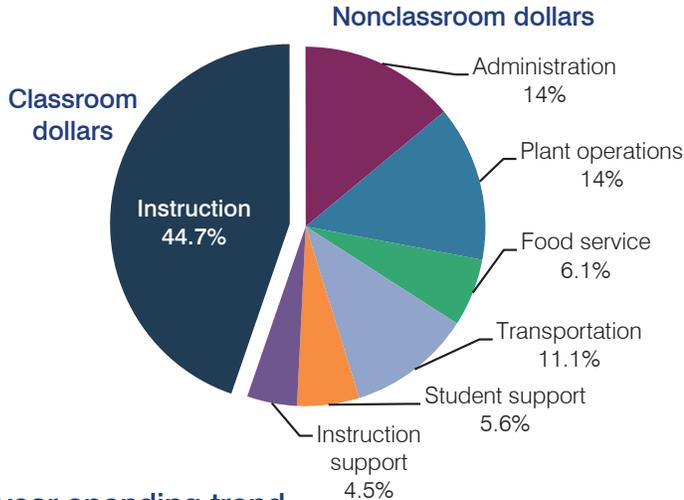
Altar Valley Elementary School District

Pima County
 Efficiency peer groups 9 and T-9, Achievement peer group 20
 Legislative district(s): 2 and 4

District size, location: Medium, Rural
 Students attending: 673
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 48 to 44.7 percent. Overall, spending on plant operations and instruction support increased and spending on administration increased slightly. Spending on transportation and student support varied year to year, while spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,311	\$883	\$746
	Students per administrator	48	65	67
Plant operations	Cost per square foot	\$9.89	\$6.31	\$6.03
	Square footage per student	133	135	153
Food service	Cost per meal equivalent	\$2.77	\$2.63	\$2.58
Transportation	Cost per mile	\$2.20	\$2.42	\$3.55
	Cost per rider	\$748	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,864	\$9,383	\$7,185	\$7,496	\$10,658
Classroom dollars	3,906	4,199	3,621	4,031	6,520
Nonclassroom dollars:	4,958	5,184	3,564	3,465	4,138
Administration	1,338	1,311	883	746	1,138
Plant operations	1,069	1,314	836	924	1,015
Food service	540	568	535	396	412
Transportation	952	1,045	431	369	452
Student support	611	522	435	582	593
Instruction support	448	424	444	448	528

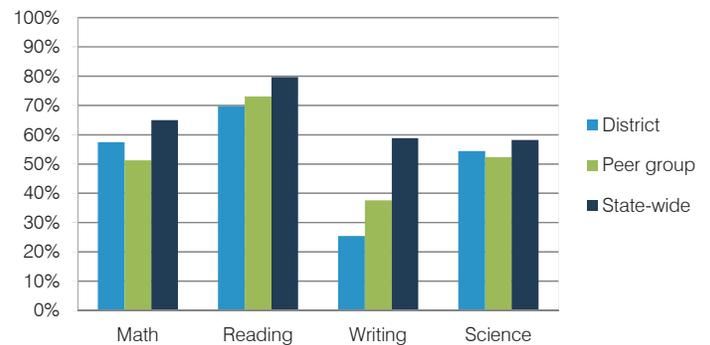
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	36%	38%	25%
Students per teacher	16.0	15.1	18.3
Average teacher salary	\$37,166	\$44,190	\$45,264
Amount from Proposition 301	\$3,172	\$3,324	\$3,784
Average years of teacher experience	7.6	11.1	10.9
Percentage of teachers in first 3 years	25%	20%	19%

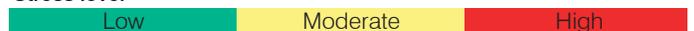
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



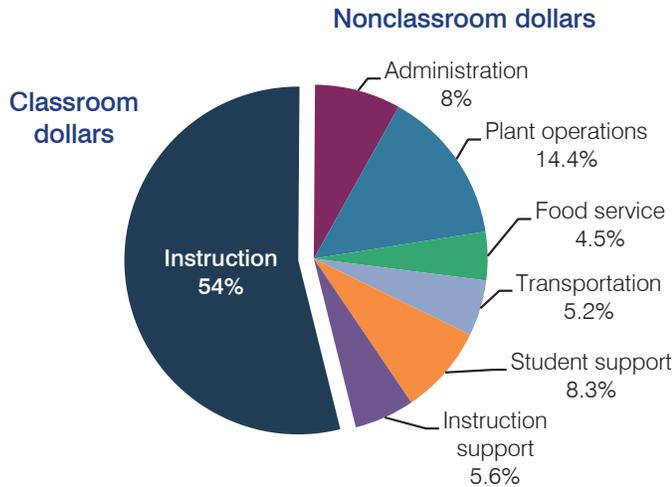
Amphitheater Unified School District

Pima County
 Efficiency peer groups 2 and T-4, Achievement peer group 3
 Legislative district(s): 3, 9, and 11

District size, location: Large, Suburb
 Students attending: 13,780
 Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 57.5 to 54 percent. Spending on plant operations increased substantially and spending on student support increased, while spending on instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$623	\$658	\$746
	Students per administrator	55	68	67
Plant operations	Cost per square foot	\$6.24	\$6.23	\$6.03
	Square footage per student	182	145	153
Food service	Cost per meal equivalent	\$2.69	\$2.58	\$2.58
Transportation	Cost per mile	\$3.29	\$3.41	\$3.55
	Cost per rider	\$1,004	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,830	\$7,839	\$7,059	\$7,496	\$10,658
Classroom dollars	4,300	4,230	3,824	4,031	6,520
Nonclassroom dollars:	3,530	3,609	3,235	3,465	4,138
Administration	637	623	658	746	1,138
Plant operations	1,125	1,134	896	924	1,015
Food service	304	355	332	396	412
Transportation	388	405	351	369	452
Student support	636	651	524	582	593
Instruction support	440	441	474	448	528

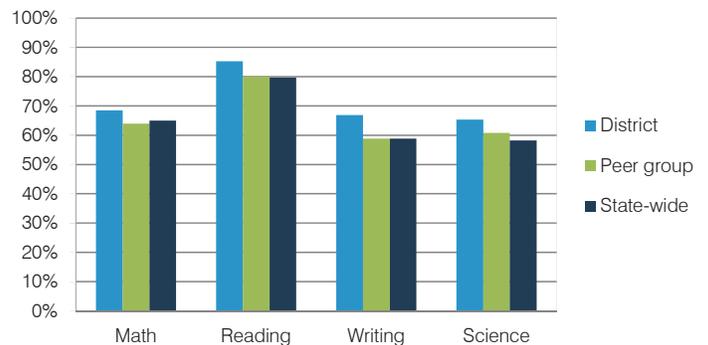
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	7	35%
B	7	35%
C	4	20%
D	1	5%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	85%	80%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	17.5	17.9	18.3
Average teacher salary	\$42,760	\$44,916	\$45,264
Amount from Proposition 301	\$4,461	\$3,845	\$3,784
Average years of teacher experience	12.5	12.0	10.9
Percentage of teachers in first 3 years	16%	18%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-10, Achievement peer group 10

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

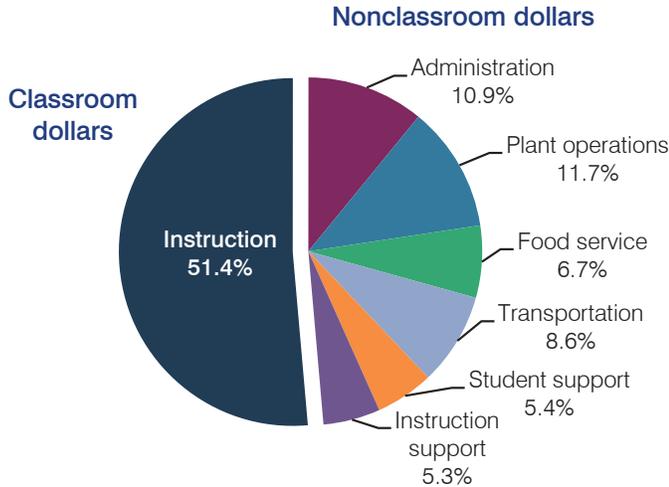
283

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 19 percent. Spending in the classroom decreased from 53.4 to 51.4 percent. Spending on administration decreased substantially and spending on student support and instruction support increased substantially. Spending on food service increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,156	\$1,571	\$746
	Students per administrator	57	43	67
Plant operations	Cost per square foot	\$3.19	\$4.94	\$6.03
	Square footage per student	386	318	153
Food service	Cost per meal equivalent	\$4.16	\$3.28	\$2.58
Transportation	Cost per mile	\$1.29	\$1.97	\$3.55
	Cost per rider	\$877	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,602	\$10,579	\$10,188	\$7,496	\$10,658
Classroom dollars	5,056	5,442	4,979	4,031	6,520
Nonclassroom dollars:	5,546	5,137	5,209	3,465	4,138
Administration	1,176	1,156	1,571	746	1,138
Plant operations	1,376	1,233	1,558	924	1,015
Food service	707	708	463	396	412
Transportation	988	905	509	369	452
Student support	538	576	647	582	593
Instruction support	761	559	461	448	528

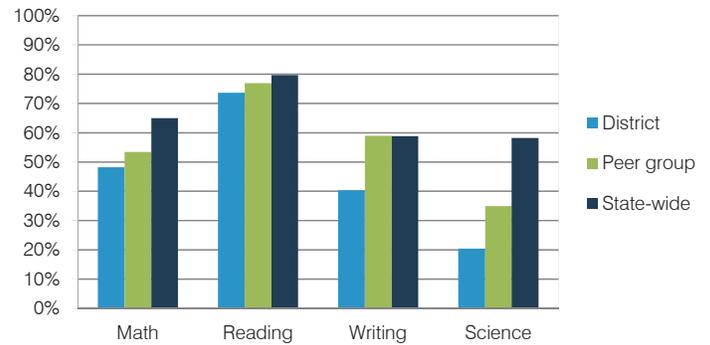
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	74%	74%	77%
Poverty rate (2012)	28%	25%	25%
Students per teacher	16.2	16.6	18.3
Average teacher salary	\$51,992	\$44,454	\$45,264
Amount from Proposition 301	\$4,970	\$5,749	\$3,784
Average years of teacher experience	13.9	11.4	10.9
Percentage of teachers in first 3 years	7%	21%	19%

Financial stress assessment

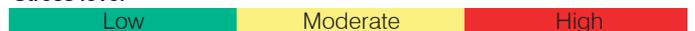
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

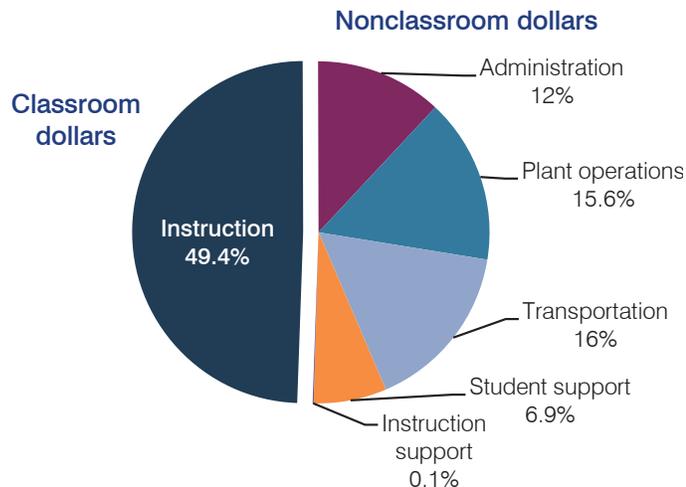
7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 58.5 to 49.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,255	\$2,572	\$746
	Students per administrator	5	30	67
Plant operations	Cost per square foot	\$17.42	\$6.59	\$6.03
	Square footage per student	243	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.68	\$1.64	\$3.55
	Cost per rider	\$3,817	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,236	\$27,043	\$15,203	\$7,496	\$10,658
Classroom dollars	9,426	13,346	7,647	4,031	6,520
Nonclassroom dollars:	8,810	13,697	7,556	3,465	4,138
Administration	1,685	3,255	2,572	746	1,138
Plant operations	2,778	4,231	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	2,964	4,312	1,056	369	452
Student support	1,333	1,862	548	582	593
Instruction support	50	37	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)

AIMS scores are not shown because the District had ten or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	24%	25%
Students per teacher	7.1	12.4	18.3
Average teacher salary	N/A	\$45,242	\$45,264
Amount from Proposition 301	N/A	\$2,827	\$3,784
Average years of teacher experience	N/A	13.6	10.9
Percentage of teachers in first 3 years	N/A	12%	19%

Financial stress assessment

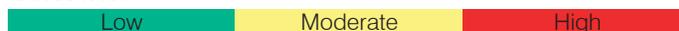
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



Apache Junction Unified School District

Pinal County

Efficiency peer groups 3 and T-3, Achievement peer group 3

Legislative district(s): 8 and 16

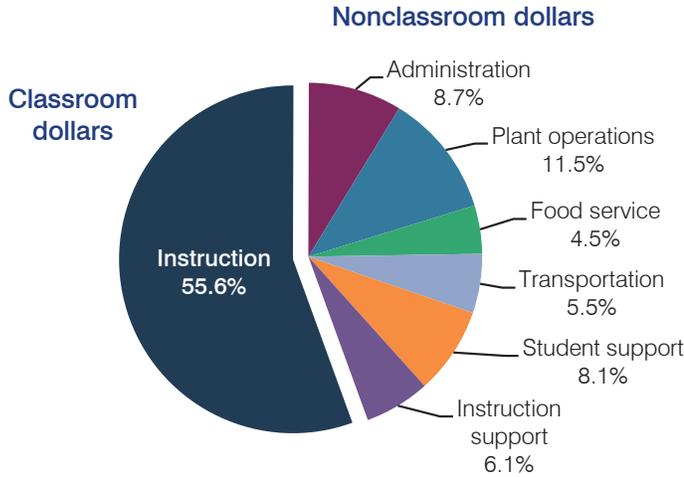
District size, location: Medium-Large, Suburb

Students attending: 4,477

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom increased overall from 54.5 to 55.6 percent. Spending on plant operations decreased and spending on transportation decreased slightly, while spending on instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$744	\$746
	Students per administrator	66	68	67
Plant operations	Cost per square foot	\$5.64	\$5.74	\$6.03
	Square footage per student	144	163	153
Food service	Cost per meal equivalent	\$2.60	\$2.84	\$2.58
Transportation	Cost per mile	\$3.08	\$4.05	\$3.55
	Cost per rider	\$761	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,166	\$7,081	\$7,062	\$7,496	\$10,658
Classroom dollars	3,913	3,936	3,779	4,031	6,520
Nonclassroom dollars:	3,253	3,145	3,283	3,465	4,138
Administration	639	616	744	746	1,138
Plant operations	823	815	929	924	1,015
Food service	335	322	329	396	412
Transportation	435	388	430	369	452
Student support	587	574	543	582	593
Instruction support	434	430	308	448	528

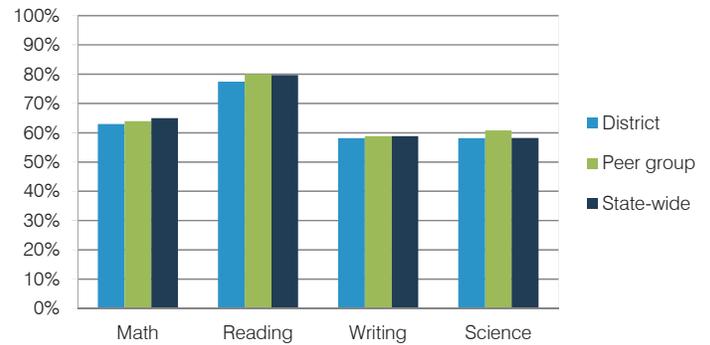
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	33%
C	4	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	78%	80%	77%
Poverty rate (2012)	25%	25%	25%
Students per teacher	18.7	17.9	18.3
Average teacher salary	\$46,745	\$44,916	\$45,264
Amount from Proposition 301	\$4,648	\$3,845	\$3,784
Average years of teacher experience	9.5	12.0	10.9
Percentage of teachers in first 3 years	27%	18%	19%

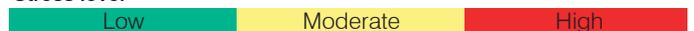
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6% Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-10, Achievement peer group 20

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

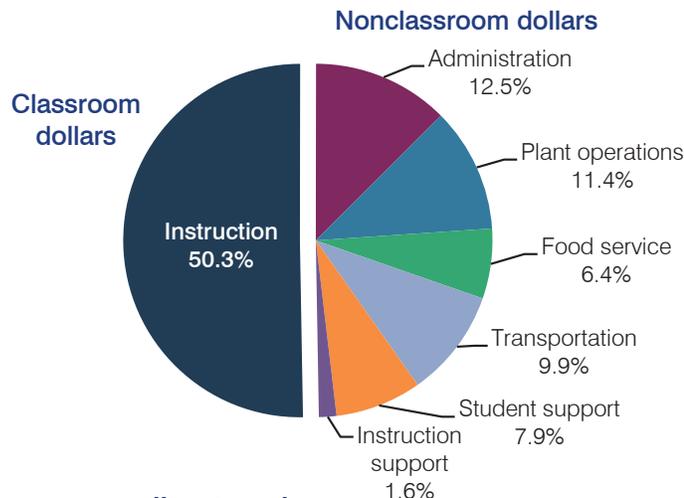
246

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 57.2 to 50.3 percent. Overall, spending on transportation and student support increased substantially and spending on instruction support increased. Spending on food service decreased slightly while spending on administration and plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,264	\$1,130	\$746
	Students per administrator	90	55	67
Plant operations	Cost per square foot	\$7.76	\$6.14	\$6.03
	Square footage per student	149	157	153
Food service	Cost per meal equivalent	\$2.80	\$2.74	\$2.58
Transportation	Cost per mile	\$2.09	\$1.97	\$3.55
	Cost per rider	\$1,070	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,633	\$10,127	\$8,518	\$7,496	\$10,658
Classroom dollars	4,777	5,093	4,624	4,031	6,520
Nonclassroom dollars:	4,856	5,034	3,894	3,465	4,138
Administration	1,091	1,264	1,130	746	1,138
Plant operations	1,238	1,154	976	924	1,015
Food service	636	651	511	396	412
Transportation	954	999	537	369	452
Student support	800	799	499	582	593
Instruction support	137	167	241	448	528

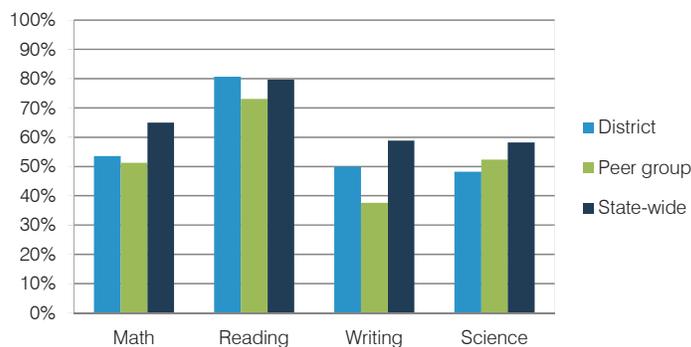
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	38%	38%	25%
Students per teacher	18.2	15.1	18.3
Average teacher salary	\$52,671	\$44,190	\$45,264
Amount from Proposition 301	\$3,267	\$3,324	\$3,784
Average years of teacher experience	8.9	11.1	10.9
Percentage of teachers in first 3 years	7%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Ash Creek Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

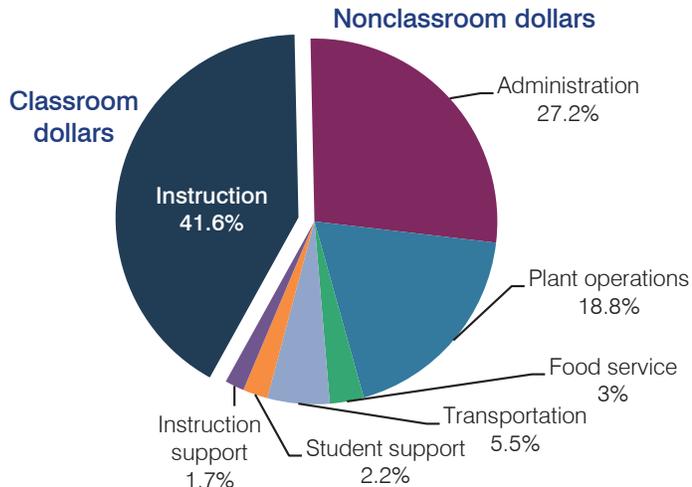
16

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 47 percent, which contributed to the 43 percent increase in total spending per pupil. Spending in the classroom varied year to year, ranging from a high of 41.6 percent to a low of 33 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,446	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$4.87	\$6.59	\$6.03
	Square footage per student	1,344	343	153
Food service	Cost per meal equivalent	\$8.59	\$4.93	\$2.58
Transportation	Cost per mile	\$1.56	\$1.64	\$3.55
	Cost per rider	\$1,907	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$25,054	\$34,743	\$15,203	\$7,496	\$10,658
Classroom dollars	10,279	14,470	7,647	4,031	6,520
Nonclassroom dollars:	14,775	20,273	7,556	3,465	4,138
Administration	7,693	9,446	2,572	746	1,138
Plant operations	3,864	6,540	2,148	924	1,015
Food service	1,093	1,056	851	396	412
Transportation	986	1,913	1,056	369	452
Student support	829	737	548	582	593
Instruction support	310	581	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)

AIMS scores are not shown because the District tested ten or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	64%	52%	25%
Students per teacher	5.3	12.4	18.3
Average teacher salary	\$45,150	\$46,086	\$45,264
Amount from Proposition 301	\$2,800	\$2,755	\$3,784
Average years of teacher experience	13.5	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

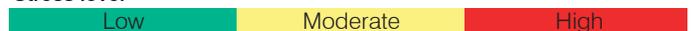
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



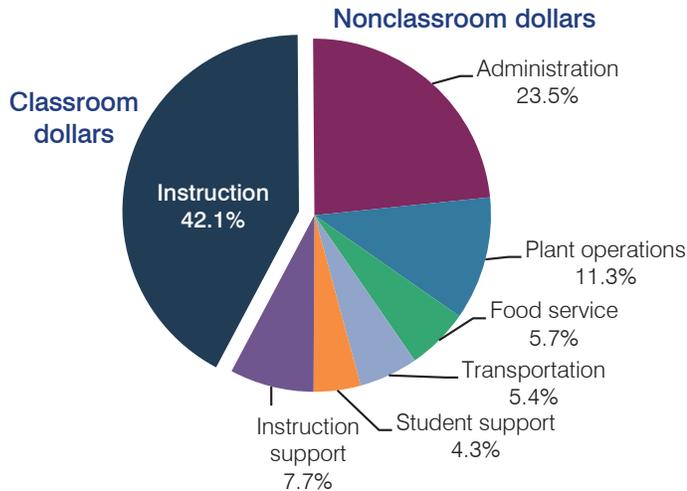
Ash Fork Joint Unified School District

Yavapai County
 Efficiency peer groups 6 and T-8, Achievement peer group 6
 Legislative district(s): 1

District size, location: Small, Rural
 Students attending: 215
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 28 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 52.8 to 42.1 percent. Spending on administration and instruction support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,434	\$1,571	\$746
	Students per administrator	24	43	67
Plant operations	Cost per square foot	\$6.66	\$4.94	\$6.03
	Square footage per student	248	318	153
Food service	Cost per meal equivalent	\$4.57	\$3.28	\$2.58
Transportation	Cost per mile	NR	\$2.52	\$3.55
	Cost per rider	\$1,553	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,927	\$14,593	\$10,188	\$7,496	\$10,658
Classroom dollars	5,649	6,145	4,979	4,031	6,520
Nonclassroom dollars:	6,278	8,448	5,209	3,465	4,138
Administration	2,382	3,434	1,571	746	1,138
Plant operations	1,480	1,654	1,558	924	1,015
Food service	732	835	463	396	412
Transportation	655	789	509	369	452
Student support	572	622	647	582	593
Instruction support	457	1,114	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

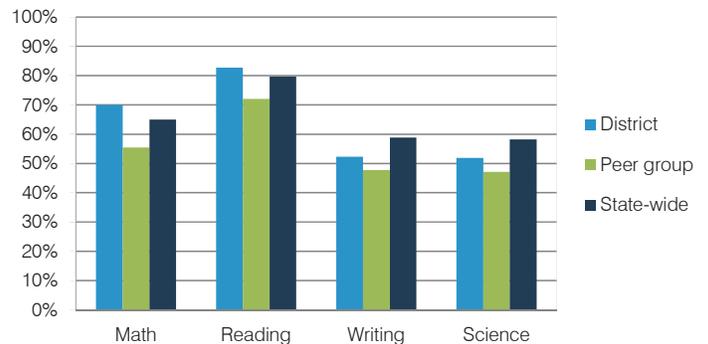
ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools ¹	Percentage of schools
A	2	67%
B	0	0%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Students who met state standards (AIMS)



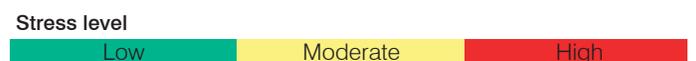
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	76%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	12.6	15.3	18.3
Average teacher salary	\$38,930	\$43,207	\$45,264
Amount from Proposition 301	\$2,320	\$3,525	\$3,784
Average years of teacher experience	6.9	11.9	10.9
Percentage of teachers in first 3 years	50%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



Avondale Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 13

Legislative district(s): 4, 13, and 19

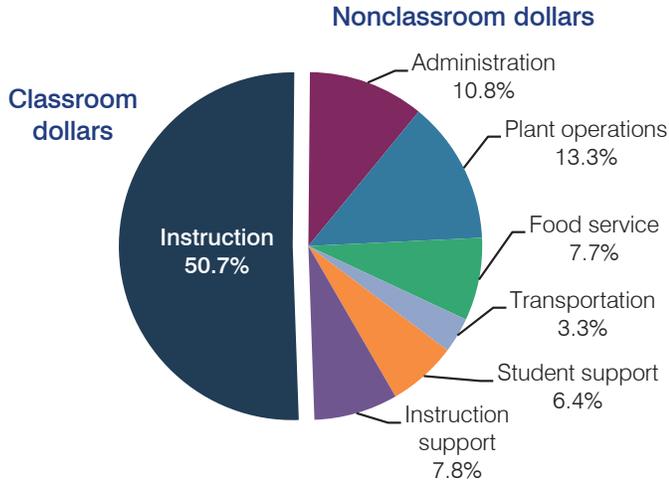
District size, location: Medium-Large, Suburb

Students attending: 5,314

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.7 to 50.7 percent. Overall, spending on plant operations increased substantially, while spending on administration and food service increased. Spending on transportation and instruction support increased slightly, while spending on student support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$6.27	\$6.28	\$6.03
	Square footage per student	141	138	153
Food service	Cost per meal equivalent	\$2.72	\$2.54	\$2.58
Transportation	Cost per mile	\$4.46	\$5.18	\$3.55
	Cost per rider	\$829	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,617	\$6,644	\$7,193	\$7,496	\$10,658
Classroom dollars	3,452	3,370	3,672	4,031	6,520
Nonclassroom dollars:	3,165	3,274	3,521	3,465	4,138
Administration	717	716	791	746	1,138
Plant operations	817	883	842	924	1,015
Food service	490	511	541	396	412
Transportation	210	223	273	369	452
Student support	432	423	541	582	593
Instruction support	499	518	533	448	528

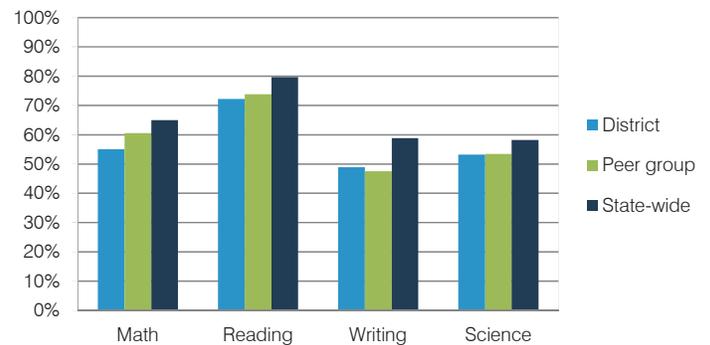
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	63%
C	2	25%
D	1	12%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	25%	25%
Students per teacher	19.3	19.1	18.3
Average teacher salary	\$40,369	\$40,312	\$45,264
Amount from Proposition 301	\$1,385	\$3,530	\$3,784
Average years of teacher experience	7.1	7.4	10.9
Percentage of teachers in first 3 years	25%	31%	19%

Financial stress assessment

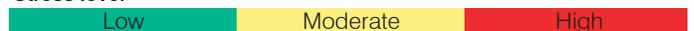
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



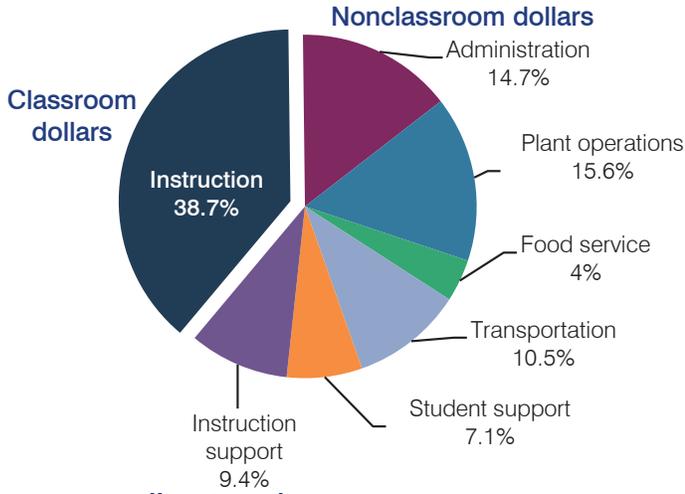
Baboquivari Unified School District

Pima County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 4

District size, location: Medium, Rural
 Students attending: 987
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom decreased overall from 51.1 to 38.7 percent. Overall, spending on administration, plant operations, transportation, and instruction support increased substantially and spending on student support decreased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,115	\$1,077	\$746
	Students per administrator	34	56	67
Plant operations	Cost per square foot	\$7.01	\$4.83	\$6.03
	Square footage per student	319	260	153
Food service	Cost per meal equivalent	\$3.18	\$3.14	\$2.58
Transportation	Cost per mile	\$2.46	\$1.97	\$3.55
	Cost per rider	\$1,772	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,019	\$14,400	\$8,465	\$7,496	\$10,658
Classroom dollars	6,024	5,576	4,259	4,031	6,520
Nonclassroom dollars:	8,995	8,824	4,206	3,465	4,138
Administration	1,891	2,115	1,077	746	1,138
Plant operations	2,374	2,238	1,237	924	1,015
Food service	564	582	419	396	412
Transportation	1,390	1,509	535	369	452
Student support	1,296	1,026	630	582	593
Instruction support	1,480	1,354	308	448	528

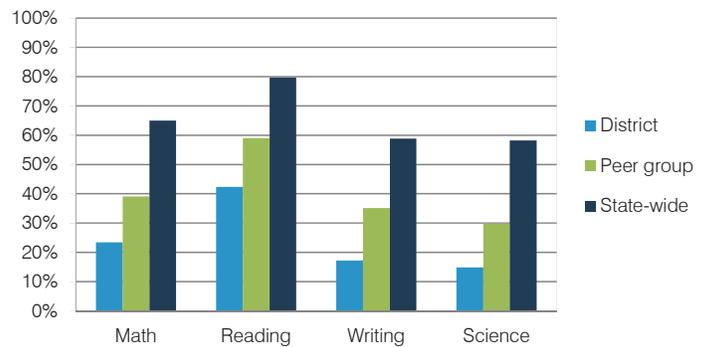
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	50%
F	1	25%
Not rated	1	25%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2012)	NR	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	13.7	15.1	18.3
Average teacher salary	\$45,098	\$42,614	\$45,264
Amount from Proposition 301	\$3,940	\$3,663	\$3,784
Average years of teacher experience	8.4	12.2	10.9
Percentage of teachers in first 3 years	23%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant



Bagdad Unified School District

Yavapai County

Efficiency peer groups 6 and T-8, Achievement peer group 4

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

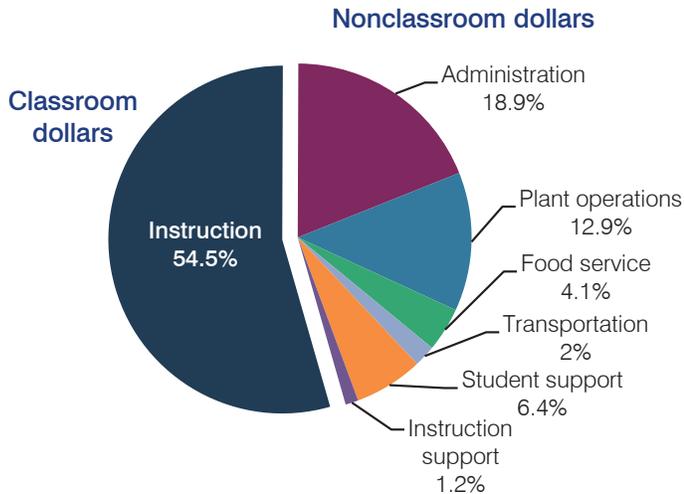
427

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 54.5 percent. Spending on administration and student support increased substantially, while spending on plant operations and instruction support decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,795	\$1,571	\$746
	Students per administrator	39	43	67
Plant operations	Cost per square foot	\$5.40	\$4.94	\$6.03
	Square footage per student	227	318	153
Food service	Cost per meal equivalent	\$4.66	\$3.28	\$2.58
Transportation	Cost per mile	\$2.05	\$2.52	\$3.55
	Cost per rider	\$440	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,403	\$9,478	\$10,188	\$7,496	\$10,658
Classroom dollars	4,971	5,163	4,979	4,031	6,520
Nonclassroom dollars:	4,432	4,315	5,209	3,465	4,138
Administration	1,940	1,795	1,571	746	1,138
Plant operations	1,020	1,228	1,558	924	1,015
Food service	368	386	463	396	412
Transportation	181	188	509	369	452
Student support	738	603	647	582	593
Instruction support	185	115	461	448	528

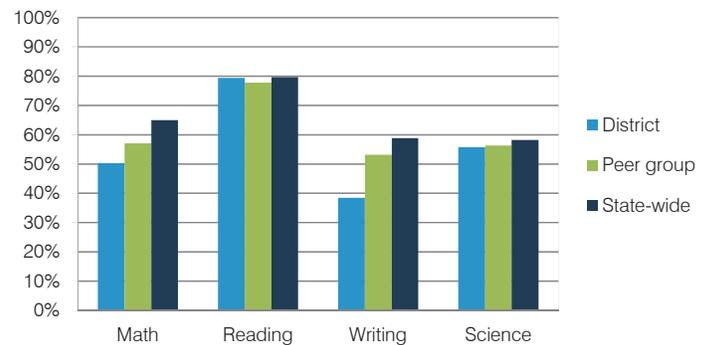
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	96%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	13.8	16.5	18.3
Average teacher salary	\$40,009	\$40,197	\$45,264
Amount from Proposition 301	\$2,612	\$4,027	\$3,784
Average years of teacher experience	9.3	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

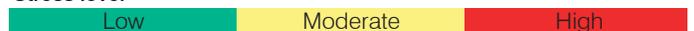
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



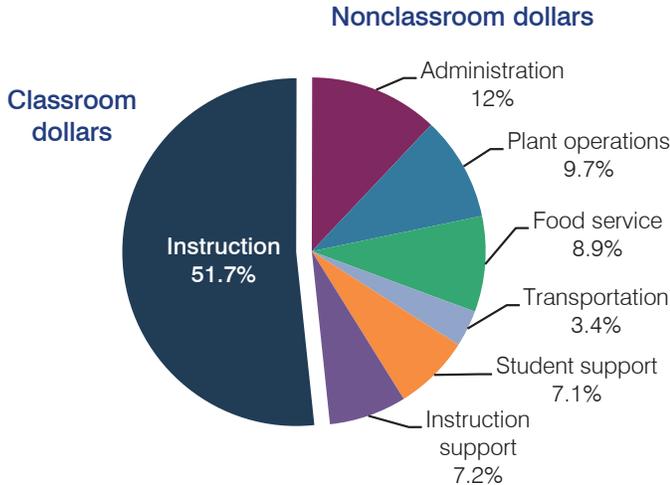
Balsz Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 24 and 27

District size, location: Medium-Large, City
 Students attending: 2,490
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 58.7 to 51.7 percent. Overall, spending on administration and instruction support increased substantially and spending on food service increased. Spending on student support increased slightly and spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$4.49	\$6.28	\$6.03
	Square footage per student	172	138	153
Food service	Cost per meal equivalent	\$2.45	\$2.54	\$2.58
Transportation	Cost per mile	\$3.94	\$5.18	\$3.55
	Cost per rider	\$881	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,665	\$7,957	\$7,193	\$7,496	\$10,658
Classroom dollars	3,771	4,116	3,672	4,031	6,520
Nonclassroom dollars:	3,894	3,841	3,521	3,465	4,138
Administration	884	951	791	746	1,138
Plant operations	834	773	842	924	1,015
Food service	720	709	541	396	412
Transportation	339	268	273	369	452
Student support	560	567	541	582	593
Instruction support	557	573	533	448	528

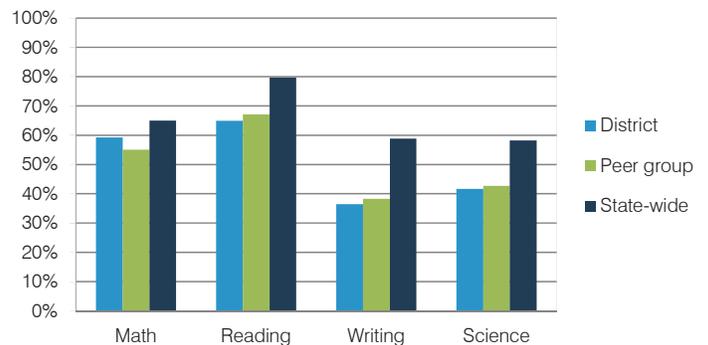
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	1	20%
D	1	20%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	55%	50%	25%
Students per teacher	16.6	18.8	18.3
Average teacher salary	\$42,391	\$46,010	\$45,264
Amount from Proposition 301	\$2,077	\$2,972	\$3,784
Average years of teacher experience	8.5	8.7	10.9
Percentage of teachers in first 3 years	32%	32%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Beaver Creek Elementary School District

Yavapai County

Efficiency peer groups 10 and T-7, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Small, Rural

Students attending:

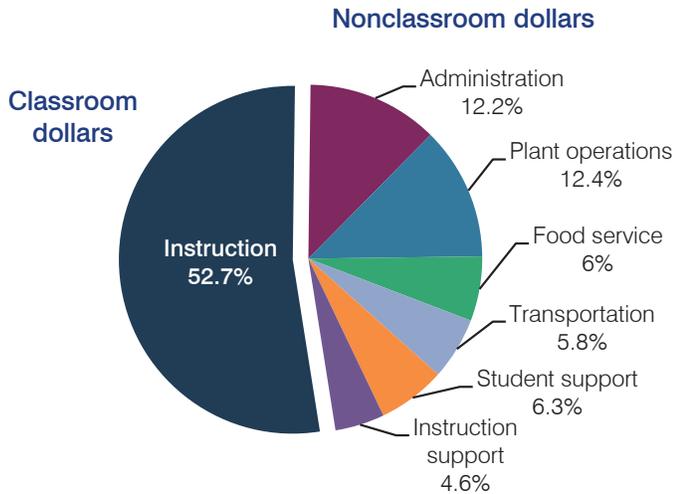
342

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased from 62 to 52.7 percent. Overall, spending on student support and instruction support increased substantially and spending on administration and plant operations increased. Spending on transportation and food service varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$889	\$1,130	\$746
	Students per administrator	50	55	67
Plant operations	Cost per square foot	\$6.01	\$6.14	\$6.03
	Square footage per student	151	157	153
Food service	Cost per meal equivalent	\$2.47	\$2.74	\$2.58
Transportation	Cost per mile	\$2.73	\$3.06	\$3.55
	Cost per rider	\$595	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,423	\$7,312	\$8,518	\$7,496	\$10,658
Classroom dollars	3,805	3,856	4,624	4,031	6,520
Nonclassroom dollars:	3,618	3,456	3,894	3,465	4,138
Administration	983	889	1,130	746	1,138
Plant operations	1,061	905	976	924	1,015
Food service	435	440	511	396	412
Transportation	483	431	537	369	452
Student support	362	457	499	582	593
Instruction support	294	334	241	448	528

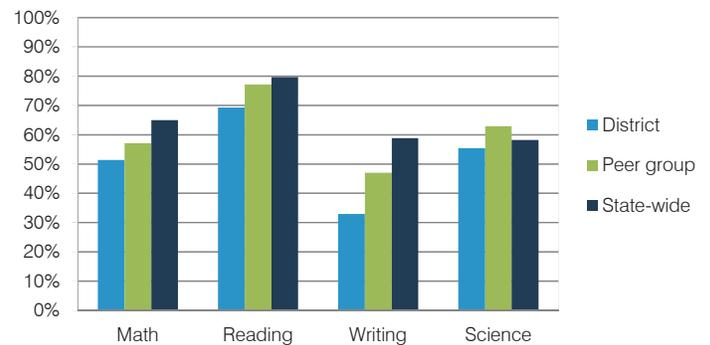
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	15.2	12.4	18.3
Average teacher salary	\$37,544	\$45,242	\$45,264
Amount from Proposition 301	\$4,850	\$2,827	\$3,784
Average years of teacher experience	11.1	13.6	10.9
Percentage of teachers in first 3 years	25%	12%	19%

Financial stress assessment

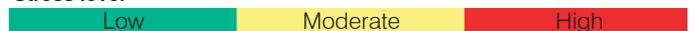
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



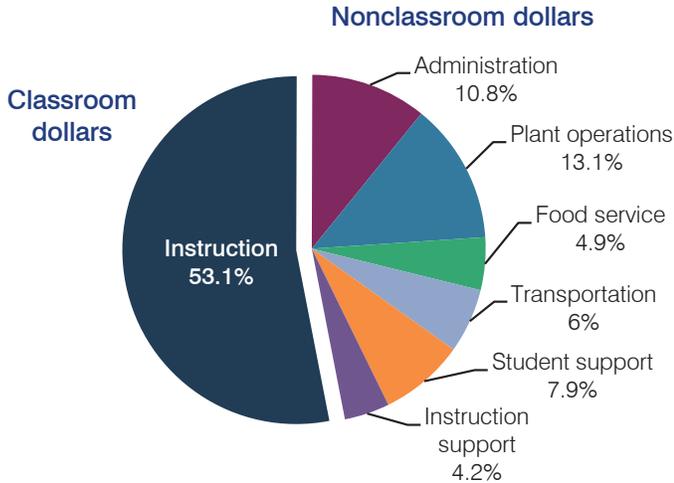
Benson Unified School District

Cochise County
 Efficiency peer groups 5 and T-8, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,078
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing from 56.9 to 53.1 percent. Overall, spending on administration decreased substantially and spending on student support and instruction support increased substantially. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$906	\$1,077	\$746
	Students per administrator	51	56	67
Plant operations	Cost per square foot	\$6.11	\$4.83	\$6.03
	Square footage per student	180	260	153
Food service	Cost per meal equivalent	\$2.76	\$3.14	\$2.58
Transportation	Cost per mile	\$2.81	\$2.52	\$3.55
	Cost per rider	\$808	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,711	\$8,380	\$8,465	\$7,496	\$10,658
Classroom dollars	4,175	4,450	4,259	4,031	6,520
Nonclassroom dollars:	3,536	3,930	4,206	3,465	4,138
Administration	898	906	1,077	746	1,138
Plant operations	858	1,100	1,237	924	1,015
Food service	382	410	419	396	412
Transportation	464	502	535	369	452
Student support	628	660	630	582	593
Instruction support	306	352	308	448	528

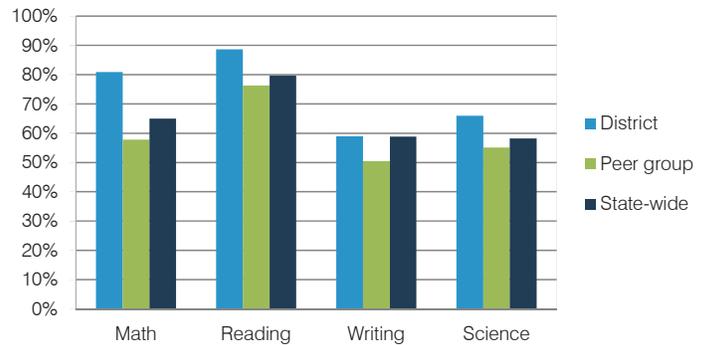
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	3	75%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	25%

Students who met state standards (AIMS)



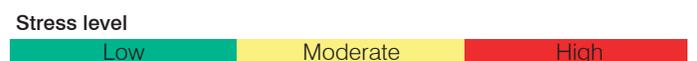
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	86%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	16.4	16.6	18.3
Average teacher salary	\$40,519	\$41,866	\$45,264
Amount from Proposition 301	\$4,192	\$4,192	\$3,784
Average years of teacher experience	12.7	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Bicentennial Union High School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 11

Legislative district(s): 5

District size, location:

Very Small, Rural

Students attending:

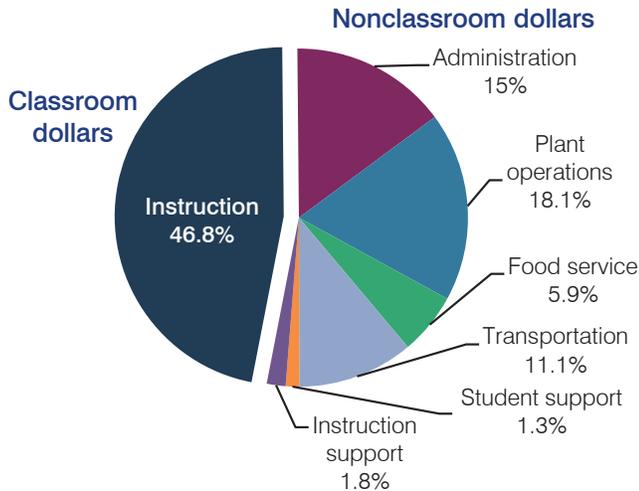
130

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, increasing overall from 36.4 to 46.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,010	\$2,572	\$746
	Students per administrator	37	30	67
Plant operations	Cost per square foot	\$5.67	\$6.59	\$6.03
	Square footage per student	428	343	153
Food service	Cost per meal equivalent	\$3.71	\$4.93	\$2.58
Transportation	Cost per mile	\$1.48	\$1.64	\$3.55
	Cost per rider	\$1,888	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,216	\$13,411	\$15,203	\$7,496	\$10,658
Classroom dollars	5,184	6,282	7,647	4,031	6,520
Nonclassroom dollars:	7,032	7,129	7,556	3,465	4,138
Administration	2,140	2,010	2,572	746	1,138
Plant operations	2,324	2,427	2,148	924	1,015
Food service	738	795	851	396	412
Transportation	1,362	1,483	1,056	369	452
Student support	164	171	548	582	593
Instruction support	304	243	381	448	528

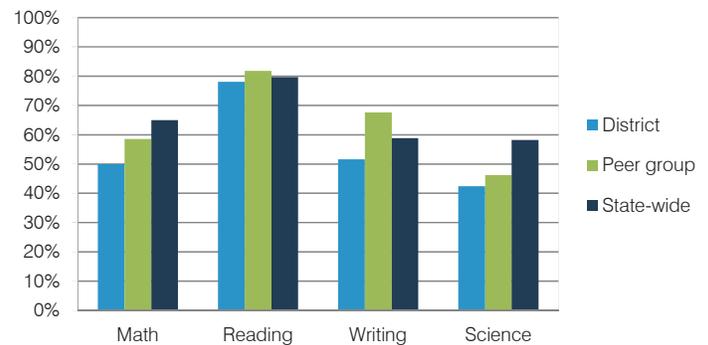
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2012)	72%	79%	77%
Poverty rate (2012)	42%	36%	25%
Students per teacher	10.0	13.2	18.3
Average teacher salary	\$38,516	\$39,347	\$45,264
Amount from Proposition 301	\$2,866	\$3,141	\$3,784
Average years of teacher experience	6.2	8.6	10.9
Percentage of teachers in first 3 years	42%	25%	19%

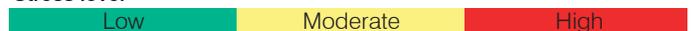
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



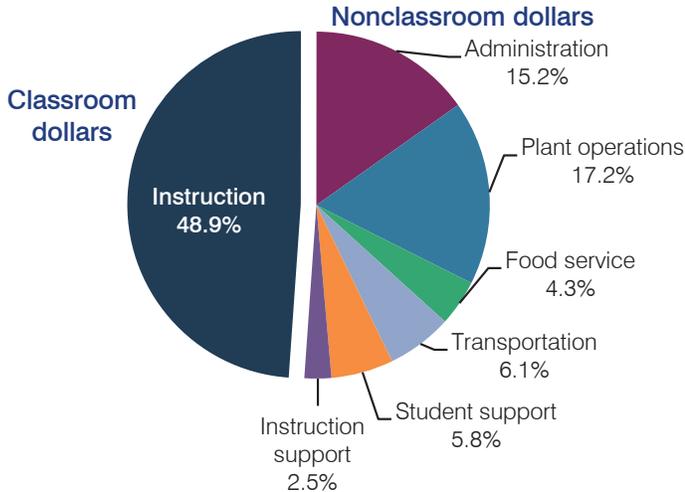
Bisbee Unified School District

Cochise County
 Efficiency peer groups 5 and T-9, Achievement peer group 7
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 849
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 49.3 to 48.9 percent. Overall, spending on plant operations increased substantially and spending on food service and instruction support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,277	\$1,077	\$746
	Students per administrator	53	56	67
Plant operations	Cost per square foot	\$5.86	\$4.83	\$6.03
	Square footage per student	247	260	153
Food service	Cost per meal equivalent	\$3.48	\$3.14	\$2.58
Transportation	Cost per mile	\$3.77	\$2.42	\$3.55
	Cost per rider	\$1,332	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,921	\$8,390	\$8,465	\$7,496	\$10,658
Classroom dollars	3,840	4,104	4,259	4,031	6,520
Nonclassroom dollars:	4,081	4,286	4,206	3,465	4,138
Administration	1,298	1,277	1,077	746	1,138
Plant operations	1,383	1,445	1,237	924	1,015
Food service	343	365	419	396	412
Transportation	520	510	535	369	452
Student support	350	482	630	582	593
Instruction support	187	207	308	448	528

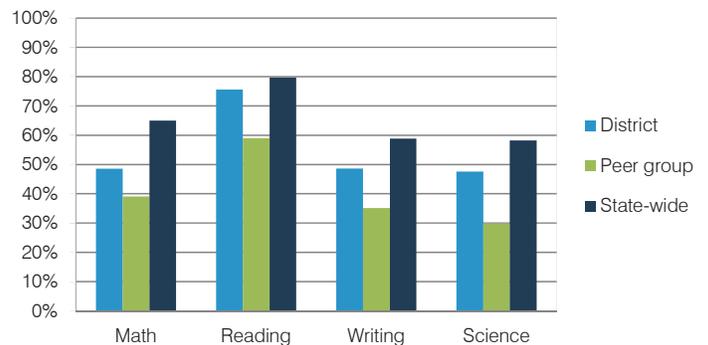
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	45%	42%	25%
Students per teacher	15.6	15.1	18.3
Average teacher salary	\$37,751	\$42,614	\$45,264
Amount from Proposition 301	\$4,012	\$3,663	\$3,784
Average years of teacher experience	12.0	12.2	10.9
Percentage of teachers in first 3 years	17%	15%	19%

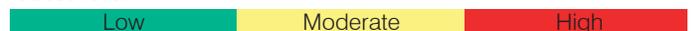
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



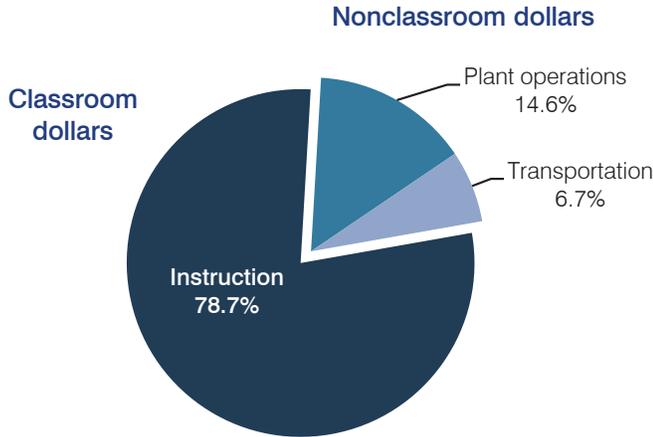
Blue Elementary School District

Greenlee County
 Efficiency peer group 11 and Achievement peer group 16
 Legislative district(s): 14

District size, location: Very small, Rural
 Students attending: 8
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Although its enrollment has remained steady, total spending per pupil decreased by 71 percent. Spending in the classroom varied year to year, increasing overall from 73.7 to 78.7 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$0	\$2,572	\$746
	Students per administrator	N/A	30	67
Plant operations	Cost per square foot	\$9.03	\$6.59	\$6.03
	Square footage per student	210	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,677	\$13,066	\$15,203	\$7,496	\$10,658
Classroom dollars	15,562	10,289	7,647	4,031	6,520
Nonclassroom dollars:	4,115	2,777	7,556	3,465	4,138
Administration	1	0	2,572	746	1,138
Plant operations	3,052	1,898	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	1,062	879	1,056	369	452
Student support	0	0	548	582	593
Instruction support	0	0	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)

AIMS scores are not shown because the District had ten or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	100%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	0%	11%	25%
Students per teacher	7.6	11.0	18.3
Average teacher salary	N/A	\$45,308	\$45,264
Amount from Proposition 301	N/A	\$2,639	\$3,784
Average years of teacher experience	N/A	11.7	10.9
Percentage of teachers in first 3 years	N/A	7%	19%

Financial stress assessment

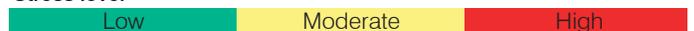
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



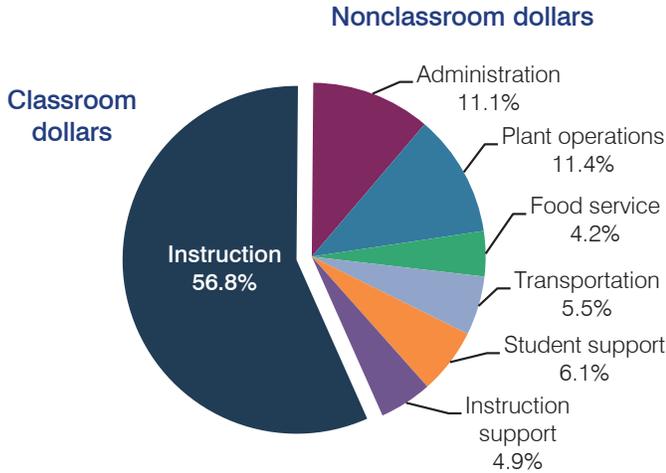
Blue Ridge Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,209
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 59.3 to 56.8 percent. Spending on instruction support increased substantially. Overall, spending on student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$768	\$764	\$746
	Students per administrator	92	67	67
Plant operations	Cost per square foot	\$3.42	\$5.34	\$6.03
	Square footage per student	232	176	153
Food service	Cost per meal equivalent	\$2.42	\$2.67	\$2.58
Transportation	Cost per mile	\$2.76	\$2.52	\$3.55
	Cost per rider	\$917	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,786	\$6,950	\$7,187	\$7,496	\$10,658
Classroom dollars	3,733	3,951	3,779	4,031	6,520
Nonclassroom dollars:	3,053	2,999	3,408	3,465	4,138
Administration	808	768	764	746	1,138
Plant operations	893	792	921	924	1,015
Food service	262	291	364	396	412
Transportation	384	384	394	369	452
Student support	441	427	561	582	593
Instruction support	265	337	404	448	528

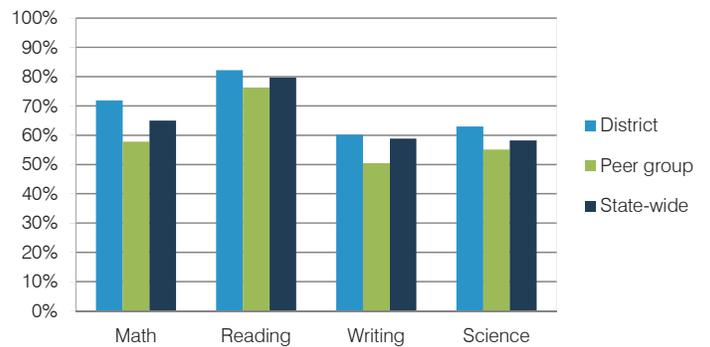
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	3	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



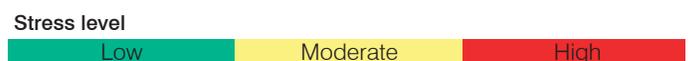
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	77%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	18.4	16.6	18.3
Average teacher salary	\$44,187	\$41,866	\$45,264
Amount from Proposition 301	\$4,077	\$4,192	\$3,784
Average years of teacher experience	16.3	11.7	10.9
Percentage of teachers in first 3 years	2%	16%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Bonita Elementary School District

Graham County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

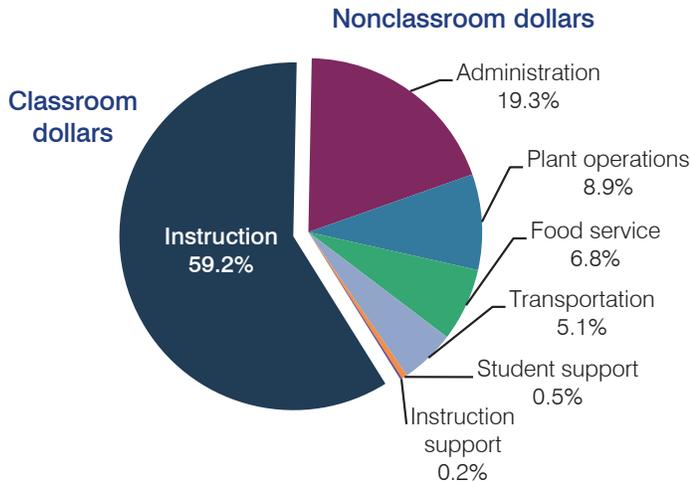
95

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Overall, spending in the classroom decreased from 60 to 59.2 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 substantially, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,199	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$5.14	\$6.59	\$6.03
	Square footage per student	288	343	153
Food service	Cost per meal equivalent	\$12.04	\$4.93	\$2.58
Transportation	Cost per mile	\$1.69	\$1.64	\$3.55
	Cost per rider	\$770	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,727	\$16,590	\$15,203	\$7,496	\$10,658
Classroom dollars	9,139	9,827	7,647	4,031	6,520
Nonclassroom dollars:	6,588	6,763	7,556	3,465	4,138
Administration	2,841	3,199	2,572	746	1,138
Plant operations	1,439	1,477	2,148	924	1,015
Food service	957	1,126	851	396	412
Transportation	860	838	1,056	369	452
Student support	98	86	548	582	593
Instruction support	393	37	381	448	528

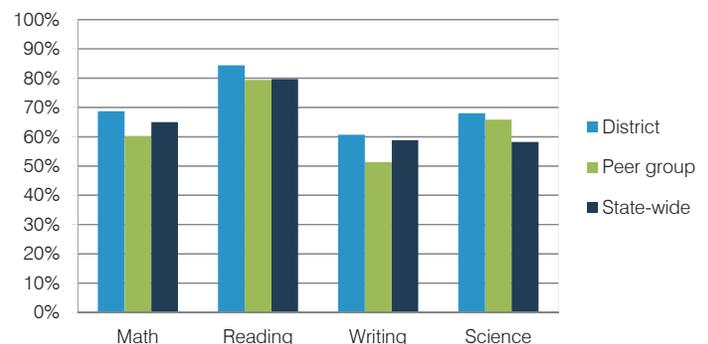
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	17%	19%	25%
Students per teacher	7.9	11.0	18.3
Average teacher salary	\$46,311	\$42,053	\$45,264
Amount from Proposition 301	\$2,464	\$2,981	\$3,784
Average years of teacher experience	22.3	12.6	10.9
Percentage of teachers in first 3 years	9%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Bouse Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

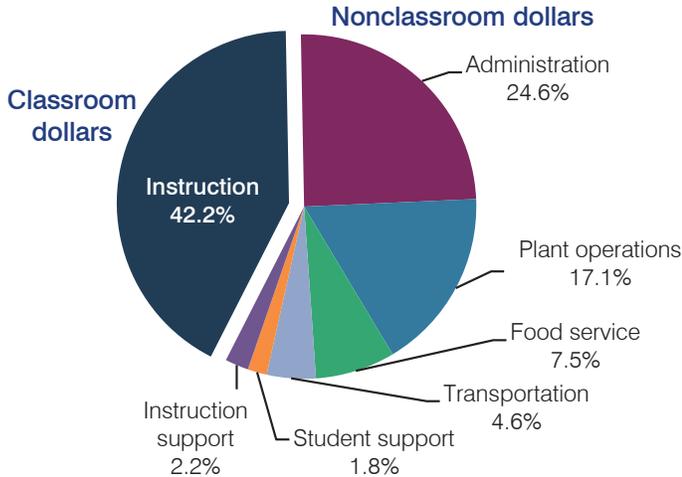
38

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 54.7 to 42.2 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 substantially and spending on instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,333	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$8.50	\$6.59	\$6.03
	Square footage per student	355	343	153
Food service	Cost per meal equivalent	\$5.55	\$4.93	\$2.58
Transportation	Cost per mile	\$2.18	\$1.64	\$3.55
	Cost per rider	\$875	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$20,691	\$17,628	\$15,203	\$7,496	\$10,658
Classroom dollars	9,706	7,438	7,647	4,031	6,520
Nonclassroom dollars:	10,985	10,190	7,556	3,465	4,138
Administration	5,159	4,333	2,572	746	1,138
Plant operations	3,024	3,021	2,148	924	1,015
Food service	1,256	1,317	851	396	412
Transportation	790	816	1,056	369	452
Student support	289	317	548	582	593
Instruction support	467	386	381	448	528

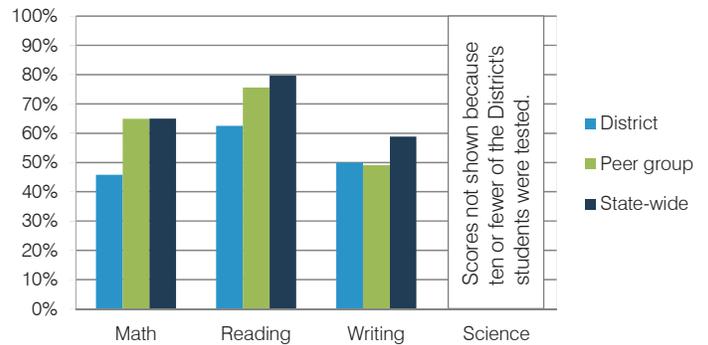
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	9.4	13.9	18.3
Average teacher salary	\$39,759	\$41,809	\$45,264
Amount from Proposition 301	\$1,838	\$3,665	\$3,784
Average years of teacher experience	10.0	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



Bowie Unified School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 5

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

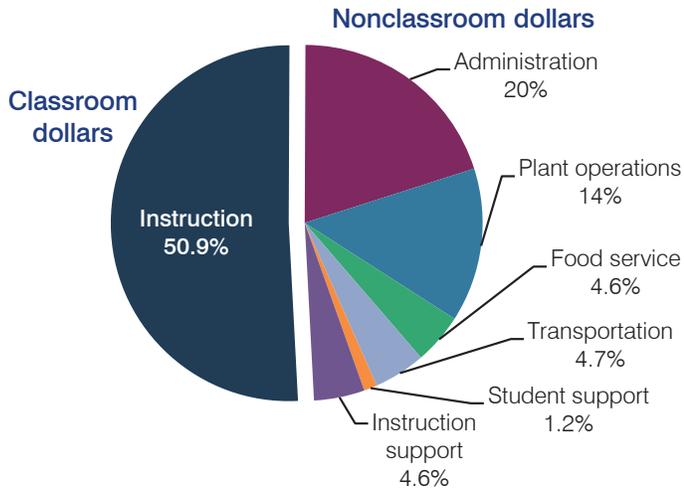
62

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 23 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 53.7 to 50.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,124	\$2,572	\$746
	Students per administrator	19	30	67
Plant operations	Cost per square foot	\$4.89	\$6.59	\$6.03
	Square footage per student	736	343	153
Food service	Cost per meal equivalent	\$6.53	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,981	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$21,604	\$25,631	\$15,203	\$7,496	\$10,658
Classroom dollars	11,858	13,047	7,647	4,031	6,520
Nonclassroom dollars:	9,746	12,584	7,556	3,465	4,138
Administration	4,135	5,124	2,572	746	1,138
Plant operations	3,317	3,597	2,148	924	1,015
Food service	945	1,186	851	396	412
Transportation	902	1,211	1,056	369	452
Student support	282	297	548	582	593
Instruction support	165	1,169	381	448	528

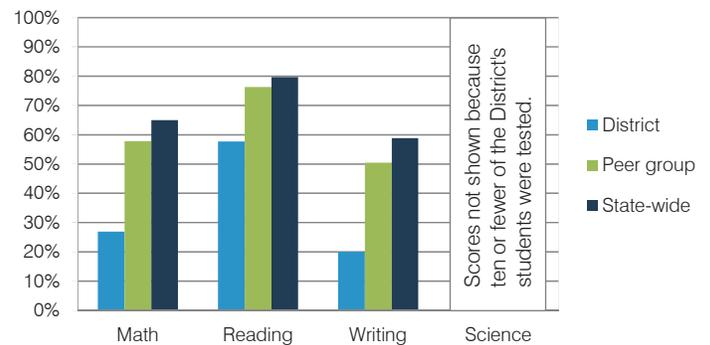
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	6.2	16.6	18.3
Average teacher salary	\$38,083	\$41,866	\$45,264
Amount from Proposition 301	\$2,226	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	27%	16%	19%

Financial stress assessment

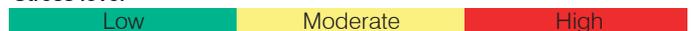
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



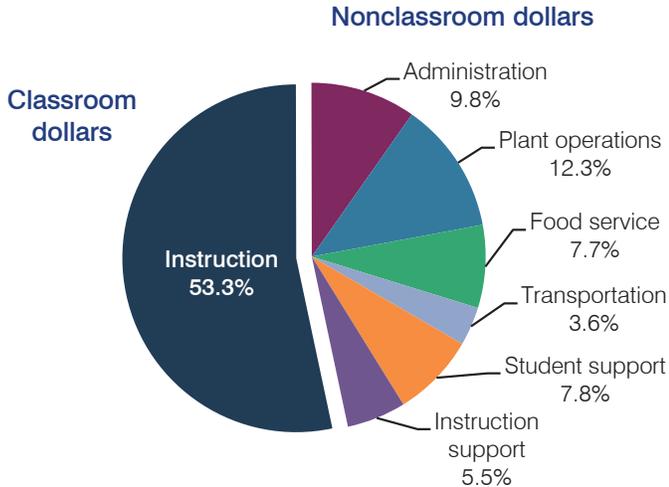
Buckeye Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 13
 Legislative district(s): 4 and 13

District size, location: Medium-Large, Suburb
 Students attending: 4,306
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 60.8 to 53.3 percent. Spending on plant operations and student support increased substantially and spending on transportation and food service increased. Spending on administration decreased and spending on instruction support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$607	\$791	\$746
	Students per administrator	103	69	67
Plant operations	Cost per square foot	\$6.28	\$6.28	\$6.03
	Square footage per student	121	138	153
Food service	Cost per meal equivalent	\$3.14	\$2.54	\$2.58
Transportation	Cost per mile	\$3.87	\$5.18	\$3.55
	Cost per rider	\$625	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,054	\$6,176	\$7,193	\$7,496	\$10,658
Classroom dollars	3,148	3,293	3,672	4,031	6,520
Nonclassroom dollars:	2,906	2,883	3,521	3,465	4,138
Administration	640	607	791	746	1,138
Plant operations	846	757	842	924	1,015
Food service	455	472	541	396	412
Transportation	214	223	273	369	452
Student support	415	481	541	582	593
Instruction support	336	343	533	448	528

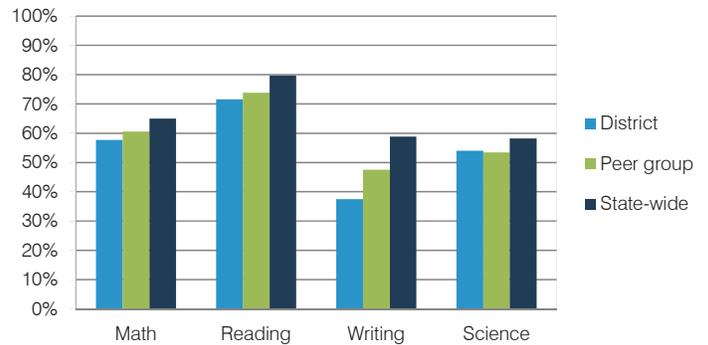
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	50%
C	3	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	25%	25%
Students per teacher	18.1	19.1	18.3
Average teacher salary	\$34,820	\$40,312	\$45,264
Amount from Proposition 301	\$4,624	\$3,530	\$3,784
Average years of teacher experience	6.4	7.4	10.9
Percentage of teachers in first 3 years	34%	31%	19%

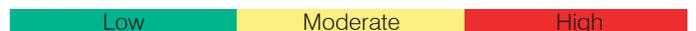
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Buckeye Union High School District

Maricopa County

Efficiency peer groups 3 and T-5, Achievement peer group 8

Legislative district(s): 4 and 13

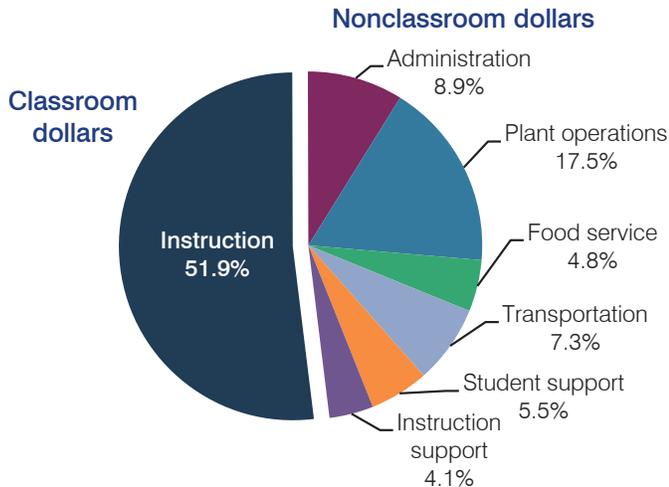
District size, location: Medium-Large, Suburb

Students attending: 3,731

Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 55.5 to 51.9 percent. Spending on plant operations increased substantially and spending on food service increased. Spending on instruction support decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$653	\$744	\$746
	Students per administrator	65	68	67
Plant operations	Cost per square foot	\$6.48	\$5.74	\$6.03
	Square footage per student	199	163	153
Food service	Cost per meal equivalent	\$3.13	\$2.84	\$2.58
Transportation	Cost per mile	\$2.58	\$3.54	\$3.55
	Cost per rider	\$996	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,174	\$7,356	\$7,062	\$7,496	\$10,658
Classroom dollars	3,822	3,819	3,779	4,031	6,520
Nonclassroom dollars:	3,352	3,537	3,283	3,465	4,138
Administration	612	653	744	746	1,138
Plant operations	1,156	1,289	929	924	1,015
Food service	367	353	329	396	412
Transportation	511	535	430	369	452
Student support	419	407	543	582	593
Instruction support	287	300	308	448	528

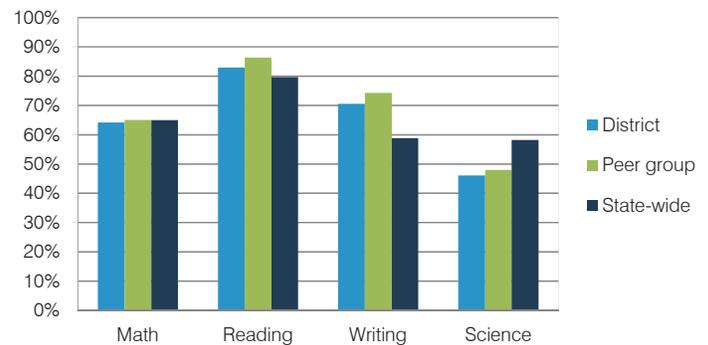
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	33%
B	2	67%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	86%	85%	77%
Poverty rate (2012)	18%	18%	25%
Students per teacher	22.6	21.4	18.3
Average teacher salary	\$45,067	\$46,473	\$45,264
Amount from Proposition 301	\$5,385	\$4,933	\$3,784
Average years of teacher experience	9.9	9.5	10.9
Percentage of teachers in first 3 years	16%	21%	19%

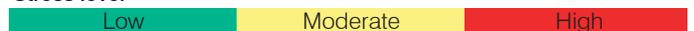
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



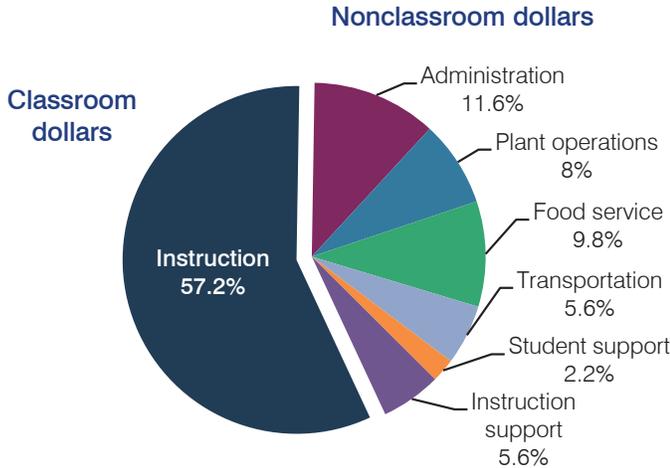
Bullhead City Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 21
 Legislative district(s): 5

District size, location: Medium-Large, Town
 Students attending: 3,038
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 61.9 to 57.2 percent. Overall, spending on administration and food service increased substantially, while spending on student support decreased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$802	\$883	\$746
	Students per administrator	80	65	67
Plant operations	Cost per square foot	\$4.43	\$6.31	\$6.03
	Square footage per student	124	135	153
Food service	Cost per meal equivalent	\$2.82	\$2.63	\$2.58
Transportation	Cost per mile	\$4.04	\$3.58	\$3.55
	Cost per rider	\$347	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,047	\$6,892	\$7,185	\$7,496	\$10,658
Classroom dollars	4,200	3,941	3,621	4,031	6,520
Nonclassroom dollars:	2,847	2,951	3,564	3,465	4,138
Administration	848	802	883	746	1,138
Plant operations	547	550	836	924	1,015
Food service	557	675	535	396	412
Transportation	356	387	431	369	452
Student support	149	154	435	582	593
Instruction support	390	383	444	448	528

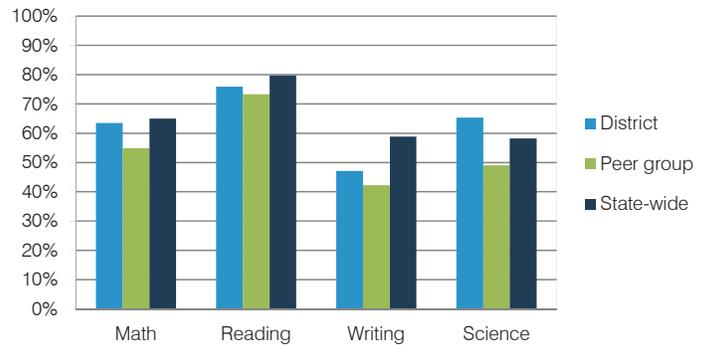
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	4	66%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



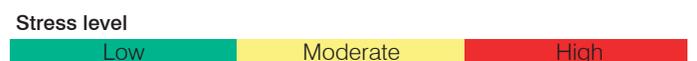
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	47%	52%	25%
Students per teacher	20.1	12.4	18.3
Average teacher salary	\$50,442	\$46,086	\$45,264
Amount from Proposition 301	\$3,200	\$2,755	\$3,784
Average years of teacher experience	7.8	11.5	10.9
Percentage of teachers in first 3 years	30%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Camp Verde Unified School District

Yavapai County

Efficiency peer groups 5 and T-9, Achievement peer group 7

Legislative district(s): 1 and 6

District size, location:

Medium, Rural

Students attending:

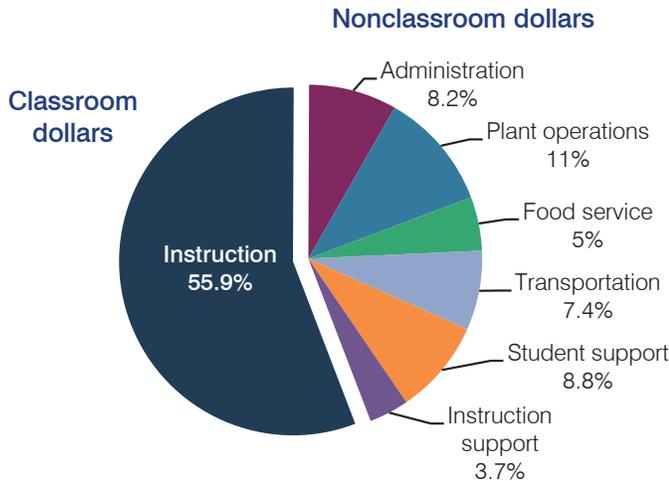
1,412

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 55.2 to 55.9 percent. Overall, spending on transportation increased substantially and spending on food service and student support increased slightly. Spending on other nonclassroom areas was very inconsistent year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$555	\$1,077	\$746
	Students per administrator	64	56	67
Plant operations	Cost per square foot	\$4.68	\$4.83	\$6.03
	Square footage per student	161	260	153
Food service	Cost per meal equivalent	\$2.54	\$3.14	\$2.58
Transportation	Cost per mile	\$2.29	\$2.42	\$3.55
	Cost per rider	\$924	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,967	\$6,812	\$8,465	\$7,496	\$10,658
Classroom dollars	3,724	3,809	4,259	4,031	6,520
Nonclassroom dollars:	3,243	3,003	4,206	3,465	4,138
Administration	707	555	1,077	746	1,138
Plant operations	868	752	1,237	924	1,015
Food service	365	341	419	396	412
Transportation	414	506	535	369	452
Student support	620	599	630	582	593
Instruction support	269	250	308	448	528

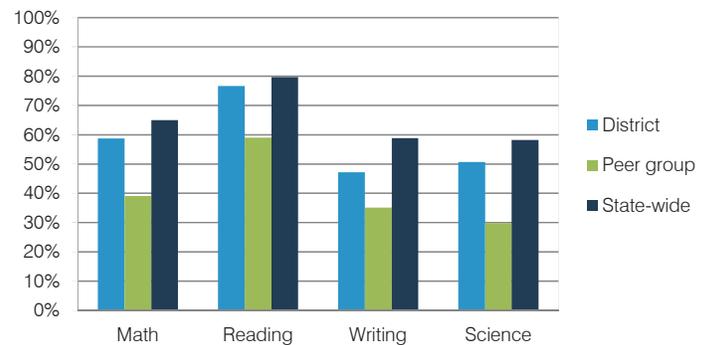
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	90%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	16.8	15.1	18.3
Average teacher salary	\$38,865	\$42,614	\$45,264
Amount from Proposition 301	\$4,969	\$3,663	\$3,784
Average years of teacher experience	11.3	12.2	10.9
Percentage of teachers in first 3 years	5%	15%	19%

Financial stress assessment

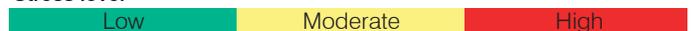
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Canon Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 20

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

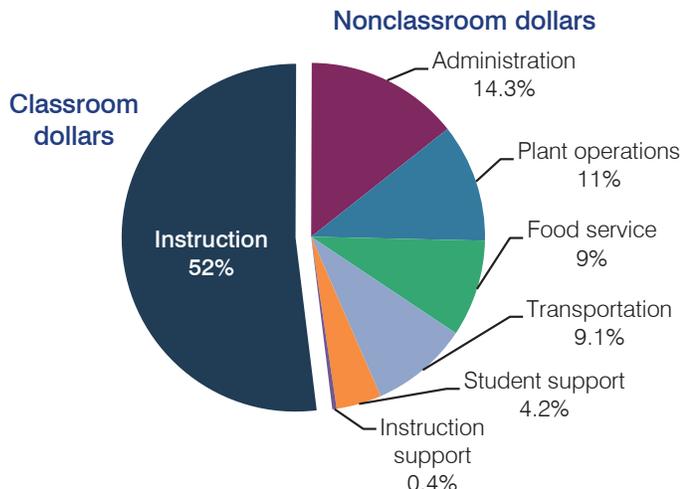
143

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, increasing overall from 47.4 to 52 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on transportation and student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,543	\$2,572	\$746
	Students per administrator	30	30	67
Plant operations	Cost per square foot	\$4.45	\$6.59	\$6.03
	Square footage per student	267	343	153
Food service	Cost per meal equivalent	\$4.36	\$4.93	\$2.58
Transportation	Cost per mile	\$1.94	\$1.64	\$3.55
	Cost per rider	\$1,294	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,438	\$10,830	\$15,203	\$7,496	\$10,658
Classroom dollars	5,383	5,634	7,647	4,031	6,520
Nonclassroom dollars:	6,055	5,196	7,556	3,465	4,138
Administration	2,409	1,543	2,572	746	1,138
Plant operations	1,368	1,189	2,148	924	1,015
Food service	1,063	976	851	396	412
Transportation	922	986	1,056	369	452
Student support	182	457	548	582	593
Instruction support	111	45	381	448	528

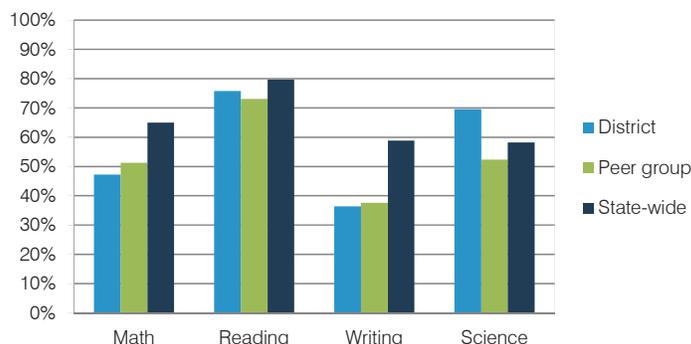
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	38%	25%
Students per teacher	17.9	15.1	18.3
Average teacher salary	\$60,607	\$44,190	\$45,264
Amount from Proposition 301	\$2,924	\$3,324	\$3,784
Average years of teacher experience	5.2	11.1	10.9
Percentage of teachers in first 3 years	47%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Cartwright Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15

Legislative district(s): 19 and 29

District size, location:

Students attending:

Number of schools:

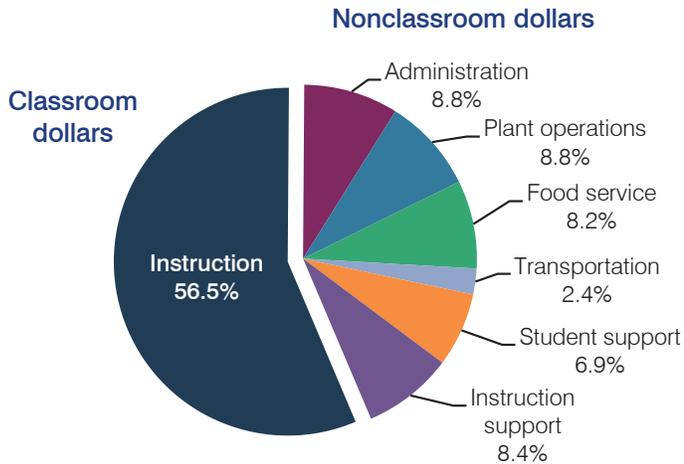
Large, City

17,696

20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 61.6 to 56.5 percent. Spending on food service increased substantially and spending on administration increased. Overall, spending on plant operations and transportation increased slightly, while spending on student support and instruction support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$624	\$664	\$746
	Students per administrator	86	76	67
Plant operations	Cost per square foot	\$5.53	\$6.19	\$6.03
	Square footage per student	113	130	153
Food service	Cost per meal equivalent	\$2.42	\$2.52	\$2.58
Transportation	Cost per mile	\$5.21	\$6.28	\$3.55
	Cost per rider	\$818	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,045	\$7,124	\$7,109	\$7,496	\$10,658
Classroom dollars	4,005	4,028	3,883	4,031	6,520
Nonclassroom dollars:	3,040	3,096	3,226	3,465	4,138
Administration	633	624	664	746	1,138
Plant operations	658	624	766	924	1,015
Food service	473	588	501	396	412
Transportation	173	168	298	369	452
Student support	509	494	520	582	593
Instruction support	594	598	477	448	528

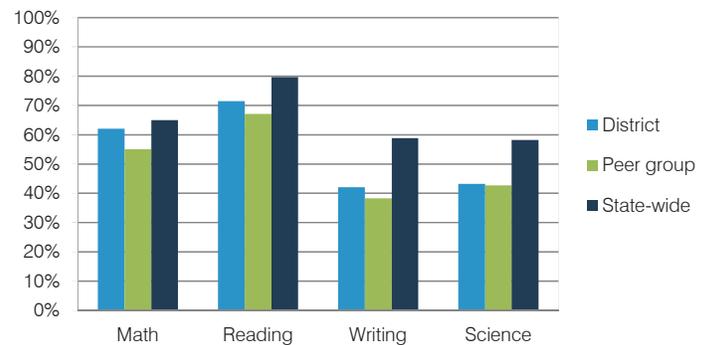
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	15%
B	13	65%
C	4	20%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	42%	50%	25%
Students per teacher	21.4	18.8	18.3
Average teacher salary	\$57,602	\$46,010	\$45,264
Amount from Proposition 301	\$5,487	\$2,972	\$3,784
Average years of teacher experience	7.6	8.7	10.9
Percentage of teachers in first 3 years	30%	32%	19%

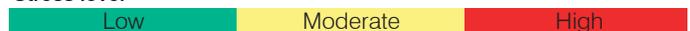
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



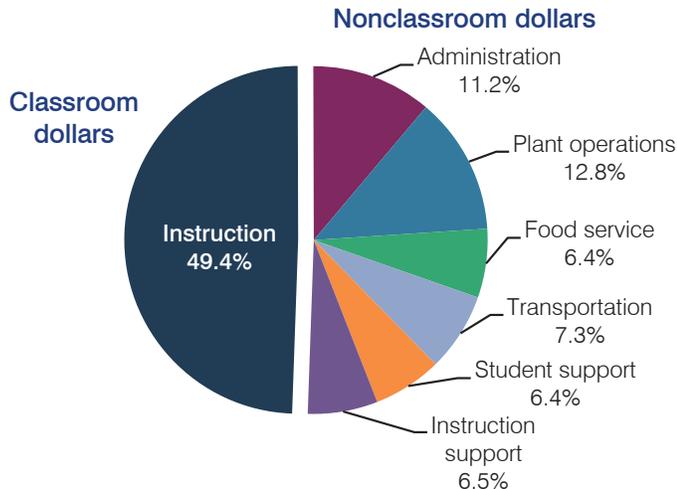
Casa Grande Elementary School District

Pinal County
 Efficiency peer groups 8 and T-4, Achievement peer group 13
 Legislative district(s): 8 and 11

District size, location: Medium-Large, City
 Students attending: 6,891
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 52.8 to 49.4 percent. Overall, spending on administration and plant operations increased, while spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$6.90	\$6.28	\$6.03
	Square footage per student	130	138	153
Food service	Cost per meal equivalent	\$2.92	\$2.54	\$2.58
Transportation	Cost per mile	\$3.35	\$3.41	\$3.55
	Cost per rider	\$1,013	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,880	\$6,987	\$7,193	\$7,496	\$10,658
Classroom dollars	3,427	3,449	3,672	4,031	6,520
Nonclassroom dollars:	3,453	3,538	3,521	3,465	4,138
Administration	740	785	791	746	1,138
Plant operations	821	897	842	924	1,015
Food service	415	445	541	396	412
Transportation	496	513	273	369	452
Student support	467	444	541	582	593
Instruction support	514	454	533	448	528

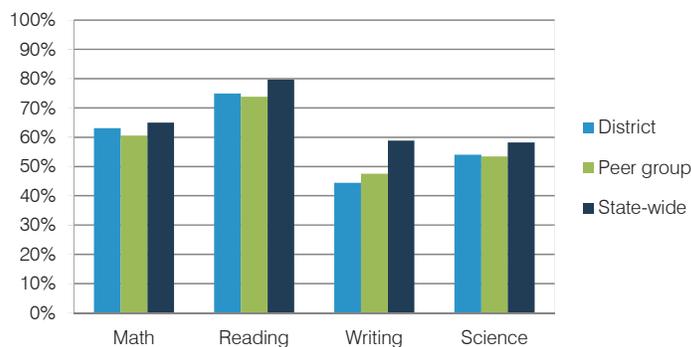
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	8%
B	8	67%
C	3	25%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	25%	25%
Students per teacher	18.6	19.1	18.3
Average teacher salary	\$41,667	\$40,312	\$45,264
Amount from Proposition 301	\$4,163	\$3,530	\$3,784
Average years of teacher experience	8.7	7.4	10.9
Percentage of teachers in first 3 years	26%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



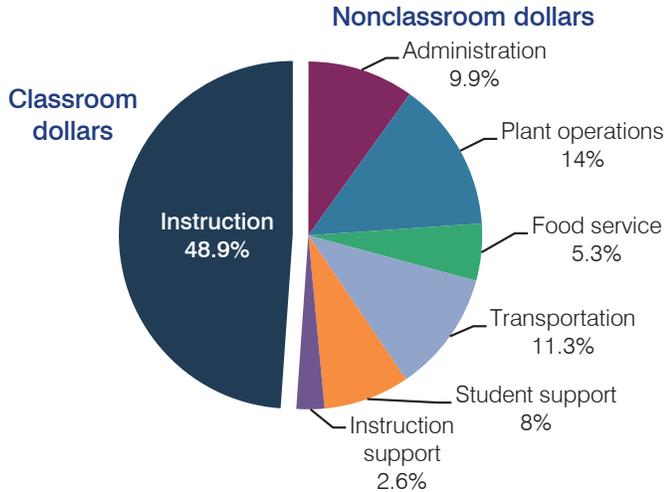
Casa Grande Union High School District

Pinal County
 Efficiency peer groups 3 and T-5, Achievement peer group 9
 Legislative district(s): 4, 8, and 11

District size, location: Medium-Large, City
 Students attending: 3,481
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 52.8 to 48.9 percent. Overall, spending on plant operations, transportation and food service increased, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$784	\$744	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$6.38	\$5.74	\$6.03
	Square footage per student	173	163	153
Food service	Cost per meal equivalent	\$3.12	\$2.84	\$2.58
Transportation	Cost per mile	\$3.52	\$3.54	\$3.55
	Cost per rider	\$1,374	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,987	\$7,904	\$7,062	\$7,496	\$10,658
Classroom dollars	3,767	3,861	3,779	4,031	6,520
Nonclassroom dollars:	4,220	4,043	3,283	3,465	4,138
Administration	837	784	744	746	1,138
Plant operations	1,180	1,107	929	924	1,015
Food service	420	419	329	396	412
Transportation	892	891	430	369	452
Student support	647	638	543	582	593
Instruction support	244	204	308	448	528

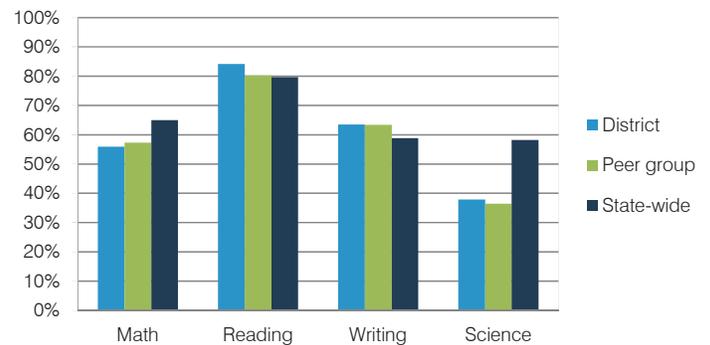
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	50%
C	1	25%
D	0	0%
F	0	0%
Not rated	1	25%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	79%	77%
Poverty rate (2012)	27%	31%	25%
Students per teacher	21.2	20.7	18.3
Average teacher salary	\$47,076	\$50,204	\$45,264
Amount from Proposition 301	\$6,775	\$5,719	\$3,784
Average years of teacher experience	10.4	11.3	10.9
Percentage of teachers in first 3 years	19%	16%	19%

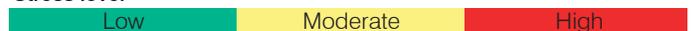
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



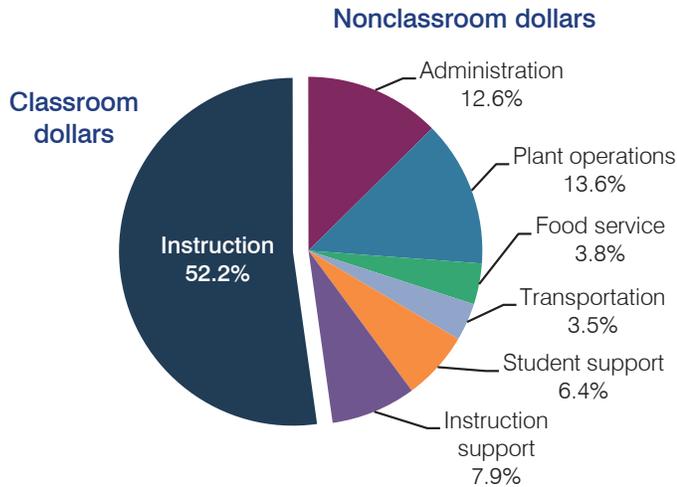
Catalina Foothills Unified School District

Pima County
 Efficiency peer groups 3 and T-3, Achievement peer group 1
 Legislative district(s): 9

District size, location: Medium-Large, Suburb
 Students attending: 4,845
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 17 percent. Spending in the classroom decreased from 55 to 52.2 percent. Spending on plant operations increased substantially and spending on administration increased. Overall, spending on student support decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$833	\$744	\$746
	Students per administrator	63	68	67
Plant operations	Cost per square foot	\$5.37	\$5.74	\$6.03
	Square footage per student	167	163	153
Food service	Cost per meal equivalent	\$2.95	\$2.84	\$2.58
Transportation	Cost per mile	\$3.00	\$4.05	\$3.55
	Cost per rider	\$824	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,633	\$6,604	\$7,062	\$7,496	\$10,658
Classroom dollars	3,490	3,449	3,779	4,031	6,520
Nonclassroom dollars:	3,143	3,155	3,283	3,465	4,138
Administration	842	833	744	746	1,138
Plant operations	840	897	929	924	1,015
Food service	257	251	329	396	412
Transportation	222	229	430	369	452
Student support	455	424	543	582	593
Instruction support	527	521	308	448	528

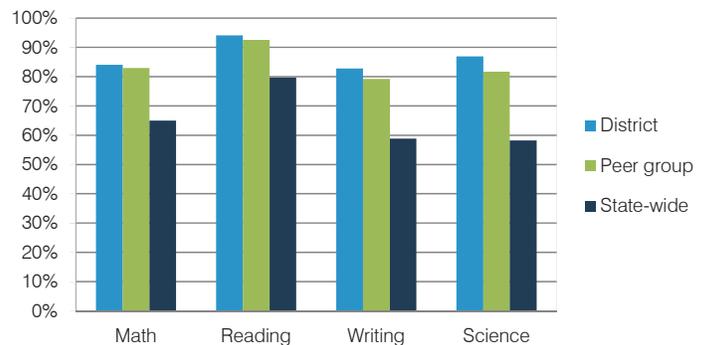
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	86%
B	1	14%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	95%	91%	77%
Poverty rate (2012)	9%	9%	25%
Students per teacher	18.1	18.2	18.3
Average teacher salary	\$42,536	\$42,657	\$45,264
Amount from Proposition 301	\$4,102	\$3,841	\$3,784
Average years of teacher experience	11.2	11.0	10.9
Percentage of teachers in first 3 years	21%	17%	19%

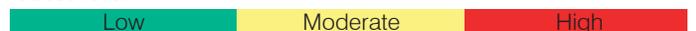
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



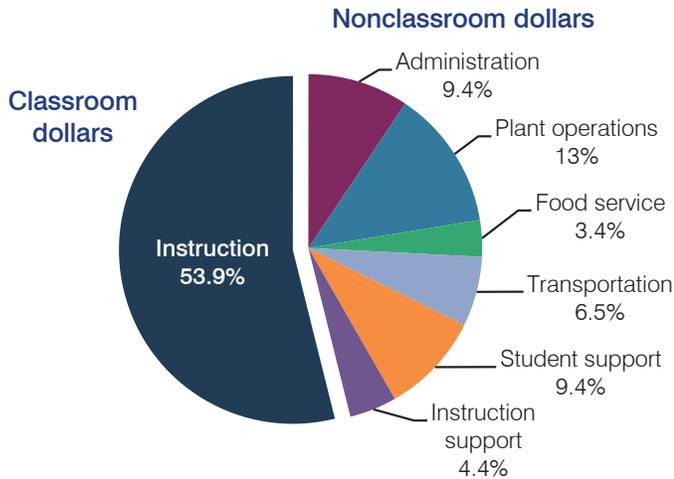
Cave Creek Unified School District

Maricopa County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 1, 15, and 23

District size, location: Medium-Large, City
 Students attending: 5,361
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 56.7 to 53.9 percent. Overall, spending on plant operations increased and spending on transportation increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$648	\$744	\$746
	Students per administrator	63	68	67
Plant operations	Cost per square foot	\$5.93	\$5.74	\$6.03
	Square footage per student	152	163	153
Food service	Cost per meal equivalent	\$2.52	\$2.84	\$2.58
Transportation	Cost per mile	\$3.20	\$3.41	\$3.55
	Cost per rider	\$1,153	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,028	\$6,901	\$7,062	\$7,496	\$10,658
Classroom dollars	3,742	3,721	3,779	4,031	6,520
Nonclassroom dollars:	3,286	3,180	3,283	3,465	4,138
Administration	701	648	744	746	1,138
Plant operations	897	901	929	924	1,015
Food service	272	231	329	396	412
Transportation	447	449	430	369	452
Student support	670	649	543	582	593
Instruction support	299	302	308	448	528

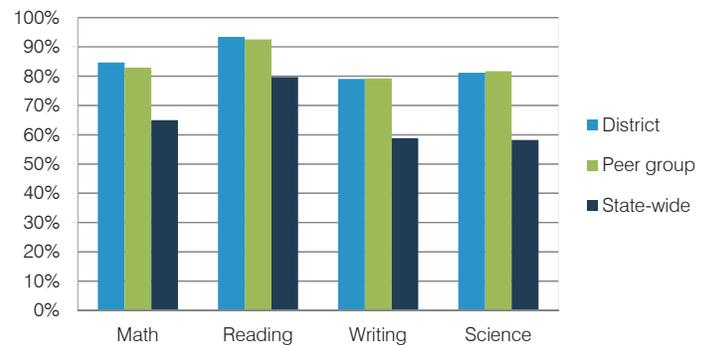
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	7	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	93%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	20.6	18.2	18.3
Average teacher salary	\$43,740	\$42,657	\$45,264
Amount from Proposition 301	\$3,733	\$3,841	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	14%	17%	19%

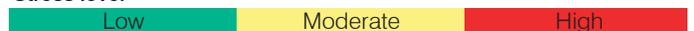
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Cedar Unified School District

Navajo County

Efficiency peer groups 11 and T-11, Achievement peer group 7

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

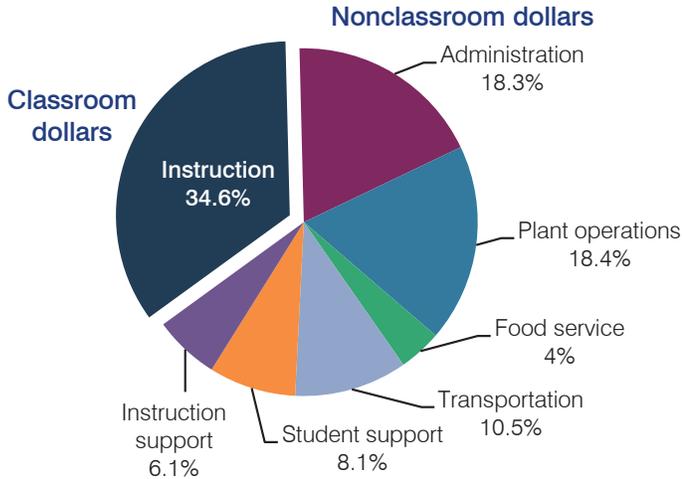
172

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 54 percent, which contributed to the 21 percent increase in total spending per pupil. Spending in the classroom decreased overall from 44.8 to 34.6 percent. Spending in most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,919	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$4.50	\$6.59	\$6.03
	Square footage per student	873	343	153
Food service	Cost per meal equivalent	\$3.56	\$4.93	\$2.58
Transportation	Cost per mile	\$2.02	\$1.64	\$3.55
	Cost per rider	\$1,818	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,249	\$21,364	\$15,203	\$7,496	\$10,658
Classroom dollars	8,301	7,392	7,647	4,031	6,520
Nonclassroom dollars:	10,948	13,972	7,556	3,465	4,138
Administration	3,736	3,919	2,572	746	1,138
Plant operations	3,255	3,926	2,148	924	1,015
Food service	712	854	851	396	412
Transportation	1,621	2,234	1,056	369	452
Student support	1,067	1,735	548	582	593
Instruction support	557	1,304	381	448	528

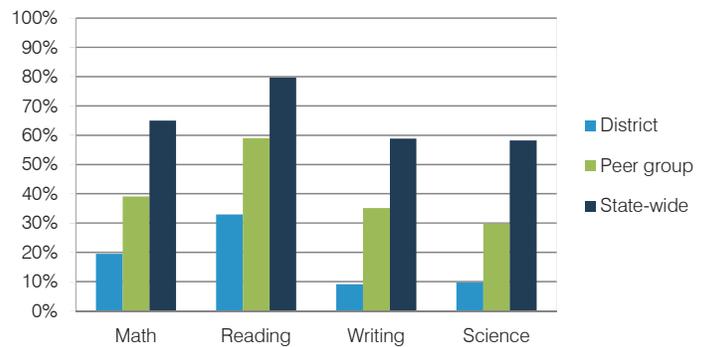
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	100%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	85%	92%	94%
Graduation rate (2012)	31%	69%	77%
Poverty rate (2012)	40%	42%	25%
Students per teacher	10.7	15.1	18.3
Average teacher salary	\$35,120	\$42,614	\$45,264
Amount from Proposition 301	\$1,602	\$3,663	\$3,784
Average years of teacher experience	16.4	12.2	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

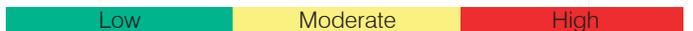
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



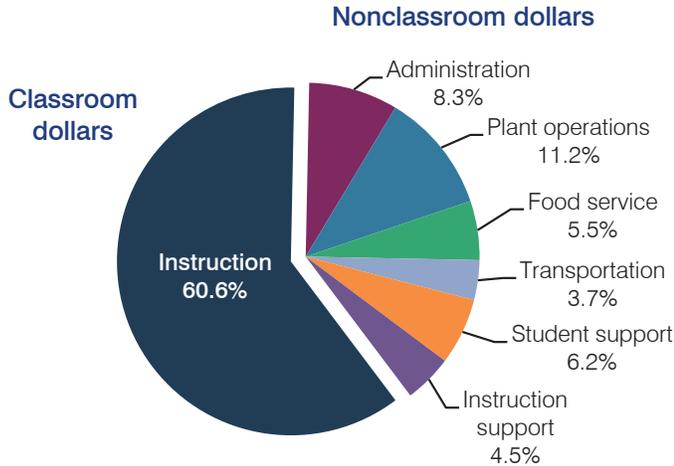
Chandler Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 12, 17 and 18

District size, location: Very large, Suburb
 Students attending: 38,752
 Number of schools: 41

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 62.3 to 60.6 percent. Overall, spending on plant operations and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$551	\$640	\$746
	Students per administrator	105	80	67
Plant operations	Cost per square foot	\$6.56	\$5.91	\$6.03
	Square footage per student	113	145	153
Food service	Cost per meal equivalent	\$3.24	\$2.62	\$2.58
Transportation	Cost per mile	\$3.96	\$4.05	\$3.55
	Cost per rider	\$1,003	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,581	\$6,644	\$7,185	\$7,496	\$10,658
Classroom dollars	4,008	4,023	4,074	4,031	6,520
Nonclassroom dollars:	2,573	2,621	3,111	3,465	4,138
Administration	563	551	640	746	1,138
Plant operations	727	744	855	924	1,015
Food service	348	365	325	396	412
Transportation	230	244	346	369	452
Student support	400	412	571	582	593
Instruction support	305	305	374	448	528

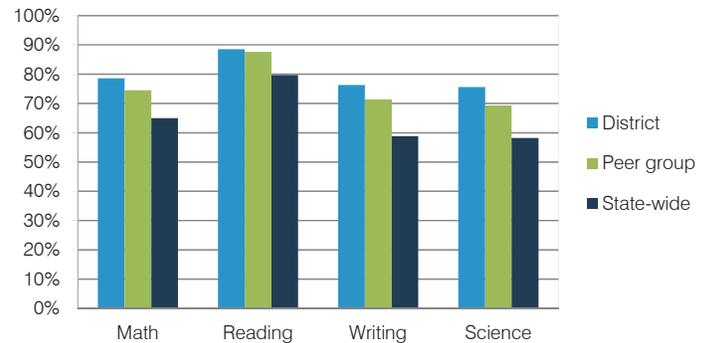
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	27	66%
B	8	20%
C	5	12%
D	0	0%
F	0	0%
Not rated	1	2%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	92%	88%	77%
Poverty rate (2012)	13%	14%	25%
Students per teacher	18.8	18.3	18.3
Average teacher salary	\$49,539	\$44,386	\$45,264
Amount from Proposition 301	\$3,898	\$4,054	\$3,784
Average years of teacher experience	10.4	11.0	10.9
Percentage of teachers in first 3 years	12%	16%	19%

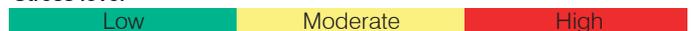
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



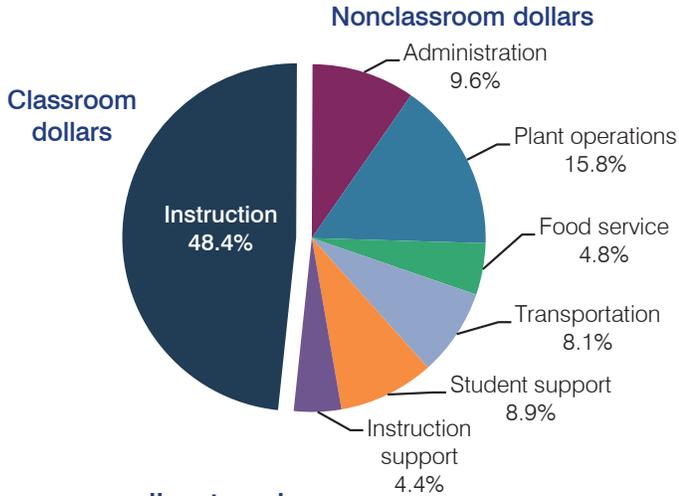
Chinle Unified School District

Apache County
 Efficiency peer groups 4 and T-9, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium-Large, Rural
 Students attending: 3,458
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom varied year to year, decreasing slightly overall from 48.6 to 48.4 percent. Overall, spending on instruction support increased substantially, while spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,235	\$764	\$746
	Students per administrator	48	67	67
Plant operations	Cost per square foot	\$6.04	\$5.34	\$6.03
	Square footage per student	335	176	153
Food service	Cost per meal equivalent	\$2.60	\$2.67	\$2.58
Transportation	Cost per mile	\$2.96	\$2.42	\$3.55
	Cost per rider	\$1,296	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,273	\$12,820	\$7,187	\$7,496	\$10,658
Classroom dollars	6,014	6,204	3,779	4,031	6,520
Nonclassroom dollars:	6,259	6,616	3,408	3,465	4,138
Administration	1,151	1,235	764	746	1,138
Plant operations	1,890	2,026	921	924	1,015
Food service	574	609	364	396	412
Transportation	1,026	1,043	394	369	452
Student support	1,168	1,143	561	582	593
Instruction support	450	560	404	448	528

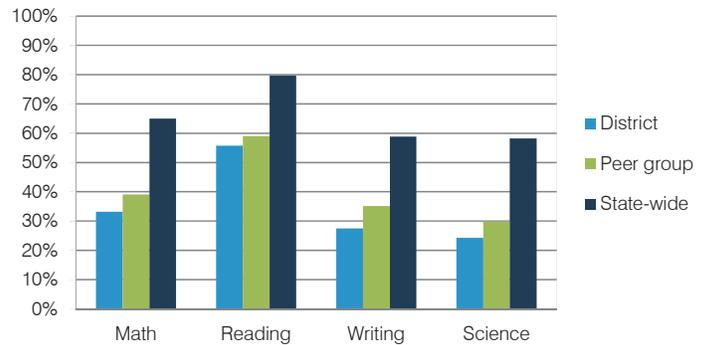
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	43%
D	3	43%
F	1	14%
Not rated	0	0%

Students who met state standards (AIMS)



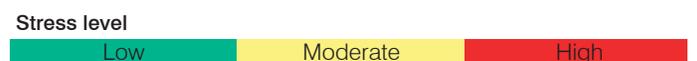
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	74%	69%	77%
Poverty rate (2012)	38%	42%	25%
Students per teacher	15.1	15.1	18.3
Average teacher salary	\$55,976	\$42,614	\$45,264
Amount from Proposition 301	\$1,388	\$3,663	\$3,784
Average years of teacher experience	12.9	12.2	10.9
Percentage of teachers in first 3 years	9%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



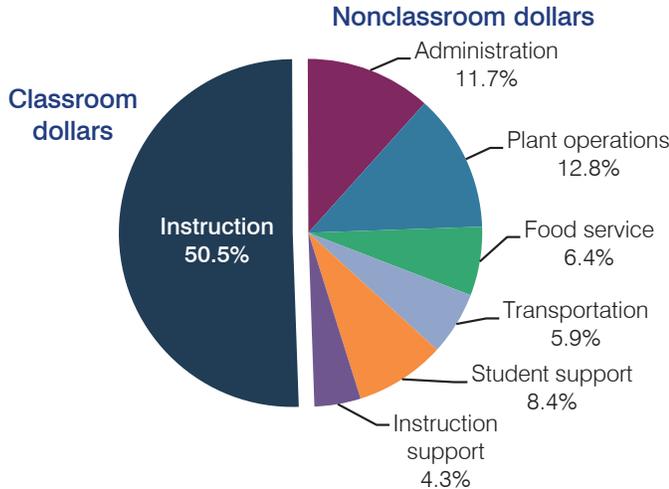
Chino Valley Unified School District

Yavapai County
 Efficiency peer groups 4 and T-8, Achievement peer group 4
 Legislative district(s): 1

District size, location: Medium-Large, Town
 Students attending: 2,201
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 57.8 to 50.5 percent. Spending on plant operations and student support increased substantially and spending on instruction support increased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$819	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$5.99	\$5.34	\$6.03
	Square footage per student	150	176	153
Food service	Cost per meal equivalent	\$2.37	\$2.67	\$2.58
Transportation	Cost per mile	\$2.98	\$2.52	\$3.55
	Cost per rider	\$711	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,687	\$7,000	\$7,187	\$7,496	\$10,658
Classroom dollars	3,314	3,534	3,779	4,031	6,520
Nonclassroom dollars:	3,373	3,466	3,408	3,465	4,138
Administration	866	819	764	746	1,138
Plant operations	795	899	921	924	1,015
Food service	432	448	364	396	412
Transportation	458	414	394	369	452
Student support	585	588	561	582	593
Instruction support	237	298	404	448	528

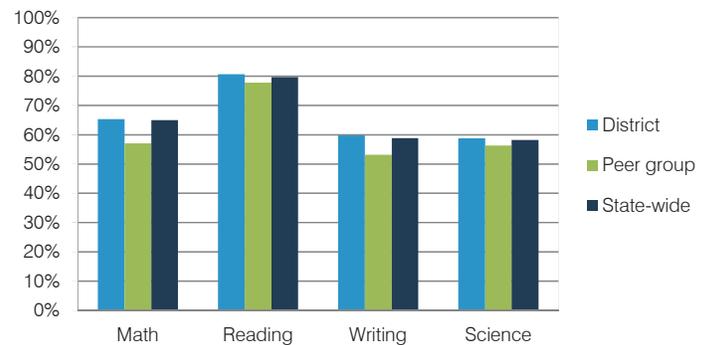
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	50%
C	2	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	72%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	20.4	16.5	18.3
Average teacher salary	\$40,094	\$40,197	\$45,264
Amount from Proposition 301	\$5,962	\$4,027	\$3,784
Average years of teacher experience	10.8	11.1	10.9
Percentage of teachers in first 3 years	6%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

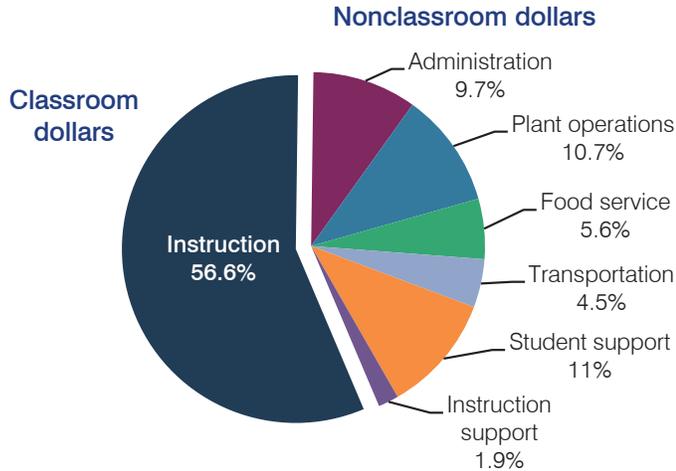
430

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 61 to 56.6 percent. Overall, spending on administration increased substantially and spending on food service and student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$732	\$1,130	\$746
	Students per administrator	115	55	67
Plant operations	Cost per square foot	\$7.23	\$6.14	\$6.03
	Square footage per student	112	157	153
Food service	Cost per meal equivalent	\$2.78	\$2.74	\$2.58
Transportation	Cost per mile	\$4.71	\$3.58	\$3.55
	Cost per rider	\$479	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,885	\$7,572	\$8,518	\$7,496	\$10,658
Classroom dollars	3,960	4,284	4,624	4,031	6,520
Nonclassroom dollars:	2,925	3,288	3,894	3,465	4,138
Administration	604	732	1,130	746	1,138
Plant operations	779	810	976	924	1,015
Food service	381	427	511	396	412
Transportation	301	340	537	369	452
Student support	732	831	499	582	593
Instruction support	128	148	241	448	528

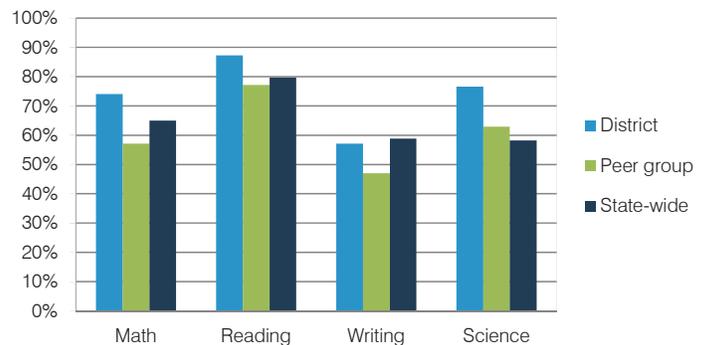
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	19.1	12.4	18.3
Average teacher salary	\$47,264	\$45,242	\$45,264
Amount from Proposition 301	\$4,732	\$2,827	\$3,784
Average years of teacher experience	15.7	13.6	10.9
Percentage of teachers in first 3 years	9%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



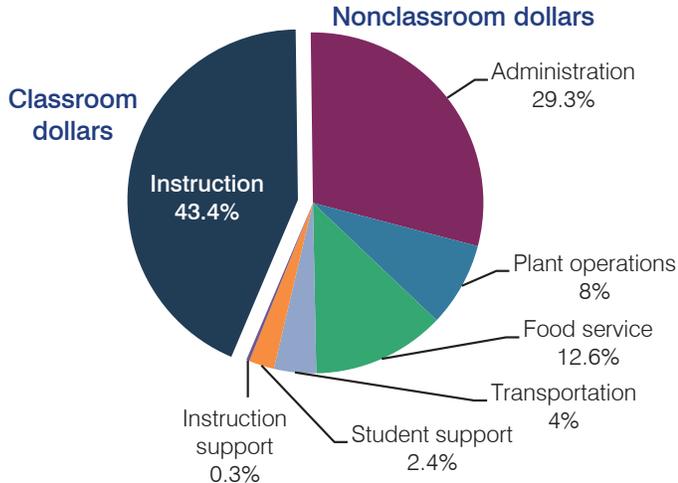
Clifton Unified School District

Greenlee County
 Efficiency peer groups 11 and T-11, Achievement peer group 4
 Legislative district(s): 14

District size, location: Very small, Rural
 Students attending: 54
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 58 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 41.7 to 43.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,636	\$2,572	\$746
	Students per administrator	14	30	67
Plant operations	Cost per square foot	\$0.58	\$6.59	\$6.03
	Square footage per student	1,705	343	153
Food service	Cost per meal equivalent	\$8.10	\$4.93	\$2.58
Transportation	Cost per mile	\$1.34	\$1.64	\$3.55
	Cost per rider	\$1,270	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,207	\$12,392	\$15,203	\$7,496	\$10,658
Classroom dollars	6,358	5,373	7,647	4,031	6,520
Nonclassroom dollars:	6,849	7,019	7,556	3,465	4,138
Administration	2,921	3,636	2,572	746	1,138
Plant operations	2,315	994	2,148	924	1,015
Food service	498	1,556	851	396	412
Transportation	327	497	1,056	369	452
Student support	602	298	548	582	593
Instruction support	186	38	381	448	528

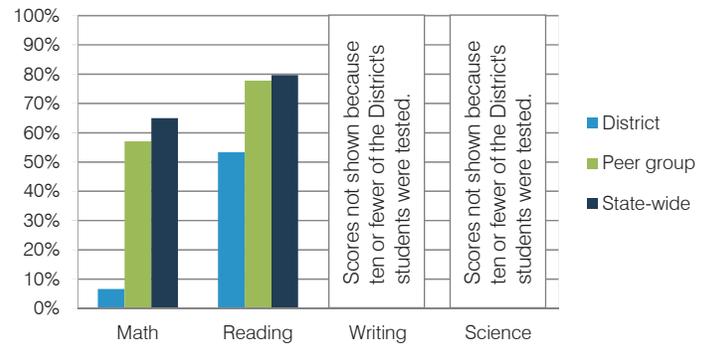
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	1	50%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	NR	94%	94%
Graduation rate (2012)	N/A	82%	77%
Poverty rate (2012)	8%	15%	25%
Students per teacher	9.7	16.5	18.3
Average teacher salary	\$28,624	\$40,197	\$45,264
Amount from Proposition 301	\$5,595	\$4,027	\$3,784
Average years of teacher experience	11.1	11.1	10.9
Percentage of teachers in first 3 years	19%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Cochise Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

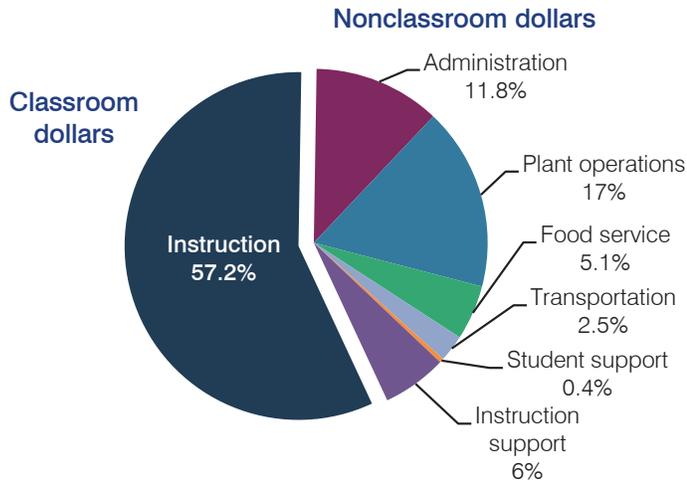
90

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 58.8 to 57.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service increased and spending on plant operations decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,711	\$2,572	\$746
	Students per administrator	58	30	67
Plant operations	Cost per square foot	\$8.66	\$6.59	\$6.03
	Square footage per student	285	343	153
Food service	Cost per meal equivalent	\$4.86	\$4.93	\$2.58
Transportation	Cost per mile	\$1.15	\$1.64	\$3.55
	Cost per rider	\$353	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,565	\$14,508	\$15,203	\$7,496	\$10,658
Classroom dollars	9,045	8,301	7,647	4,031	6,520
Nonclassroom dollars:	7,520	6,207	7,556	3,465	4,138
Administration	1,930	1,711	2,572	746	1,138
Plant operations	3,079	2,469	2,148	924	1,015
Food service	776	733	851	396	412
Transportation	310	365	1,056	369	452
Student support	71	61	548	582	593
Instruction support	1,354	868	381	448	528

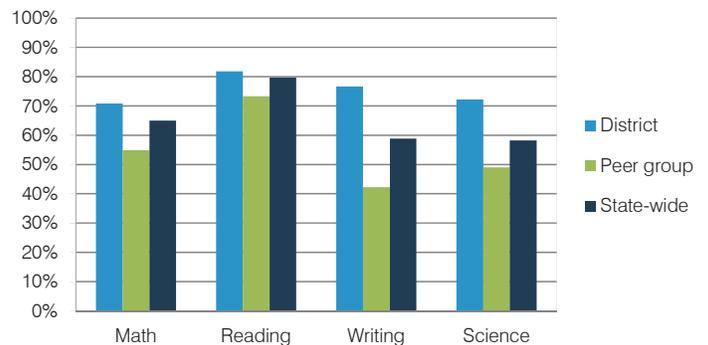
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	48%	52%	25%
Students per teacher	11.2	12.4	18.3
Average teacher salary	\$55,278	\$46,086	\$45,264
Amount from Proposition 301	\$3,171	\$2,755	\$3,784
Average years of teacher experience	18.9	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

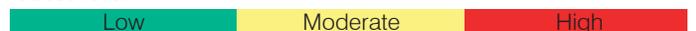
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Colorado City Unified School District

Mohave County

Efficiency peer groups 6 and T-6, Achievement peer group 7

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

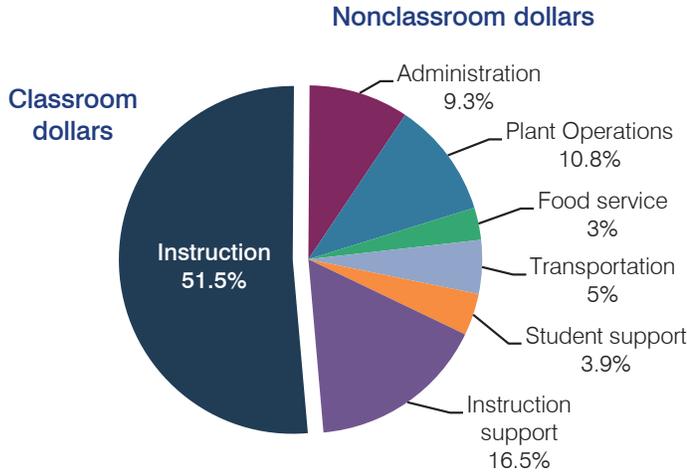
477

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom increased from 45.1 to 51.5 percent. Overall, spending on administration and instruction support decreased substantially and spending on student support decreased slightly, while spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$882	\$1,571	\$746
	Students per administrator	41	43	67
Plant operations	Cost per square foot	\$6.55	\$4.94	\$6.03
	Square footage per student	157	318	153
Food service	Cost per meal equivalent	\$3.27	\$3.28	\$2.58
Transportation	Cost per mile	\$3.50	\$3.58	\$3.55
	Cost per rider	\$589	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,075	\$9,482	\$10,188	\$7,496	\$10,658
Classroom dollars	4,947	4,879	4,979	4,031	6,520
Nonclassroom dollars:	5,128	4,603	5,209	3,465	4,138
Administration	869	882	1,571	746	1,138
Plant operations	1,139	1,027	1,558	924	1,015
Food service	303	285	463	396	412
Transportation	581	472	509	369	452
Student support	608	374	647	582	593
Instruction support	1,628	1,563	461	448	528

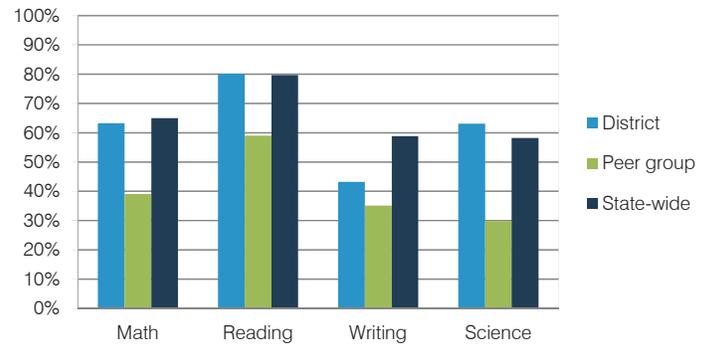
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	18.0	15.1	18.3
Average teacher salary	\$35,219	\$42,614	\$45,264
Amount from Proposition 301	\$2,547	\$3,663	\$3,784
Average years of teacher experience	12.0	12.2	10.9
Percentage of teachers in first 3 years	26%	15%	19%

Financial stress assessment

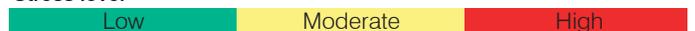
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Colorado River Union High School District

Mohave County

Efficiency peer groups 4 and T-10, Achievement peer group 11

Legislative district(s): 5

District size, location: Medium-Large, Town

Students attending: 2,079

Number of schools: 2

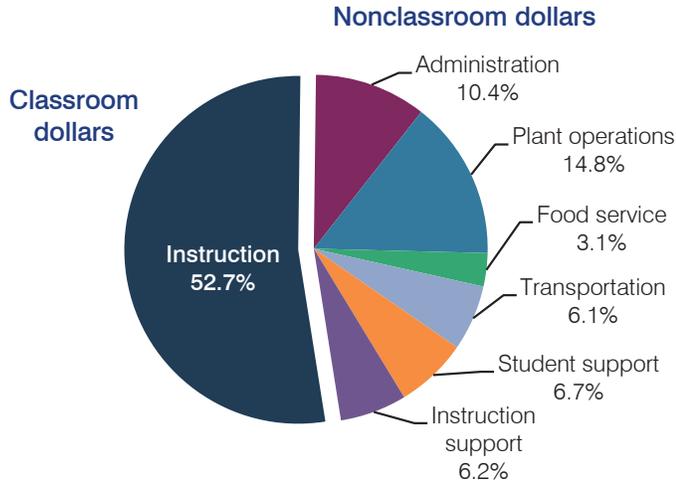
Medium-Large, Town

2,079

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 60.7 to 52.7 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation and student support increased. Spending on food service decreased slightly and spending on plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$752	\$764	\$746
	Students per administrator	71	67	67
Plant operations	Cost per square foot	\$5.33	\$5.34	\$6.03
	Square footage per student	201	176	153
Food service	Cost per meal equivalent	\$2.11	\$2.67	\$2.58
Transportation	Cost per mile	\$2.81	\$1.97	\$3.55
	Cost per rider	\$1,440	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,004	\$7,244	\$7,187	\$7,496	\$10,658
Classroom dollars	3,665	3,818	3,779	4,031	6,520
Nonclassroom dollars:	3,339	3,426	3,408	3,465	4,138
Administration	683	752	764	746	1,138
Plant operations	1,161	1,074	921	924	1,015
Food service	254	225	364	396	412
Transportation	402	443	394	369	452
Student support	435	482	561	582	593
Instruction support	404	450	404	448	528

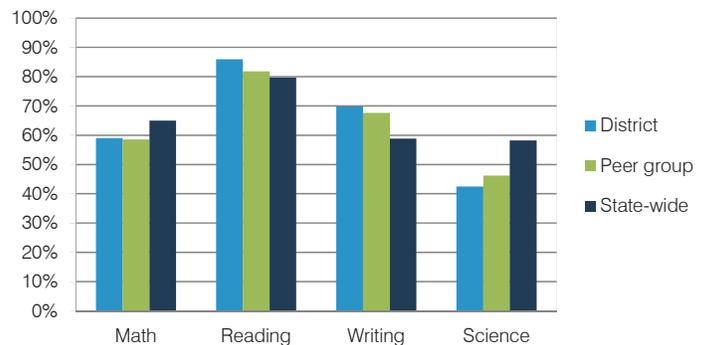
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2012)	74%	79%	77%
Poverty rate (2012)	31%	36%	25%
Students per teacher	20.2	13.2	18.3
Average teacher salary	\$45,064	\$39,347	\$45,264
Amount from Proposition 301	\$2,450	\$3,141	\$3,784
Average years of teacher experience	11.3	8.6	10.9
Percentage of teachers in first 3 years	18%	25%	19%

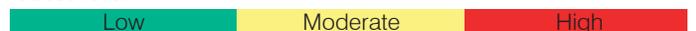
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Concho Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 20

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

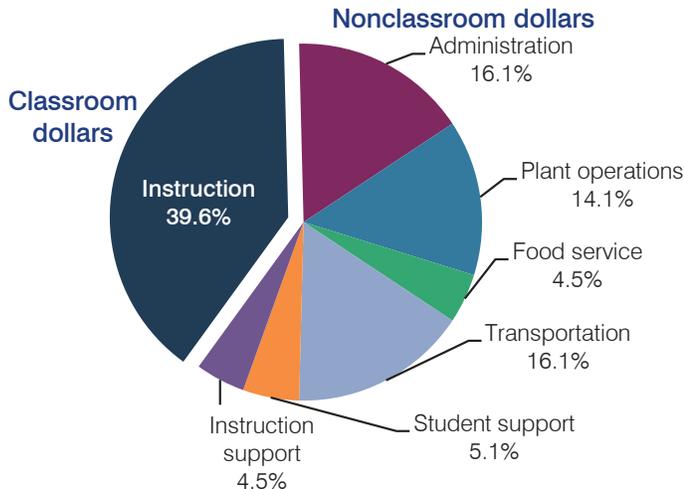
145

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 24 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing slightly overall from 40.5 to 39.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,814	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$8.73	\$6.59	\$6.03
	Square footage per student	283	343	153
Food service	Cost per meal equivalent	\$3.41	\$4.93	\$2.58
Transportation	Cost per mile	\$1.02	\$1.64	\$3.55
	Cost per rider	\$1,770	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,060	\$17,517	\$15,203	\$7,496	\$10,658
Classroom dollars	6,466	6,941	7,647	4,031	6,520
Nonclassroom dollars:	9,594	10,576	7,556	3,465	4,138
Administration	2,701	2,814	2,572	746	1,138
Plant operations	2,227	2,467	2,148	924	1,015
Food service	711	788	851	396	412
Transportation	2,762	2,816	1,056	369	452
Student support	756	893	548	582	593
Instruction support	437	798	381	448	528

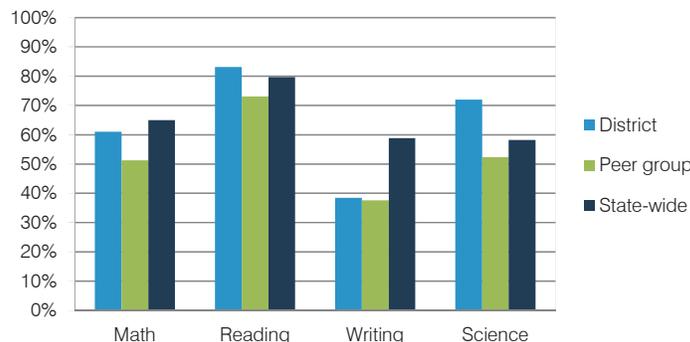
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	38%	25%
Students per teacher	11.2	15.1	18.3
Average teacher salary	\$39,011	\$44,190	\$45,264
Amount from Proposition 301	\$2,813	\$3,324	\$3,784
Average years of teacher experience	16.9	11.1	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

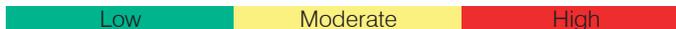
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Congress Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

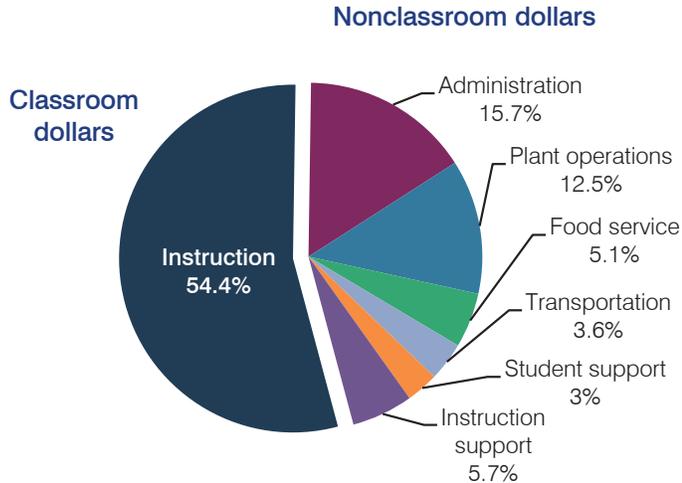
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 15 percent, which contributed to the 37 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 52.6 to 54.4 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,151	\$2,572	\$746
	Students per administrator	30	30	67
Plant operations	Cost per square foot	\$6.86	\$6.59	\$6.03
	Square footage per student	251	343	153
Food service	Cost per meal equivalent	\$3.63	\$4.93	\$2.58
Transportation	Cost per mile	\$1.14	\$1.64	\$3.55
	Cost per rider	\$718	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,087	\$13,740	\$15,203	\$7,496	\$10,658
Classroom dollars	5,997	7,468	7,647	4,031	6,520
Nonclassroom dollars:	6,090	6,272	7,556	3,465	4,138
Administration	2,560	2,151	2,572	746	1,138
Plant operations	1,196	1,720	2,148	924	1,015
Food service	632	704	851	396	412
Transportation	429	499	1,056	369	452
Student support	399	412	548	582	593
Instruction support	874	786	381	448	528

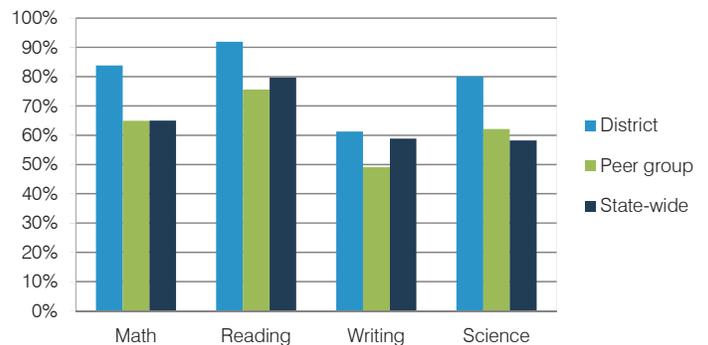
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	30%	25%
Students per teacher	9.4	13.9	18.3
Average teacher salary	\$47,484	\$41,809	\$45,264
Amount from Proposition 301	\$2,289	\$3,665	\$3,784
Average years of teacher experience	15.4	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

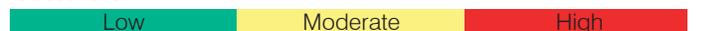
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Continental Elementary School District

Pima County

Efficiency peer groups 10 and T-6, Achievement peer group 17

Legislative district(s): 2 and 14

District size, location:

Small, Rural

Students attending:

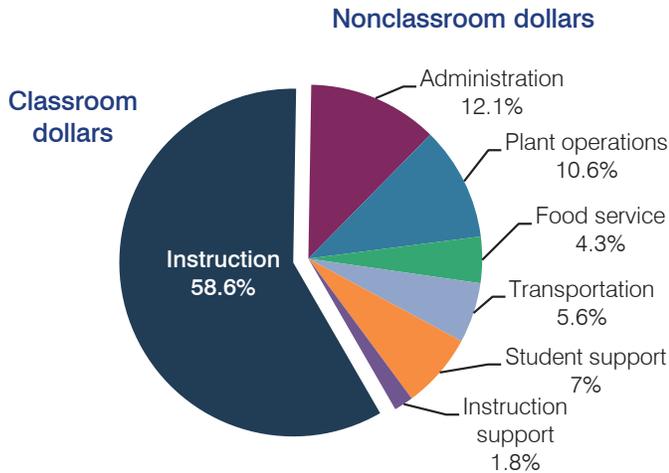
485

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 61.3 to 58.6 percent. Overall, spending on administration decreased substantially and spending on transportation and student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$1,130	\$746
	Students per administrator	61	55	67
Plant operations	Cost per square foot	\$5.24	\$6.14	\$6.03
	Square footage per student	155	157	153
Food service	Cost per meal equivalent	\$3.07	\$2.74	\$2.58
Transportation	Cost per mile	\$2.57	\$3.58	\$3.55
	Cost per rider	\$443	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,544	\$7,662	\$8,518	\$7,496	\$10,658
Classroom dollars	4,181	4,488	4,624	4,031	6,520
Nonclassroom dollars:	3,363	3,174	3,894	3,465	4,138
Administration	1,212	926	1,130	746	1,138
Plant operations	791	815	976	924	1,015
Food service	396	327	511	396	412
Transportation	387	433	537	369	452
Student support	371	537	499	582	593
Instruction support	206	136	241	448	528

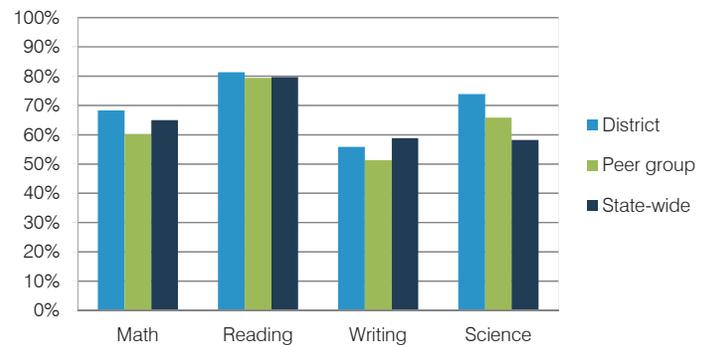
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	19%	19%	25%
Students per teacher	14.9	11.0	18.3
Average teacher salary	\$40,985	\$42,053	\$45,264
Amount from Proposition 301	\$4,098	\$2,981	\$3,784
Average years of teacher experience	10.5	12.6	10.9
Percentage of teachers in first 3 years	14%	11%	19%

Financial stress assessment

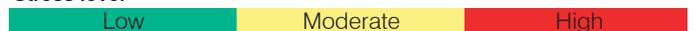
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



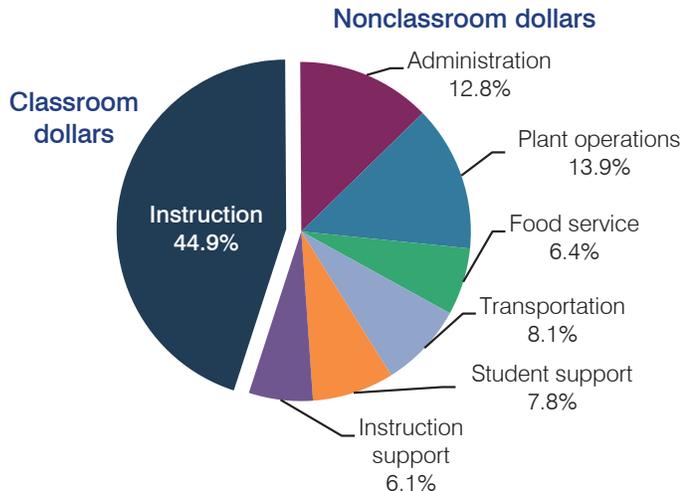
Coolidge Unified School District

Pinal County
 Efficiency peer groups 4 and T-9, Achievement peer group 5
 Legislative district(s): 8 and 12

District size, location: Medium-Large, Town
 Students attending: 3,511
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 52 to 44.9 percent. Overall, spending on plant operations increased substantially and spending on administration, transportation, food service and instruction support increased. Spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$897	\$764	\$746
	Students per administrator	60	67	67
Plant operations	Cost per square foot	\$3.92	\$5.34	\$6.03
	Square footage per student	247	176	153
Food service	Cost per meal equivalent	\$2.79	\$2.67	\$2.58
Transportation	Cost per mile	\$2.29	\$2.42	\$3.55
	Cost per rider	\$999	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,456	\$6,995	\$7,187	\$7,496	\$10,658
Classroom dollars	3,546	3,144	3,779	4,031	6,520
Nonclassroom dollars:	3,910	3,851	3,408	3,465	4,138
Administration	926	897	764	746	1,138
Plant operations	1,033	968	921	924	1,015
Food service	429	448	364	396	412
Transportation	572	568	394	369	452
Student support	599	545	561	582	593
Instruction support	351	425	404	448	528

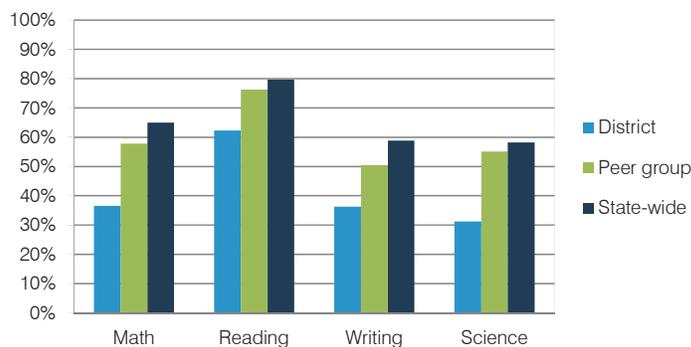
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	14%
D	6	86%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	72%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	20.0	16.6	18.3
Average teacher salary	\$38,106	\$41,866	\$45,264
Amount from Proposition 301	\$4,741	\$4,192	\$3,784
Average years of teacher experience	9.0	11.7	10.9
Percentage of teachers in first 3 years	20%	16%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Cottonwood-Oak Creek Elementary School District

Yavapai County

Efficiency peer groups 9 and T-7, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

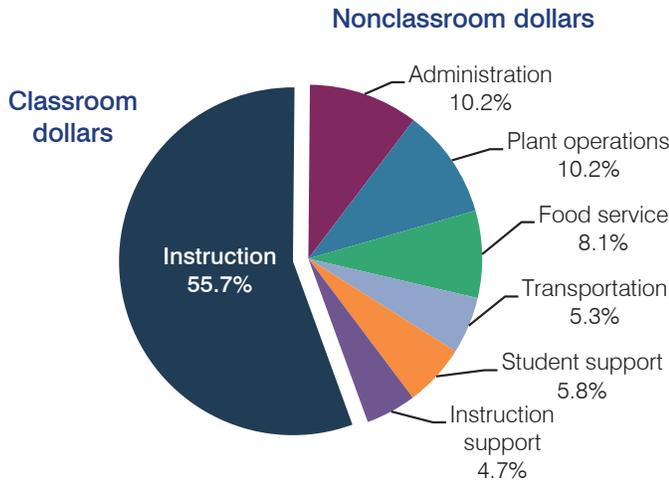
1,982

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom was very inconsistent year to year, ranging from a high of 57 percent to a low of 47.8 percent. Overall, spending on administration decreased substantially and spending on instruction support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$725	\$883	\$746
	Students per administrator	50	65	67
Plant operations	Cost per square foot	\$4.73	\$6.31	\$6.03
	Square footage per student	154	135	153
Food service	Cost per meal equivalent	\$2.64	\$2.63	\$2.58
Transportation	Cost per mile	\$2.89	\$3.06	\$3.55
	Cost per rider	\$786	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,345	\$7,135	\$7,185	\$7,496	\$10,658
Classroom dollars	3,718	3,975	3,621	4,031	6,520
Nonclassroom dollars:	3,627	3,160	3,564	3,465	4,138
Administration	1,020	725	883	746	1,138
Plant operations	884	729	836	924	1,015
Food service	540	579	535	396	412
Transportation	349	377	431	369	452
Student support	441	415	435	582	593
Instruction support	393	335	444	448	528

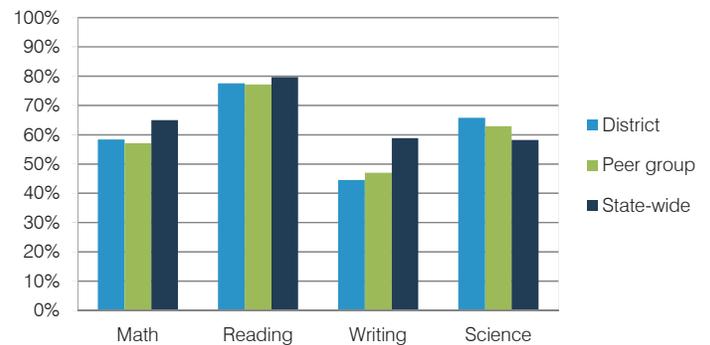
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	24%	25%
Students per teacher	17.6	12.4	18.3
Average teacher salary	\$40,767	\$45,242	\$45,264
Amount from Proposition 301	\$3,870	\$2,827	\$3,784
Average years of teacher experience	12.5	13.6	10.9
Percentage of teachers in first 3 years	13%	12%	19%

Financial stress assessment

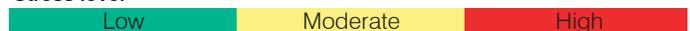
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Crane Elementary School District

Yuma County

Efficiency peer groups 8 and T-1, Achievement peer group 13

Legislative district(s): 4 and 13

District size, location:

Medium-Large, City

Students attending:

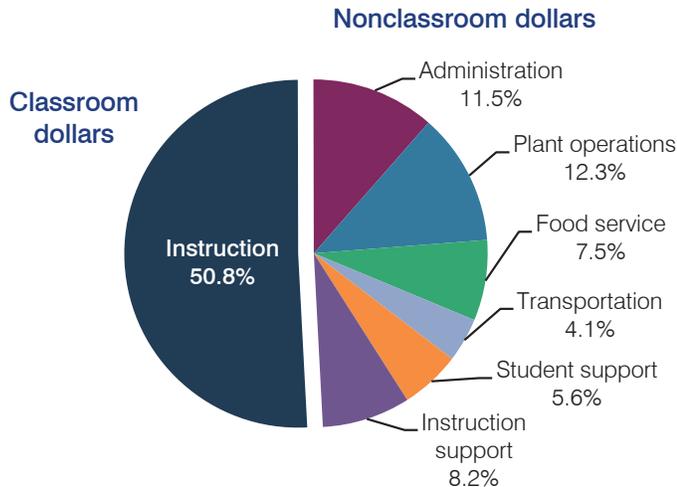
5,963

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased overall from 56 to 50.8 percent. Spending on instruction support increased substantially. Overall, spending on plant operations and food service increased, while spending on administration decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$705	\$791	\$746
	Students per administrator	75	69	67
Plant operations	Cost per square foot	\$7.19	\$6.28	\$6.03
	Square footage per student	105	138	153
Food service	Cost per meal equivalent	\$2.26	\$2.54	\$2.58
Transportation	Cost per mile	\$5.79	\$6.28	\$3.55
	Cost per rider	\$470	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,188	\$6,124	\$7,193	\$7,496	\$10,658
Classroom dollars	3,161	3,111	3,672	4,031	6,520
Nonclassroom dollars:	3,027	3,013	3,521	3,465	4,138
Administration	744	705	791	746	1,138
Plant operations	751	755	842	924	1,015
Food service	453	460	541	396	412
Transportation	244	252	273	369	452
Student support	354	340	541	582	593
Instruction support	481	501	533	448	528

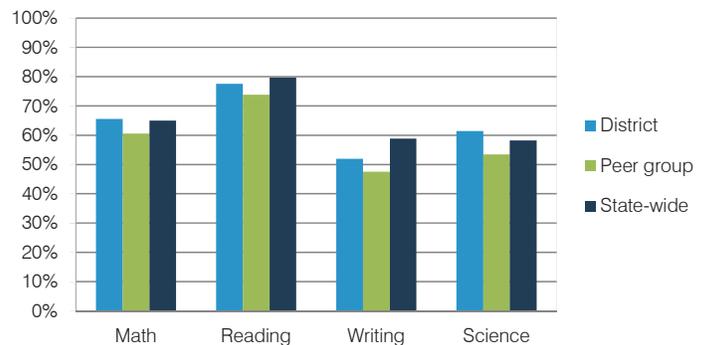
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	20%
B	7	70%
C	1	10%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	25%	25%
Students per teacher	19.2	19.1	18.3
Average teacher salary	\$38,334	\$40,312	\$45,264
Amount from Proposition 301	\$3,425	\$3,530	\$3,784
Average years of teacher experience	8.9	7.4	10.9
Percentage of teachers in first 3 years	23%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Creighton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15

Legislative district(s): 24, 27 and 28

District size, location:

Medium-Large, City

Students attending:

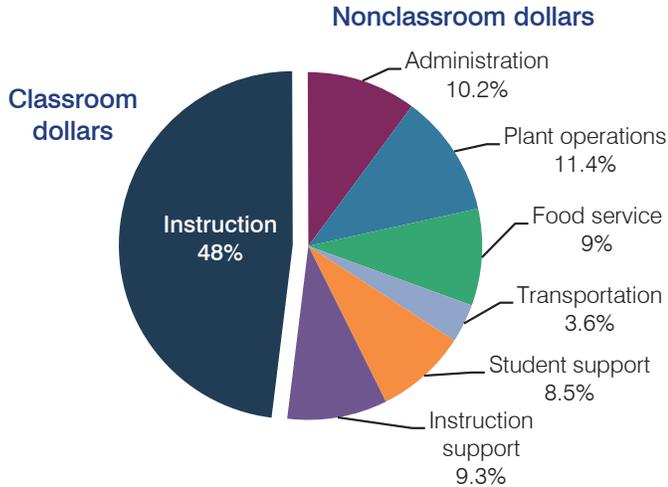
6,214

Number of schools:

9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 52.1 to 48 percent. Spending on food service increased substantially. Overall, spending on plant operations increased slightly and spending in most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$5.51	\$6.28	\$6.03
	Square footage per student	160	138	153
Food service	Cost per meal equivalent	\$2.69	\$2.54	\$2.58
Transportation	Cost per mile	\$6.96	\$5.18	\$3.55
	Cost per rider	\$1,544	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,234	\$7,722	\$7,193	\$7,496	\$10,658
Classroom dollars	4,141	3,707	3,672	4,031	6,520
Nonclassroom dollars:	4,093	4,015	3,521	3,465	4,138
Administration	846	786	791	746	1,138
Plant operations	877	883	842	924	1,015
Food service	710	693	541	396	412
Transportation	264	274	273	369	452
Student support	683	658	541	582	593
Instruction support	713	721	533	448	528

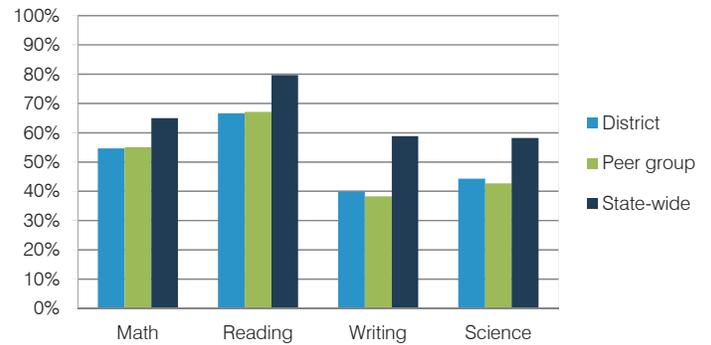
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	22%
C	6	67%
D	1	11%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	50%	50%	25%
Students per teacher	18.0	18.8	18.3
Average teacher salary	\$42,841	\$46,010	\$45,264
Amount from Proposition 301	\$3,061	\$2,972	\$3,784
Average years of teacher experience	6.5	8.7	10.9
Percentage of teachers in first 3 years	54%	32%	19%

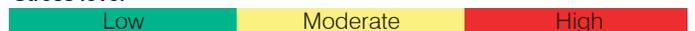
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



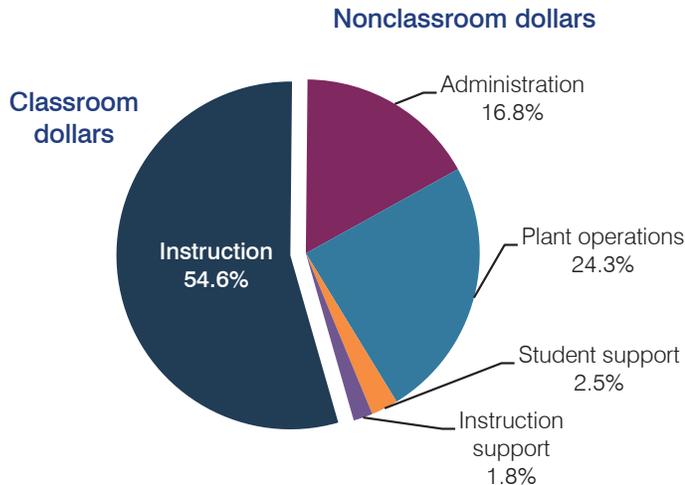
Crown King Elementary School District

Yavapai County
 Efficiency peer group 11 and Achievement peer group 17
 Legislative district(s): 1

District size, location: Very small, Rural
 Students attending: 2
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil more than doubled, which is partially explained by the 62 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing overall from 68 to 54.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,230	\$2,572	\$746
	Students per administrator	2	30	67
Plant operations	Cost per square foot	\$10.80	\$6.59	\$6.03
	Square footage per student	833	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$69,367	\$37,032	\$15,203	\$7,496	\$10,658
Classroom dollars	44,705	20,217	7,647	4,031	6,520
Nonclassroom dollars:	24,662	16,815	7,556	3,465	4,138
Administration	9,031	6,230	2,572	746	1,138
Plant operations	13,885	9,003	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	119	0	1,056	369	452
Student support	897	935	548	582	593
Instruction support	730	647	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	100%

Students who met state standards (AIMS)

AIMS scores are not shown because the District had ten or fewer students.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	20%	19%	25%
Students per teacher	2.3	11.0	18.3
Average teacher salary	N/A	\$42,053	\$45,264
Amount from Proposition 301	N/A	\$2,981	\$3,784
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



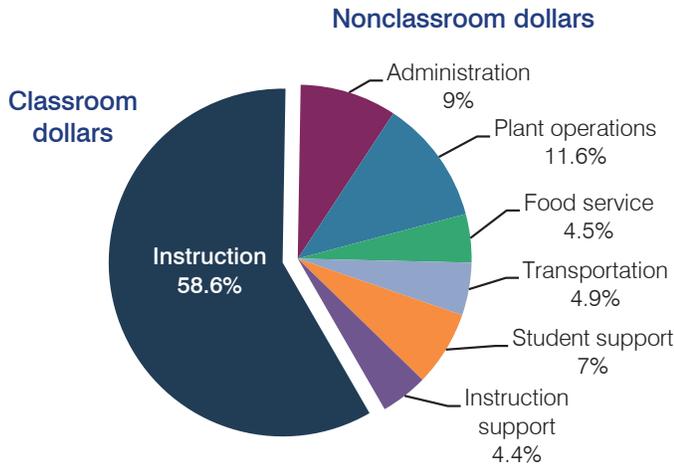
Deer Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 2
 Legislative district(s): 1, 15, 20 and 22

District size, location: Very large, City
 Students attending: 32,923
 Number of schools: 37

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 61.5 to 58.6 percent. Overall, spending on administration, plant operations, and transportation increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$593	\$640	\$746
	Students per administrator	86	80	67
Plant operations	Cost per square foot	\$5.65	\$5.91	\$6.03
	Square footage per student	135	145	153
Food service	Cost per meal equivalent	\$2.38	\$2.62	\$2.58
Transportation	Cost per mile	\$4.20	\$3.41	\$3.55
	Cost per rider	\$1,243	\$1,047	\$1,015

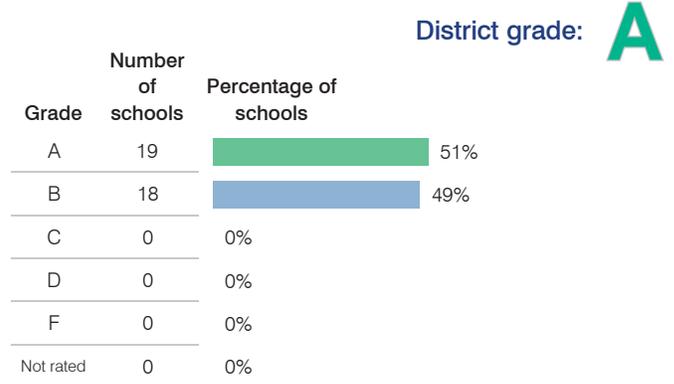
Very low Low Comparable High Very high

Per pupil spending by operational area

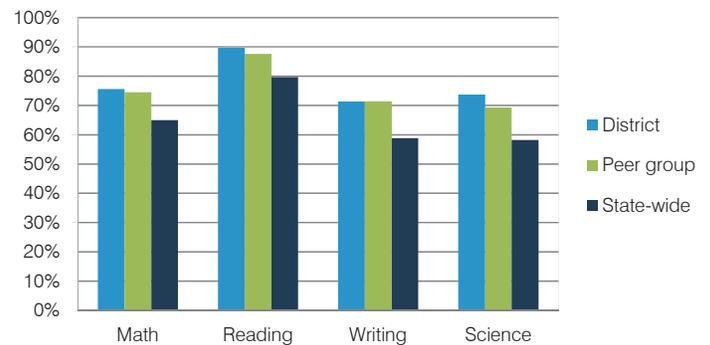
	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,511	\$6,597	\$7,185	\$7,496	\$10,658
Classroom dollars	3,838	3,868	4,074	4,031	6,520
Nonclassroom dollars:	2,673	2,729	3,111	3,465	4,138
Administration	571	593	640	746	1,138
Plant operations	796	763	855	924	1,015
Food service	297	299	325	396	412
Transportation	318	322	346	369	452
Student support	439	463	571	582	593
Instruction support	252	289	374	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	91%	88%	77%
Poverty rate (2012)	12%	14%	25%
Students per teacher	18.9	18.3	18.3
Average teacher salary	\$46,442	\$44,386	\$45,264
Amount from Proposition 301	\$3,547	\$4,054	\$3,784
Average years of teacher experience	12.0	11.0	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.9% Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Double Adobe Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

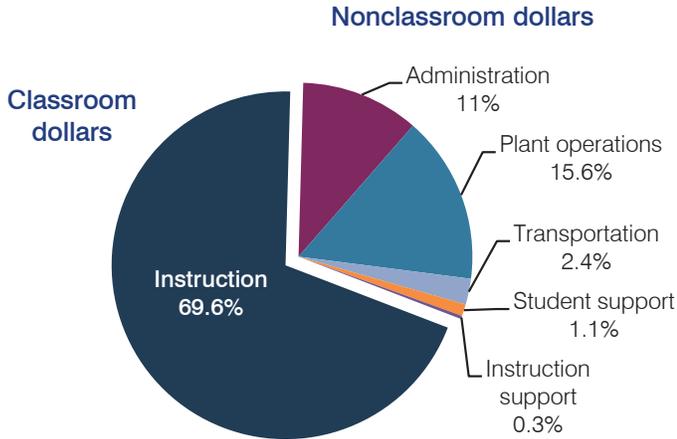
38

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 61.6 to 69.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,185	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$7.29	\$6.59	\$6.03
	Square footage per student	230	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	NR	\$1.64	\$3.55
	Cost per rider	NR	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,283	\$10,735	\$15,203	\$7,496	\$10,658
Classroom dollars	6,329	7,471	7,647	4,031	6,520
Nonclassroom dollars:	3,954	3,264	7,556	3,465	4,138
Administration	1,516	1,185	2,572	746	1,138
Plant operations	1,433	1,677	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	238	252	1,056	369	452
Student support	708	121	548	582	593
Instruction support	59	29	381	448	528

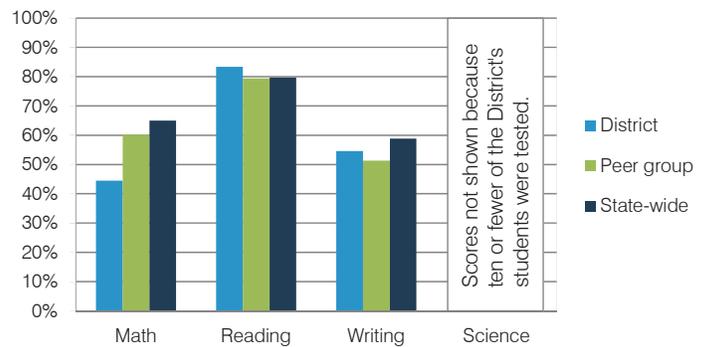
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	20%	19%	25%
Students per teacher	8.5	11.0	18.3
Average teacher salary	\$42,766	\$42,053	\$45,264
Amount from Proposition 301	\$2,334	\$2,981	\$3,784
Average years of teacher experience	17.1	12.6	10.9
Percentage of teachers in first 3 years	25%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



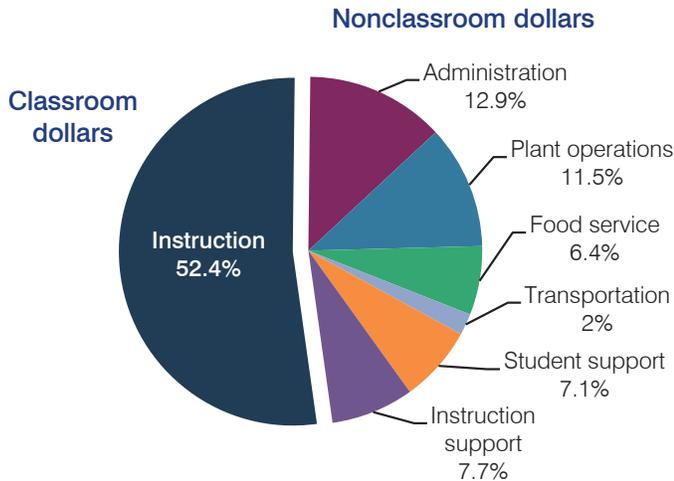
Douglas Unified School District

Cochise County
 Efficiency peer groups 4 and T-8, Achievement peer group 7
 Legislative district(s): 14

District size, location: Medium-Large, Town
 Students attending: 3,713
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 58.2 to 52.4 percent. Overall, spending on instruction support increased substantially and spending on food service increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$969	\$764	\$746
	Students per administrator	45	67	67
Plant operations	Cost per square foot	\$5.60	\$5.34	\$6.03
	Square footage per student	154	176	153
Food service	Cost per meal equivalent	\$2.63	\$2.67	\$2.58
Transportation	Cost per mile	\$4.30	\$2.52	\$3.55
	Cost per rider	\$1,459	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,691	\$7,489	\$7,187	\$7,496	\$10,658
Classroom dollars	3,498	3,924	3,779	4,031	6,520
Nonclassroom dollars:	3,193	3,565	3,408	3,465	4,138
Administration	828	969	764	746	1,138
Plant operations	822	860	921	924	1,015
Food service	430	484	364	396	412
Transportation	125	148	394	369	452
Student support	422	529	561	582	593
Instruction support	566	575	404	448	528

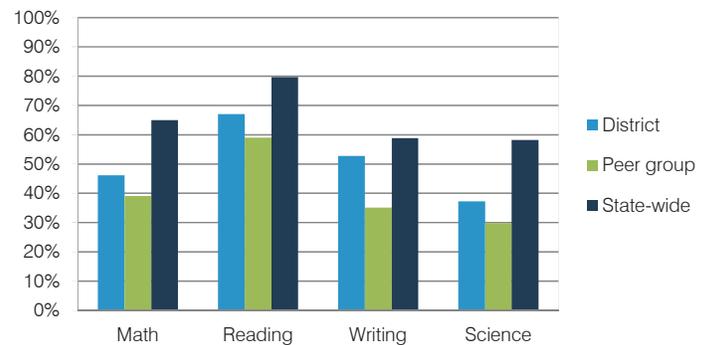
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	13%
C	5	63%
D	2	25%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	82%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	18.9	15.1	18.3
Average teacher salary	\$38,447	\$42,614	\$45,264
Amount from Proposition 301	\$5,622	\$3,663	\$3,784
Average years of teacher experience	11.2	12.2	10.9
Percentage of teachers in first 3 years	20%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



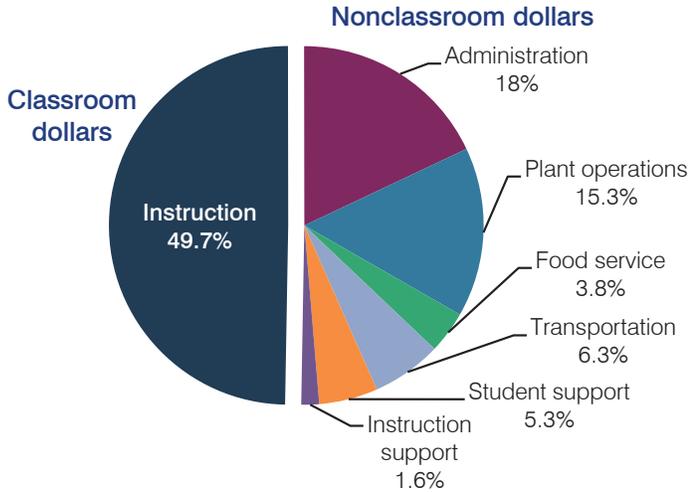
Duncan Unified School District

Greenlee County
 Efficiency peer groups 6 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size, location: Small, Rural
 Students attending: 354
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 55.3 to 49.7 percent. Spending on administration increased substantially. Overall, spending on transportation and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,689	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$3.98	\$4.94	\$6.03
	Square footage per student	361	318	153
Food service	Cost per meal equivalent	\$2.96	\$3.28	\$2.58
Transportation	Cost per mile	\$1.40	\$1.97	\$3.55
	Cost per rider	\$714	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,013	\$9,381	\$10,188	\$7,496	\$10,658
Classroom dollars	4,512	4,664	4,979	4,031	6,520
Nonclassroom dollars:	4,501	4,717	5,209	3,465	4,138
Administration	1,595	1,689	1,571	746	1,138
Plant operations	1,384	1,435	1,558	924	1,015
Food service	382	361	463	396	412
Transportation	589	588	509	369	452
Student support	364	496	647	582	593
Instruction support	187	148	461	448	528

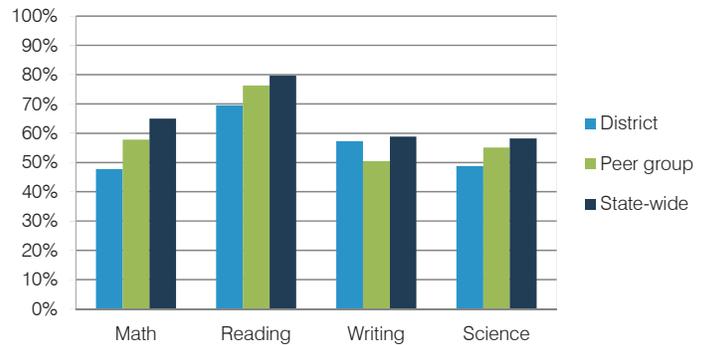
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



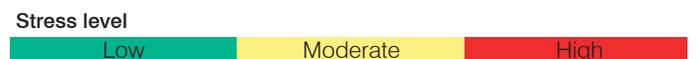
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	89%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	14.5	16.6	18.3
Average teacher salary	\$38,619	\$41,866	\$45,264
Amount from Proposition 301	\$3,737	\$4,192	\$3,784
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	13%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Dysart Unified School District

Maricopa County

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

Legislative district(s): 13, 21, 22 and 29

District size, location:

Very large, Suburb

Students attending:

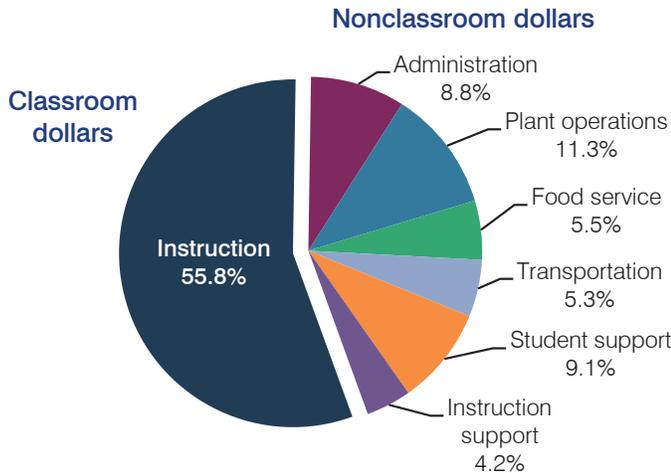
24,732

Number of schools:

24

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 57.3 to 55.8 percent. Overall, spending on plant operations and student support increased, while spending on administration and instruction support decreased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$605	\$640	\$746
	Students per administrator	87	80	67
Plant operations	Cost per square foot	\$5.92	\$5.91	\$6.03
	Square footage per student	131	145	153
Food service	Cost per meal equivalent	\$2.90	\$2.62	\$2.58
Transportation	Cost per mile	\$4.53	\$4.05	\$3.55
	Cost per rider	\$1,167	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,761	\$6,862	\$7,185	\$7,496	\$10,658
Classroom dollars	3,715	3,829	4,074	4,031	6,520
Nonclassroom dollars:	3,046	3,033	3,111	3,465	4,138
Administration	613	605	640	746	1,138
Plant operations	752	778	855	924	1,015
Food service	359	377	325	396	412
Transportation	393	360	346	369	452
Student support	645	626	571	582	593
Instruction support	284	287	374	448	528

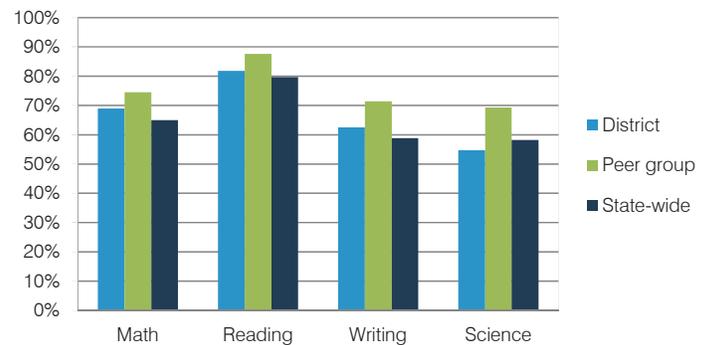
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	5	21%
B	12	50%
C	5	21%
D	2	8%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	84%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	19.1	18.3	18.3
Average teacher salary	\$45,976	\$44,386	\$45,264
Amount from Proposition 301	\$4,027	\$4,054	\$3,784
Average years of teacher experience	6.7	11.0	10.9
Percentage of teachers in first 3 years	31%	16%	19%

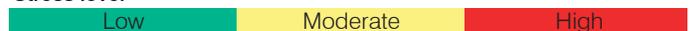
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Elfrida Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

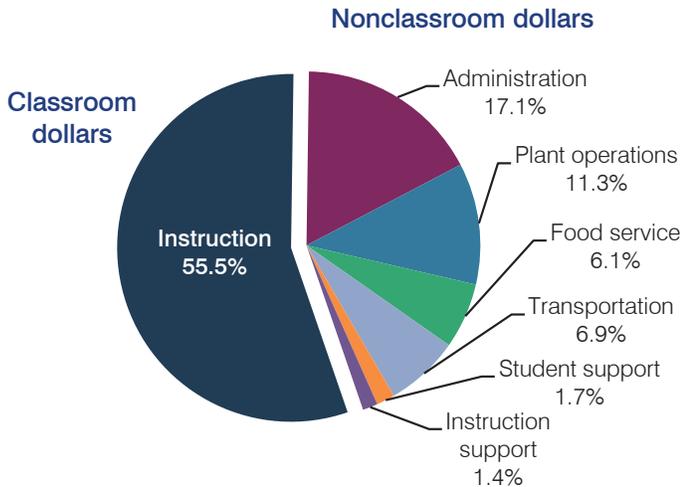
112

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 30 percent, which contributed to the 31 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 57.2 to 55.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,851	\$2,572	\$746
	Students per administrator	37	30	67
Plant operations	Cost per square foot	\$4.62	\$6.59	\$6.03
	Square footage per student	265	343	153
Food service	Cost per meal equivalent	\$3.23	\$4.93	\$2.58
Transportation	Cost per mile	\$1.77	\$1.64	\$3.55
	Cost per rider	\$752	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,017	\$10,821	\$15,203	\$7,496	\$10,658
Classroom dollars	5,671	6,002	7,647	4,031	6,520
Nonclassroom dollars:	4,346	4,819	7,556	3,465	4,138
Administration	1,677	1,851	2,572	746	1,138
Plant operations	919	1,224	2,148	924	1,015
Food service	608	662	851	396	412
Transportation	678	751	1,056	369	452
Student support	15	186	548	582	593
Instruction support	449	145	381	448	528

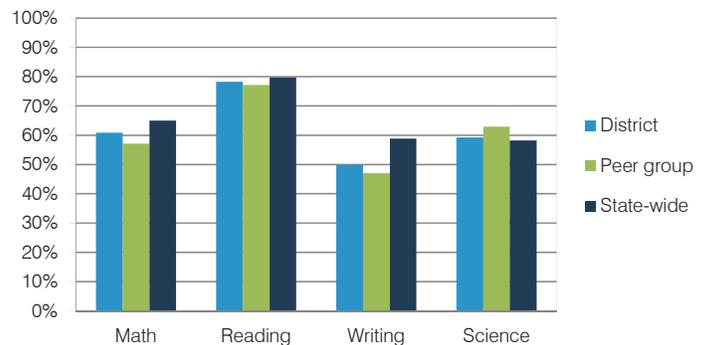
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	11.2	12.4	18.3
Average teacher salary	\$37,915	\$45,242	\$45,264
Amount from Proposition 301	\$3,915	\$2,827	\$3,784
Average years of teacher experience	13.3	13.6	10.9
Percentage of teachers in first 3 years	10%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



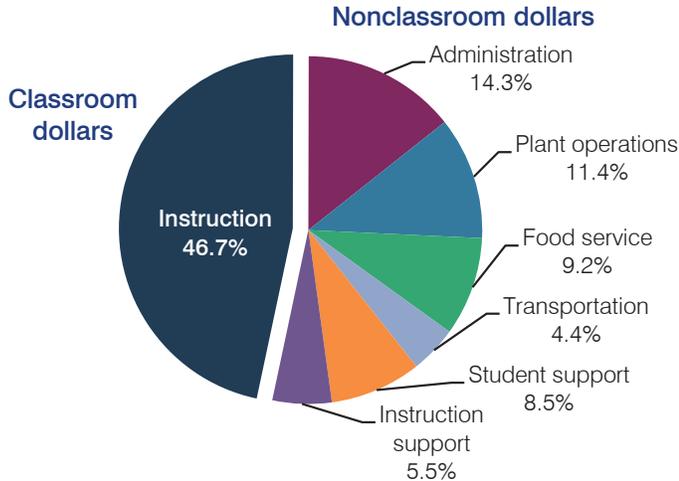
Eloy Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 8 and 11

District size, location: Medium, Rural
 Students attending: 977
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased from 51.5 to 46.7 percent. Overall, spending on administration and instruction support increased substantially, spending on transportation increased slightly, and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,193	\$883	\$746
	Students per administrator	43	65	67
Plant operations	Cost per square foot	\$5.90	\$6.31	\$6.03
	Square footage per student	162	135	153
Food service	Cost per meal equivalent	\$3.13	\$2.63	\$2.58
Transportation	Cost per mile	\$4.78	\$3.58	\$3.55
	Cost per rider	\$595	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,492	\$8,348	\$7,185	\$7,496	\$10,658
Classroom dollars	3,987	3,899	3,621	4,031	6,520
Nonclassroom dollars:	4,505	4,449	3,564	3,465	4,138
Administration	1,236	1,193	883	746	1,138
Plant operations	989	954	836	924	1,015
Food service	762	769	535	396	412
Transportation	363	366	431	369	452
Student support	769	706	435	582	593
Instruction support	386	461	444	448	528

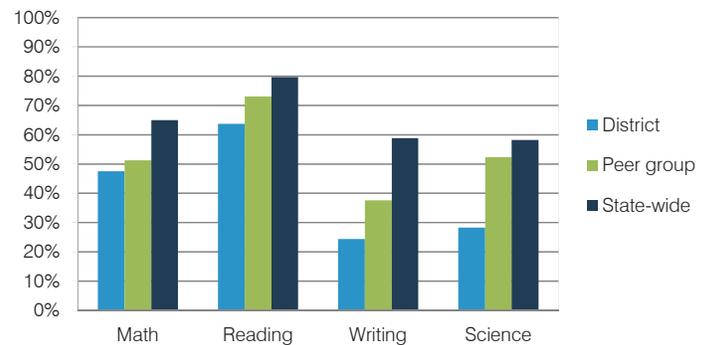
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	40%	38%	25%
Students per teacher	17.4	15.1	18.3
Average teacher salary	\$38,665	\$44,190	\$45,264
Amount from Proposition 301	\$2,991	\$3,324	\$3,784
Average years of teacher experience	14.1	11.1	10.9
Percentage of teachers in first 3 years	14%	20%	19%

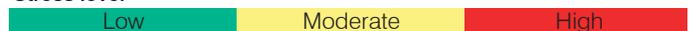
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



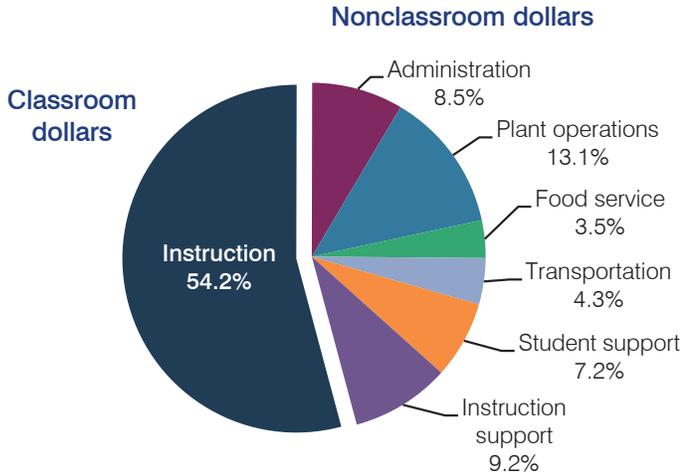
Flagstaff Unified School District

Coconino County
 Efficiency peer groups 2 and T-5, Achievement peer group 3
 Legislative district(s): 6 and 7

District size, location: Large, City
 Students attending: 9,078
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 54.2 percent. Spending on instruction support increased substantially. Overall, spending on plant operations increased and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$702	\$658	\$746
	Students per administrator	70	68	67
Plant operations	Cost per square foot	\$6.18	\$6.23	\$6.03
	Square footage per student	175	145	153
Food service	Cost per meal equivalent	\$2.83	\$2.58	\$2.58
Transportation	Cost per mile	\$2.27	\$3.54	\$3.55
	Cost per rider	\$697	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,570	\$8,275	\$7,059	\$7,496	\$10,658
Classroom dollars	4,695	4,486	3,824	4,031	6,520
Nonclassroom dollars:	3,875	3,789	3,235	3,465	4,138
Administration	733	702	658	746	1,138
Plant operations	1,082	1,084	896	924	1,015
Food service	259	286	332	396	412
Transportation	327	355	351	369	452
Student support	638	599	524	582	593
Instruction support	836	763	474	448	528

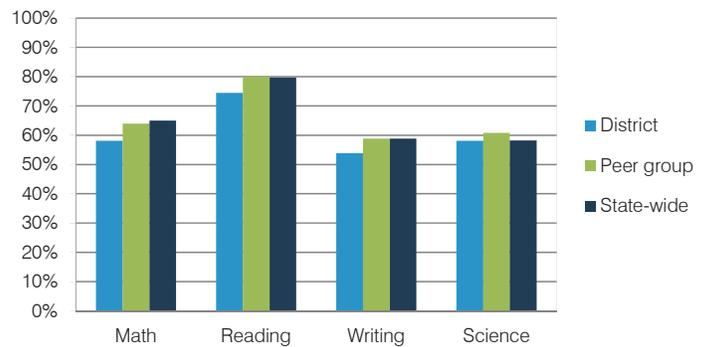
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	33%
C	8	53%
D	1	7%
F	0	0%
Not rated	1	7%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	77%	80%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	16.9	17.9	18.3
Average teacher salary	\$41,471	\$44,916	\$45,264
Amount from Proposition 301	\$2,322	\$3,845	\$3,784
Average years of teacher experience	12.6	12.0	10.9
Percentage of teachers in first 3 years	15%	18%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



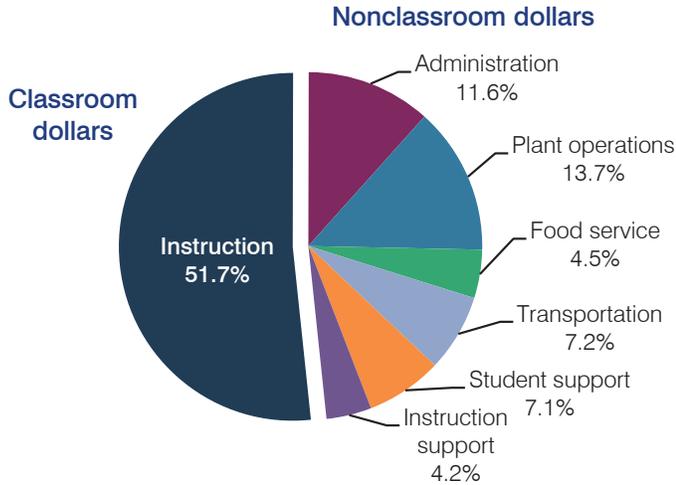
Florence Unified School District

Pinal County
 Efficiency peer groups 4 and T-10, Achievement peer group 5
 Legislative district(s): 8

District size, location: Medium-Large, Rural
 Students attending: 7,941
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 56.2 to 51.7 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$764	\$746
	Students per administrator	75	67	67
Plant operations	Cost per square foot	\$5.91	\$5.34	\$6.03
	Square footage per student	156	176	153
Food service	Cost per meal equivalent	\$2.44	\$2.67	\$2.58
Transportation	Cost per mile	\$2.28	\$1.97	\$3.55
	Cost per rider	\$1,123	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,658	\$6,759	\$7,187	\$7,496	\$10,658
Classroom dollars	3,554	3,496	3,779	4,031	6,520
Nonclassroom dollars:	3,104	3,263	3,408	3,465	4,138
Administration	717	785	764	746	1,138
Plant operations	926	925	921	924	1,015
Food service	296	305	364	396	412
Transportation	484	485	394	369	452
Student support	476	483	561	582	593
Instruction support	205	280	404	448	528

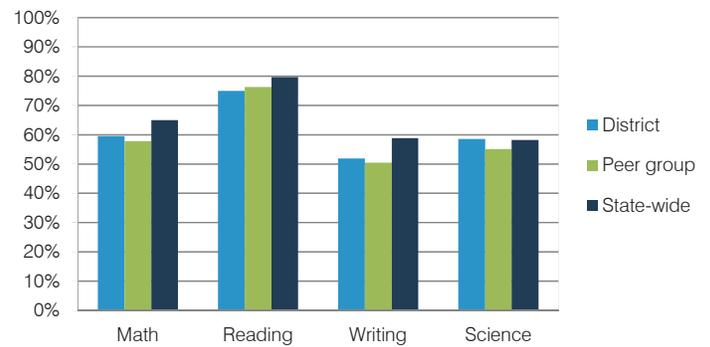
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	11%
B	2	22%
C	6	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	79%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	17.8	16.6	18.3
Average teacher salary	\$38,753	\$41,866	\$45,264
Amount from Proposition 301	\$4,361	\$4,192	\$3,784
Average years of teacher experience	7.7	11.7	10.9
Percentage of teachers in first 3 years	27%	16%	19%

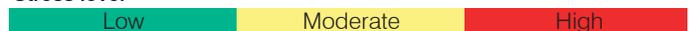
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



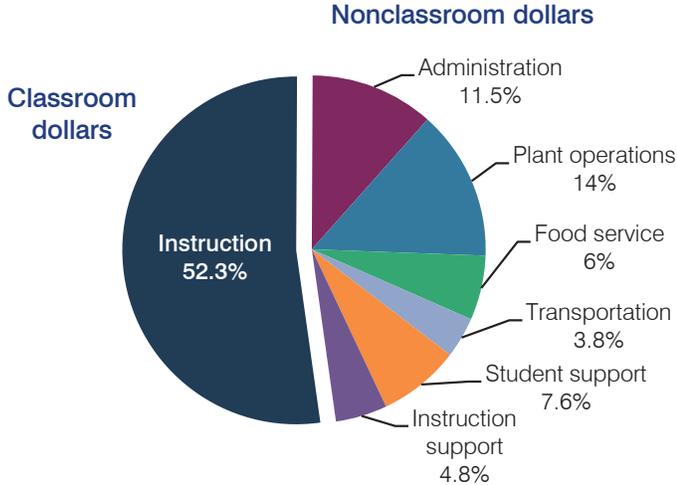
Flowing Wells Unified School District

Pima County
 Efficiency peer groups 3 and T-2, Achievement peer group 6
 Legislative district(s): 3, 9 and 11

District size, location: Medium-Large, Suburb
 Students attending: 5,385
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 52.3 percent. Overall, spending on administration increased substantially and spending on plant operations increased. Spending on food service and student support increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$744	\$746
	Students per administrator	76	68	67
Plant operations	Cost per square foot	\$6.82	\$5.74	\$6.03
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.69	\$2.84	\$2.58
Transportation	Cost per mile	\$6.43	\$5.18	\$3.55
	Cost per rider	\$860	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,887	\$7,094	\$7,062	\$7,496	\$10,658
Classroom dollars	3,572	3,708	3,779	4,031	6,520
Nonclassroom dollars:	3,315	3,386	3,283	3,465	4,138
Administration	751	815	744	746	1,138
Plant operations	1,012	993	929	924	1,015
Food service	410	427	329	396	412
Transportation	243	270	430	369	452
Student support	528	540	543	582	593
Instruction support	371	341	308	448	528

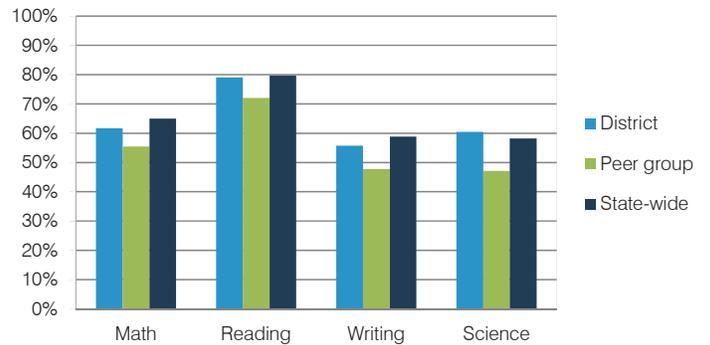
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	11%
B	5	56%
C	2	22%
D	0	0%
F	0	0%
Not rated	1	11%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	18.3	15.3	18.3
Average teacher salary	\$40,695	\$43,207	\$45,264
Amount from Proposition 301	\$3,315	\$3,525	\$3,784
Average years of teacher experience	10.8	11.9	10.9
Percentage of teachers in first 3 years	28%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



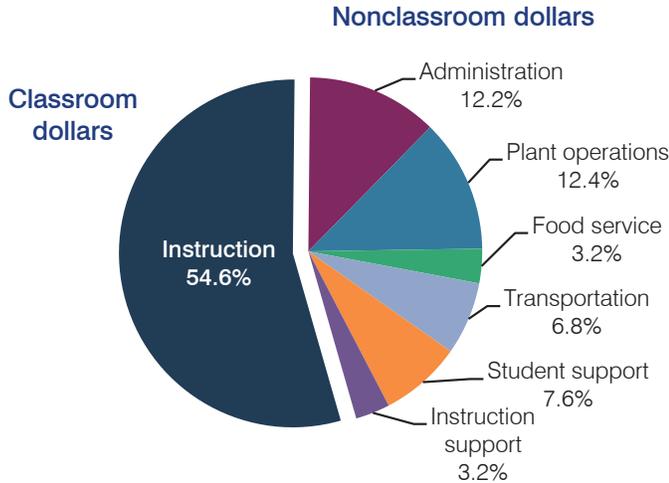
Fountain Hills Unified School District

Maricopa County
 Efficiency peer groups 3 and T-4, Achievement peer group 2
 Legislative district(s): 23

District size, location: Medium, Suburb
 Students attending: 1,848
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 57.1 to 54.6 percent. Spending on transportation increased substantially, while spending on instruction support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$925	\$744	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$4.25	\$5.74	\$6.03
	Square footage per student	221	163	153
Food service	Cost per meal equivalent	\$2.86	\$2.84	\$2.58
Transportation	Cost per mile	\$3.49	\$3.41	\$3.55
	Cost per rider	\$799	\$1,047	\$1,015

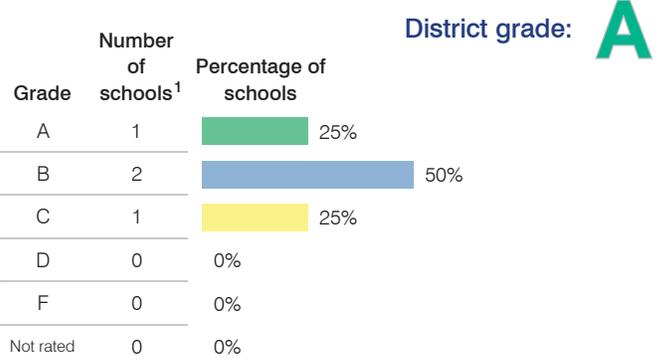
Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,551	\$7,596	\$7,062	\$7,496	\$10,658
Classroom dollars	4,101	4,150	3,779	4,031	6,520
Nonclassroom dollars:	3,450	3,446	3,283	3,465	4,138
Administration	941	925	744	746	1,138
Plant operations	895	939	929	924	1,015
Food service	280	240	329	396	412
Transportation	469	519	430	369	452
Student support	583	578	543	582	593
Instruction support	282	245	308	448	528

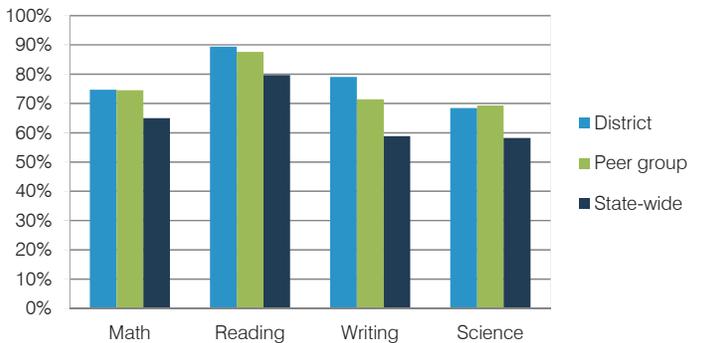
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



¹ Includes schools that share a campus and on-line schools.

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	89%	88%	77%
Poverty rate (2012)	12%	14%	25%
Students per teacher	17.3	18.3	18.3
Average teacher salary	\$40,125	\$44,386	\$45,264
Amount from Proposition 301	\$3,640	\$4,054	\$3,784
Average years of teacher experience	11.5	11.0	10.9
Percentage of teachers in first 3 years	13%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

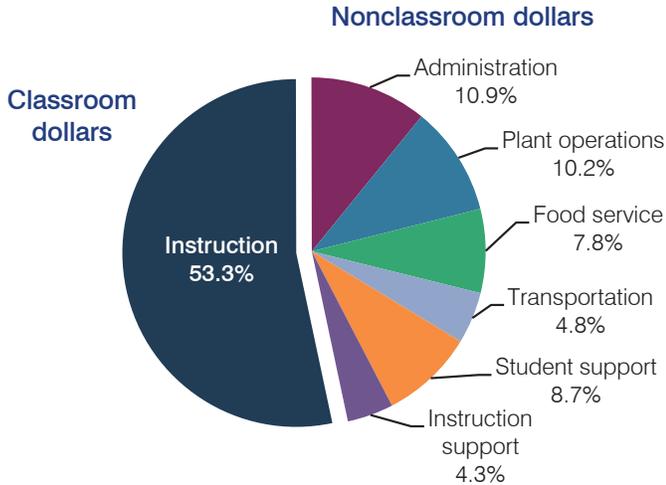
Fowler Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 14
 Legislative district(s): 19

District size, location: Medium-Large, Suburb
 Students attending: 4,270
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 57.5 to 53.3 percent. Overall, spending on plant operations, transportation, and instruction support increased, while spending on food service increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$742	\$791	\$746
	Students per administrator	76	69	67
Plant operations	Cost per square foot	\$5.26	\$6.28	\$6.03
	Square footage per student	131	138	153
Food service	Cost per meal equivalent	\$2.50	\$2.54	\$2.58
Transportation	Cost per mile	\$5.64	\$6.28	\$3.55
	Cost per rider	\$458	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,313	\$6,806	\$7,193	\$7,496	\$10,658
Classroom dollars	3,367	3,625	3,672	4,031	6,520
Nonclassroom dollars:	2,946	3,181	3,521	3,465	4,138
Administration	685	742	791	746	1,138
Plant operations	694	692	842	924	1,015
Food service	475	534	541	396	412
Transportation	292	324	273	369	452
Student support	549	595	541	582	593
Instruction support	251	294	533	448	528

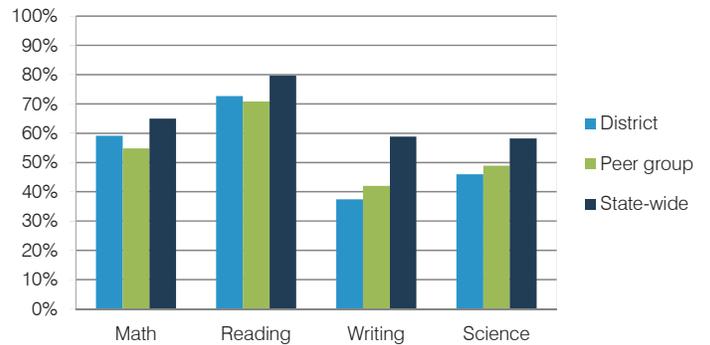
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	3	43%
C	3	43%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	37%	25%
Students per teacher	18.6	17.1	18.3
Average teacher salary	\$44,197	\$42,646	\$45,264
Amount from Proposition 301	\$2,327	\$2,598	\$3,784
Average years of teacher experience	10.0	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



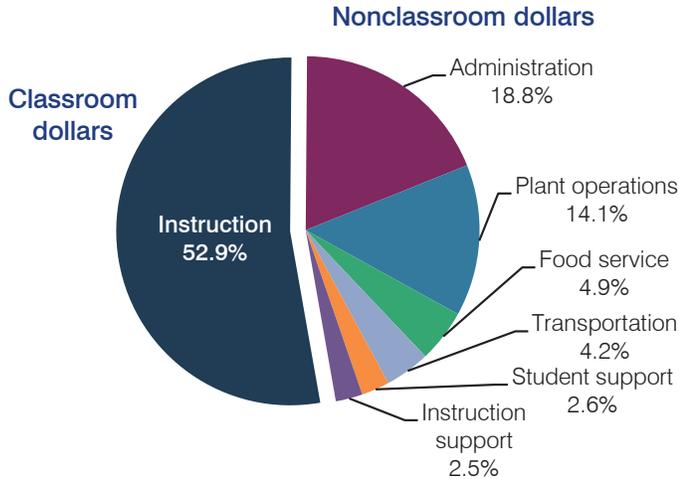
Fredonia-Moccasin Unified School District

Coconino County
 Efficiency peer groups 6 and T-9, Achievement peer group 5
 Legislative district(s): 5 and 7

District size, location: Small, Rural
 Students attending: 241
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 59.9 to 52.9 percent. Overall, spending on administration and plant operations increased substantially and spending on transportation increased slightly. Spending on food service decreased slightly, while other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,954	\$1,571	\$746
	Students per administrator	47	43	67
Plant operations	Cost per square foot	\$3.44	\$4.94	\$6.03
	Square footage per student	425	318	153
Food service	Cost per meal equivalent	\$2.81	\$3.28	\$2.58
Transportation	Cost per mile	\$2.49	\$2.42	\$3.55
	Cost per rider	\$1,449	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,779	\$10,387	\$10,188	\$7,496	\$10,658
Classroom dollars	5,429	5,496	4,979	4,031	6,520
Nonclassroom dollars:	5,350	4,891	5,209	3,465	4,138
Administration	1,866	1,954	1,571	746	1,138
Plant operations	1,499	1,461	1,558	924	1,015
Food service	503	510	463	396	412
Transportation	491	433	509	369	452
Student support	499	275	647	582	593
Instruction support	492	258	461	448	528

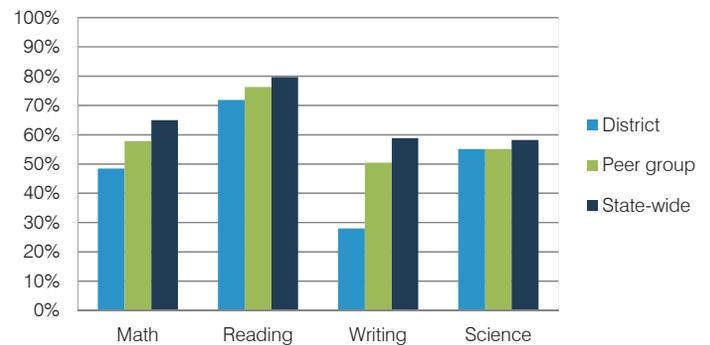
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	95%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	14.0	16.6	18.3
Average teacher salary	\$43,713	\$41,866	\$45,264
Amount from Proposition 301	\$2,623	\$4,192	\$3,784
Average years of teacher experience	10.3	11.7	10.9
Percentage of teachers in first 3 years	19%	16%	19%

Financial stress assessment

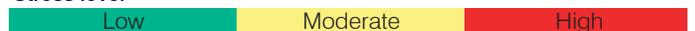
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



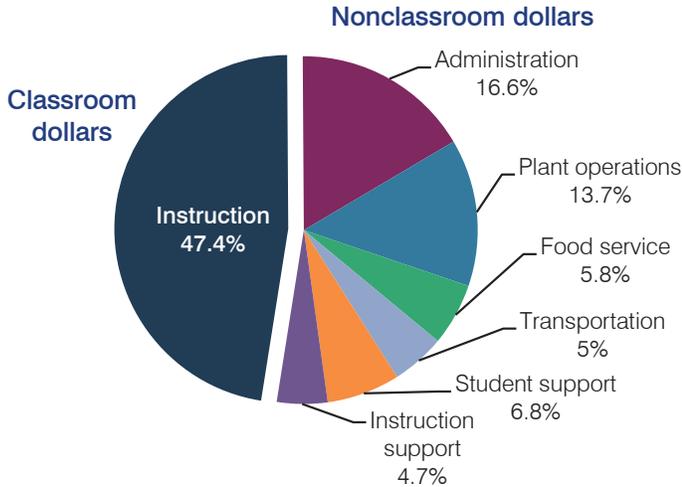
Ft. Thomas Unified School District

Graham County
 Efficiency peer groups 6 and T-8, Achievement peer group 6
 Legislative district(s): 7 and 14

District size, location: Small, Rural
 Students attending: 512
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 54.6 to 47.4 percent. Overall, spending on administration, plant operations, and student support increased substantially, while spending on instruction support decreased and spending on transportation decreased slightly. Spending on food service varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,217	\$1,571	\$746
	Students per administrator	35	43	67
Plant operations	Cost per square foot	\$5.11	\$4.94	\$6.03
	Square footage per student	358	318	153
Food service	Cost per meal equivalent	\$3.46	\$3.28	\$2.58
Transportation	Cost per mile	\$2.72	\$2.52	\$3.55
	Cost per rider	\$753	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,114	\$13,350	\$10,188	\$7,496	\$10,658
Classroom dollars	6,830	6,333	4,979	4,031	6,520
Nonclassroom dollars:	8,284	7,017	5,209	3,465	4,138
Administration	2,488	2,217	1,571	746	1,138
Plant operations	2,146	1,832	1,558	924	1,015
Food service	835	771	463	396	412
Transportation	690	671	509	369	452
Student support	691	907	647	582	593
Instruction support	1,434	619	461	448	528

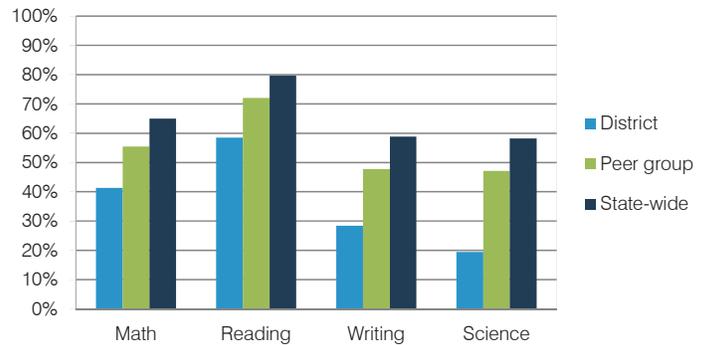
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	0	0%
F	0	0%
Not rated	1	33%

Students who met state standards (AIMS)



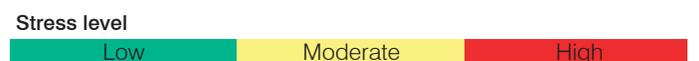
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	64%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.5	15.3	18.3
Average teacher salary	\$46,421	\$43,207	\$45,264
Amount from Proposition 301	\$3,358	\$3,525	\$3,784
Average years of teacher experience	6.5	11.9	10.9
Percentage of teachers in first 3 years	50%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



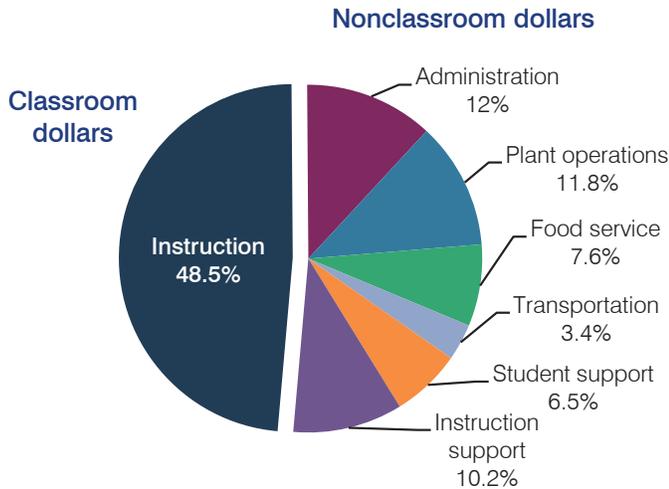
Gadsden Elementary School District

Yuma County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 4

District size, location: Medium-Large, Town
 Students attending: 4,999
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 51.4 to 48.5 percent. Overall, spending on instruction support increased substantially and spending on plant operations increased, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$852	\$883	\$746
	Students per administrator	66	65	67
Plant operations	Cost per square foot	\$8.56	\$6.31	\$6.03
	Square footage per student	98	135	153
Food service	Cost per meal equivalent	\$2.46	\$2.63	\$2.58
Transportation	Cost per mile	\$3.81	\$3.58	\$3.55
	Cost per rider	\$240	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,993	\$7,119	\$7,185	\$7,496	\$10,658
Classroom dollars	3,371	3,451	3,621	4,031	6,520
Nonclassroom dollars:	3,622	3,668	3,564	3,465	4,138
Administration	851	852	883	746	1,138
Plant operations	804	837	836	924	1,015
Food service	516	543	535	396	412
Transportation	249	245	431	369	452
Student support	432	466	435	582	593
Instruction support	770	725	444	448	528

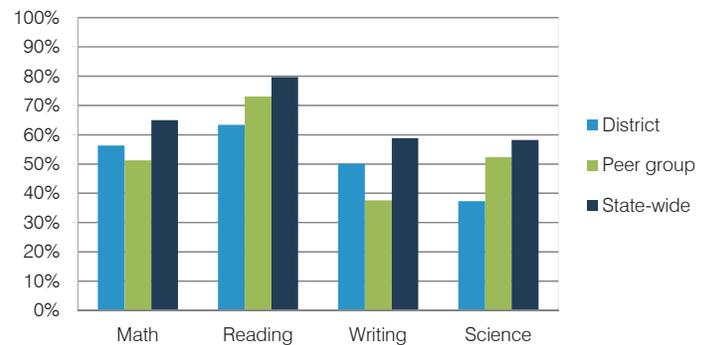
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	38%
B	3	38%
C	2	25%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	38%	25%
Students per teacher	23.1	15.1	18.3
Average teacher salary	\$45,477	\$44,190	\$45,264
Amount from Proposition 301	\$2,580	\$3,324	\$3,784
Average years of teacher experience	7.2	11.1	10.9
Percentage of teachers in first 3 years	36%	20%	19%

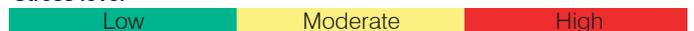
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



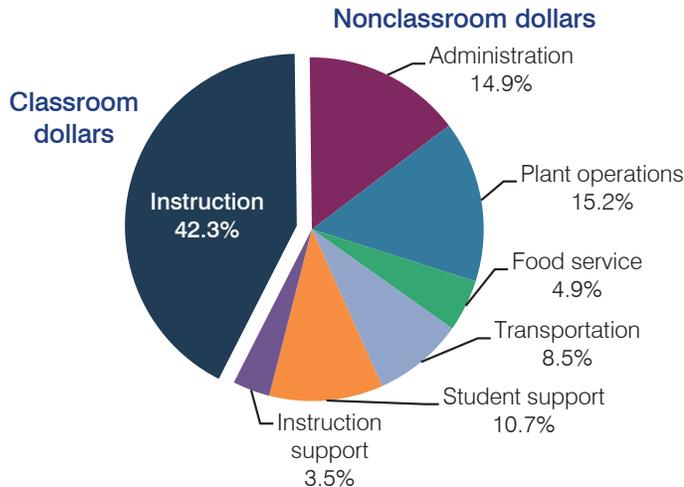
Ganado Unified School District

Apache County
 Efficiency peer groups 5 and T-9, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,390
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 46.7 to 42.3 percent. Overall, spending on student support increased substantially and spending on administration, food service, and transportation increased, while spending on plant operations decreased. Spending on instruction support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,758	\$1,077	\$746
	Students per administrator	45	56	67
Plant operations	Cost per square foot	\$4.32	\$4.83	\$6.03
	Square footage per student	415	260	153
Food service	Cost per meal equivalent	\$2.62	\$3.14	\$2.58
Transportation	Cost per mile	\$2.37	\$2.42	\$3.55
	Cost per rider	\$1,041	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,849	\$11,780	\$8,465	\$7,496	\$10,658
Classroom dollars	5,308	4,978	4,259	4,031	6,520
Nonclassroom dollars:	7,541	6,802	4,206	3,465	4,138
Administration	2,144	1,758	1,077	746	1,138
Plant operations	2,280	1,793	1,237	924	1,015
Food service	603	579	419	396	412
Transportation	1,037	999	535	369	452
Student support	1,211	1,266	630	582	593
Instruction support	266	407	308	448	528

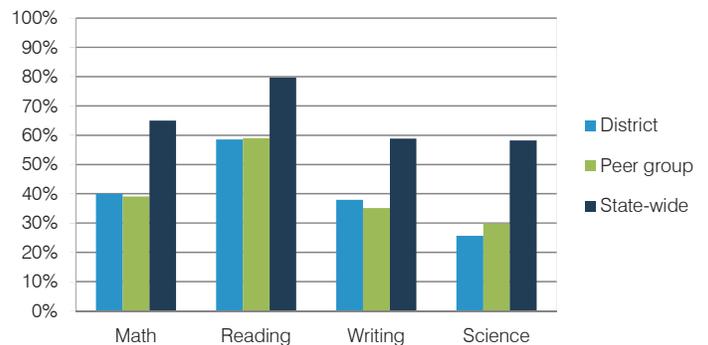
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	0	0%
D	3	75%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2012)	68%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	14.6	15.1	18.3
Average teacher salary	\$39,069	\$42,614	\$45,264
Amount from Proposition 301	\$6,057	\$3,663	\$3,784
Average years of teacher experience	10.5	12.2	10.9
Percentage of teachers in first 3 years	18%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Stress level



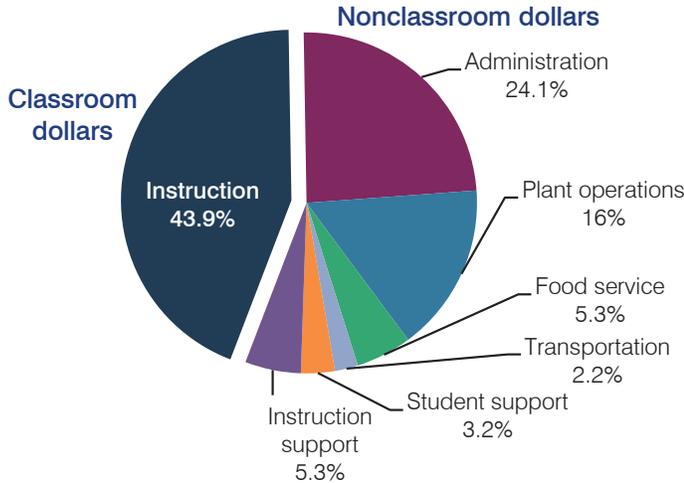
Gila Bend Unified School District

Maricopa County
 Efficiency peer groups 6 and T-7, Achievement peer group 5
 Legislative district(s): 4

District size, location: Small, Rural
 Students attending: 409
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 48.8 to 43.9 percent. Overall, spending on administration increased substantially and spending on student support decreased substantially. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,590	\$1,571	\$746
	Students per administrator	45	43	67
Plant operations	Cost per square foot	\$7.60	\$4.94	\$6.03
	Square footage per student	227	318	153
Food service	Cost per meal equivalent	\$2.36	\$3.28	\$2.58
Transportation	Cost per mile	\$1.82	\$3.06	\$3.55
	Cost per rider	\$369	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,482	\$10,756	\$10,188	\$7,496	\$10,658
Classroom dollars	4,303	4,723	4,979	4,031	6,520
Nonclassroom dollars:	5,179	6,033	5,209	3,465	4,138
Administration	2,058	2,590	1,571	746	1,138
Plant operations	1,451	1,726	1,558	924	1,015
Food service	520	567	463	396	412
Transportation	203	239	509	369	452
Student support	493	344	647	582	593
Instruction support	454	567	461	448	528

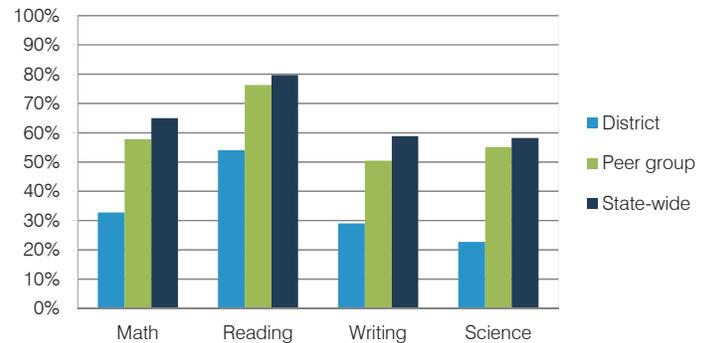
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	64%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	15.7	16.6	18.3
Average teacher salary	\$42,164	\$41,866	\$45,264
Amount from Proposition 301	\$3,878	\$4,192	\$3,784
Average years of teacher experience	9.5	11.7	10.9
Percentage of teachers in first 3 years	28%	16%	19%

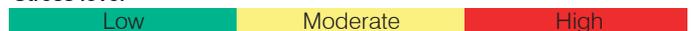
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



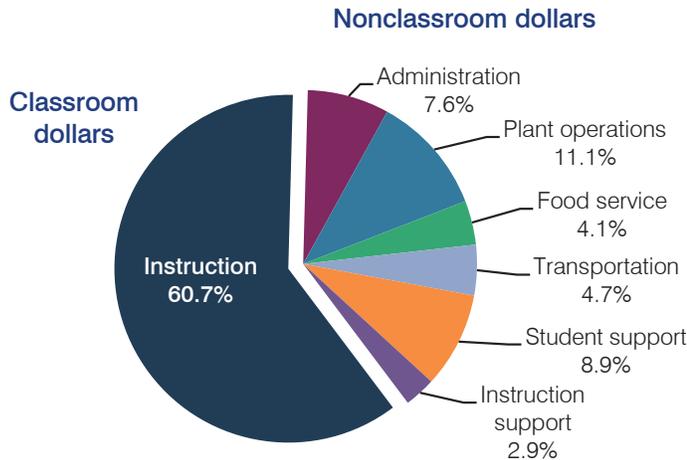
Gilbert Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 1
 Legislative district(s): 12, 16, 17, 25 and 26

District size, location: Very large, Suburb
 Students attending: 36,383
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 63.2 to 60.7 percent. Spending on student support increased and spending on transportation increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$514	\$640	\$746
	Students per administrator	78	80	67
Plant operations	Cost per square foot	\$5.71	\$5.91	\$6.03
	Square footage per student	132	145	153
Food service	Cost per meal equivalent	\$2.39	\$2.62	\$2.58
Transportation	Cost per mile	\$3.75	\$3.41	\$3.55
	Cost per rider	\$1,125	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,542	\$6,791	\$7,185	\$7,496	\$10,658
Classroom dollars	3,929	4,121	4,074	4,031	6,520
Nonclassroom dollars:	2,613	2,670	3,111	3,465	4,138
Administration	496	514	640	746	1,138
Plant operations	762	756	855	924	1,015
Food service	264	275	325	396	412
Transportation	310	318	346	369	452
Student support	577	604	571	582	593
Instruction support	204	203	374	448	528

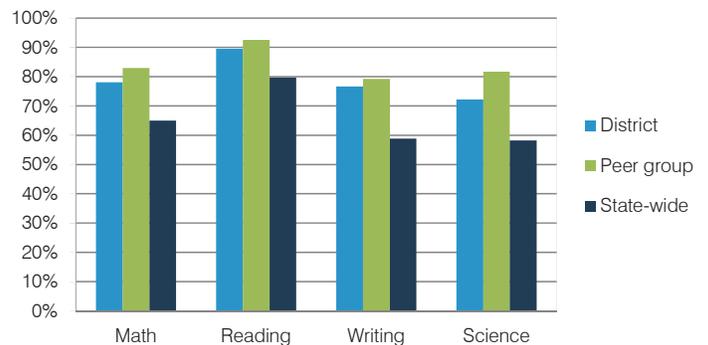
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	24	60%
B	15	38%
C	1	2%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	87%	91%	77%
Poverty rate (2012)	10%	9%	25%
Students per teacher	17.0	18.2	18.3
Average teacher salary	\$45,169	\$42,657	\$45,264
Amount from Proposition 301	\$3,869	\$3,841	\$3,784
Average years of teacher experience	11.4	11.0	10.9
Percentage of teachers in first 3 years	14%	17%	19%

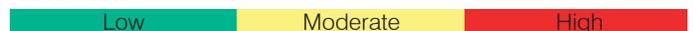
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Glendale Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 14

Legislative district(s): 20, 29 and 30

District size, location:

Large, Suburb

Students attending:

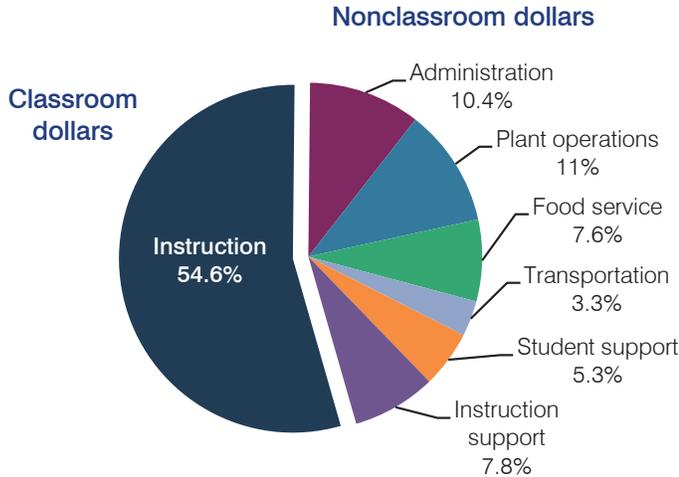
12,732

Number of schools:

17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 54.6 percent. Spending on plant operations and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$726	\$664	\$746
	Students per administrator	74	76	67
Plant operations	Cost per square foot	\$6.99	\$6.19	\$6.03
	Square footage per student	110	130	153
Food service	Cost per meal equivalent	\$2.34	\$2.52	\$2.58
Transportation	Cost per mile	\$6.97	\$6.28	\$3.55
	Cost per rider	\$918	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,086	\$6,959	\$7,109	\$7,496	\$10,658
Classroom dollars	3,955	3,799	3,883	4,031	6,520
Nonclassroom dollars:	3,131	3,160	3,226	3,465	4,138
Administration	734	726	664	746	1,138
Plant operations	730	767	766	924	1,015
Food service	520	525	501	396	412
Transportation	226	227	298	369	452
Student support	377	369	520	582	593
Instruction support	544	546	477	448	528

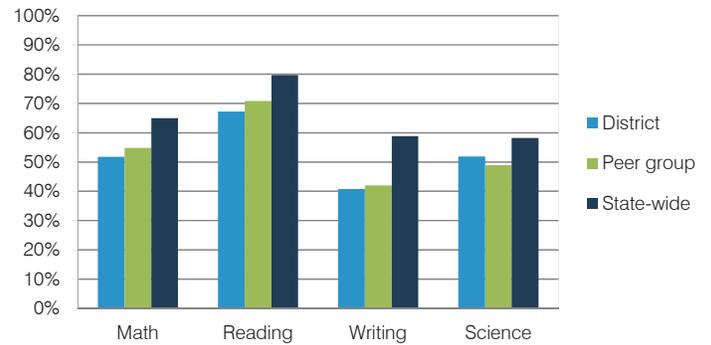
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	18%
C	11	64%
D	3	18%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	37%	25%
Students per teacher	17.1	17.1	18.3
Average teacher salary	\$40,014	\$42,646	\$45,264
Amount from Proposition 301	\$3,357	\$2,598	\$3,784
Average years of teacher experience	7.4	9.5	10.9
Percentage of teachers in first 3 years	40%	24%	19%

Financial stress assessment

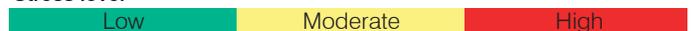
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



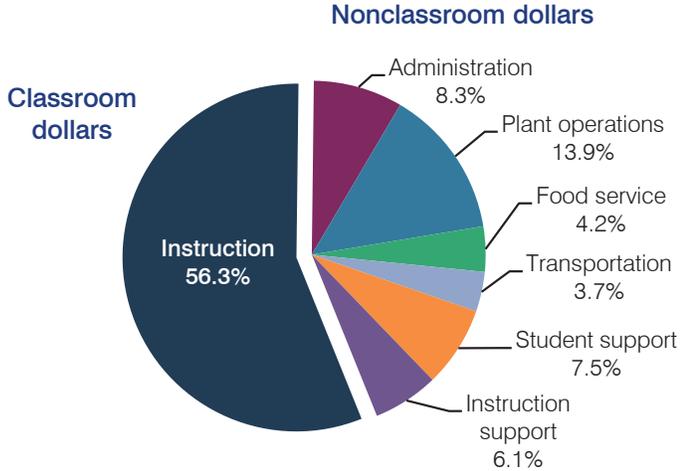
Glendale Union High School District

Maricopa County
 Efficiency peer groups 2 and T-5, Achievement peer group 9
 Legislative district(s): 20, 24, 28, 29 and 30

District size, location: Large, City
 Students attending: 14,791
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 58.5 to 56.3 percent. Spending on student support increased and spending on administration and transportation increased slightly. Spending on plant operations decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$656	\$658	\$746
	Students per administrator	73	68	67
Plant operations	Cost per square foot	\$7.06	\$6.23	\$6.03
	Square footage per student	155	145	153
Food service	Cost per meal equivalent	\$2.96	\$2.58	\$2.58
Transportation	Cost per mile	\$5.84	\$3.54	\$3.55
	Cost per rider	\$2,237	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,684	\$7,879	\$7,059	\$7,496	\$10,658
Classroom dollars	4,322	4,433	3,824	4,031	6,520
Nonclassroom dollars:	3,362	3,446	3,235	3,465	4,138
Administration	658	656	658	746	1,138
Plant operations	1,096	1,092	896	924	1,015
Food service	317	332	332	396	412
Transportation	261	294	351	369	452
Student support	578	594	524	582	593
Instruction support	452	478	474	448	528

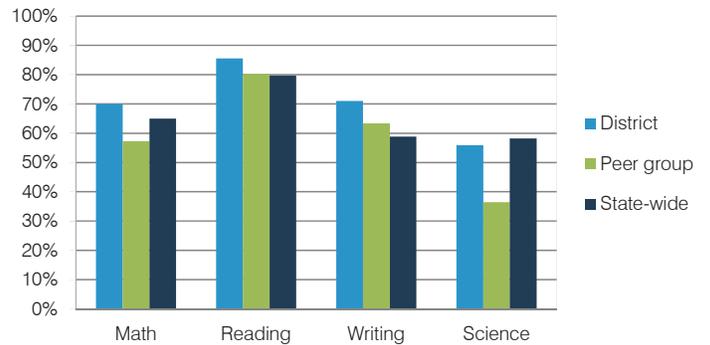
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	80%
B	1	10%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	10%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	79%	77%
Poverty rate (2012)	28%	31%	25%
Students per teacher	20.9	20.7	18.3
Average teacher salary	\$52,197	\$50,204	\$45,264
Amount from Proposition 301	\$4,697	\$5,719	\$3,784
Average years of teacher experience	11.7	11.3	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



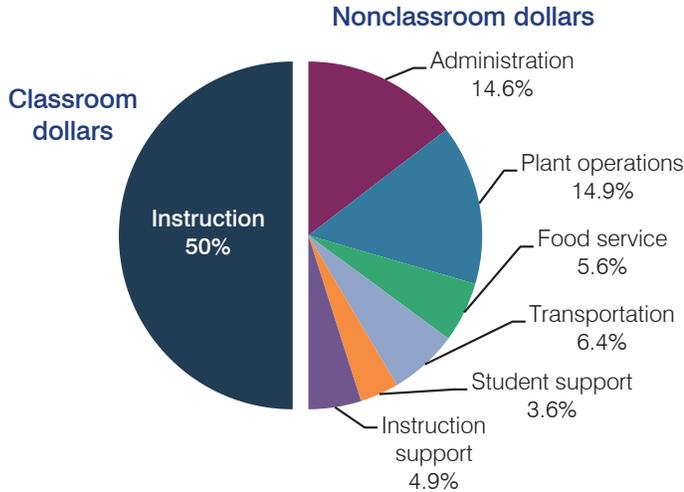
Globe Unified School District

Gila County
 Efficiency peer groups 5 and T-6, Achievement peer group 5
 Legislative district(s): 8

District size, location: Medium, Town
 Students attending: 1,547
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 53.7 to 50 percent. Overall, spending on administration and transportation increased. Spending on student support increased slightly, while spending on instruction support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$970	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$4.56	\$4.83	\$6.03
	Square footage per student	218	260	153
Food service	Cost per meal equivalent	\$3.36	\$3.14	\$2.58
Transportation	Cost per mile	\$4.54	\$3.58	\$3.55
	Cost per rider	\$424	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,763	\$6,643	\$8,465	\$7,496	\$10,658
Classroom dollars	3,130	3,319	4,259	4,031	6,520
Nonclassroom dollars:	3,633	3,324	4,206	3,465	4,138
Administration	1,172	970	1,077	746	1,138
Plant operations	1,042	992	1,237	924	1,015
Food service	372	374	419	396	412
Transportation	447	425	535	369	452
Student support	307	240	630	582	593
Instruction support	293	323	308	448	528

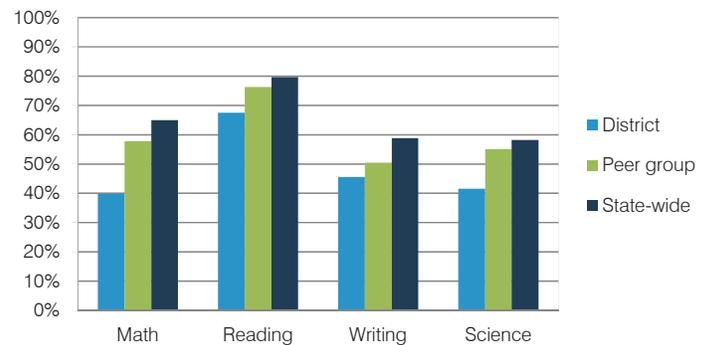
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	3	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	87%	83%	77%
Poverty rate (2012)	27%	24%	25%
Students per teacher	18.6	16.6	18.3
Average teacher salary	\$39,368	\$41,866	\$45,264
Amount from Proposition 301	\$4,263	\$4,192	\$3,784
Average years of teacher experience	12.9	11.7	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

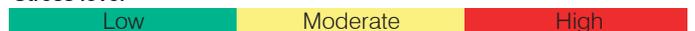
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



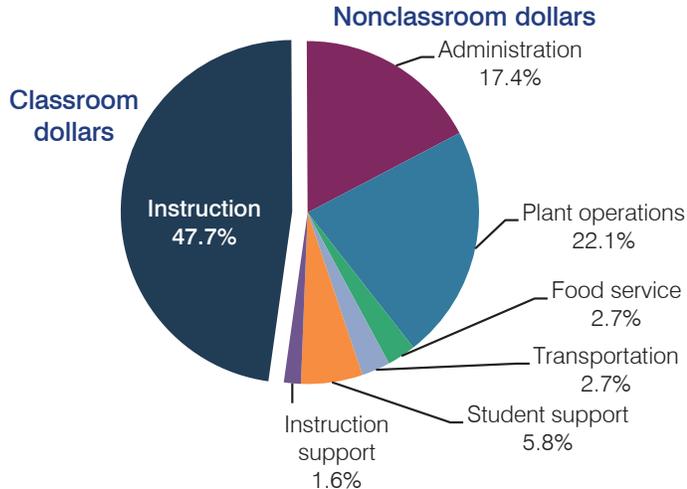
Grand Canyon Unified School District

Coconino County
 Efficiency peer groups 6 and T-10, Achievement peer group 6
 Legislative district(s): 6

District size, location: Small, Rural
 Students attending: 295
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, increasing overall from 45.9 to 47.7 percent. Overall, spending on transportation and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,032	\$1,571	\$746
	Students per administrator	49	43	67
Plant operations	Cost per square foot	\$9.87	\$4.94	\$6.03
	Square footage per student	260	318	153
Food service	Cost per meal equivalent	\$2.10	\$3.28	\$2.58
Transportation	Cost per mile	\$0.97	\$1.97	\$3.55
	Cost per rider	\$599	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,518	\$11,642	\$10,188	\$7,496	\$10,658
Classroom dollars	6,254	5,548	4,979	4,031	6,520
Nonclassroom dollars:	6,264	6,094	5,209	3,465	4,138
Administration	1,693	2,032	1,571	746	1,138
Plant operations	2,636	2,570	1,558	924	1,015
Food service	414	311	463	396	412
Transportation	380	313	509	369	452
Student support	572	674	647	582	593
Instruction support	569	194	461	448	528

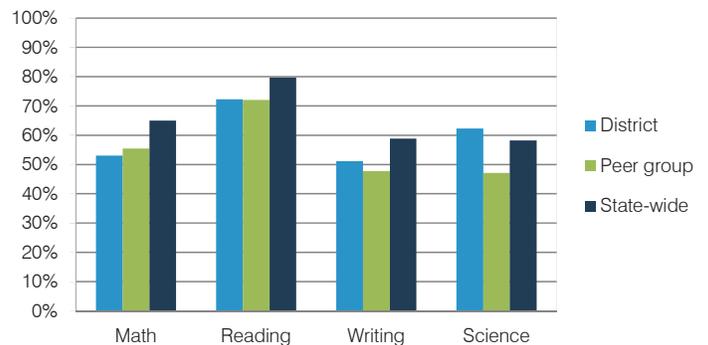
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	50%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	67%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	10.5	15.3	18.3
Average teacher salary	\$36,444	\$43,207	\$45,264
Amount from Proposition 301	\$1,951	\$3,525	\$3,784
Average years of teacher experience	12.1	11.9	10.9
Percentage of teachers in first 3 years	22%	20%	19%

Financial stress assessment

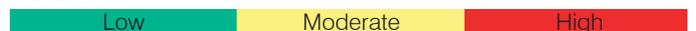
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



Hackberry Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

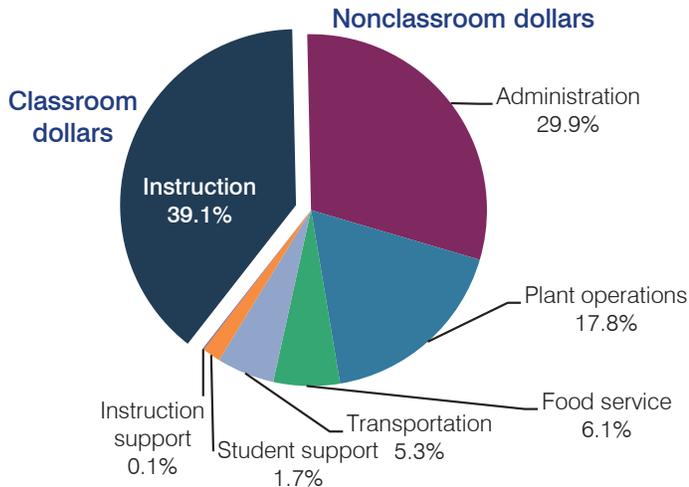
33

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 51 percent, which is partially explained by the 48 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing from 41.2 to 39.1 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.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,277	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$7.12	\$6.59	\$6.03
	Square footage per student	524	343	153
Food service	Cost per meal equivalent	\$6.37	\$4.93	\$2.58
Transportation	Cost per mile	\$3.33	\$1.64	\$3.55
	Cost per rider	\$1,419	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$20,714	\$20,988	\$15,203	\$7,496	\$10,658
Classroom dollars	7,972	8,205	7,647	4,031	6,520
Nonclassroom dollars:	12,742	12,783	7,556	3,465	4,138
Administration	6,990	6,277	2,572	746	1,138
Plant operations	3,551	3,731	2,148	924	1,015
Food service	1,107	1,291	851	396	412
Transportation	1,092	1,112	1,056	369	452
Student support	0	359	548	582	593
Instruction support	2	13	381	448	528

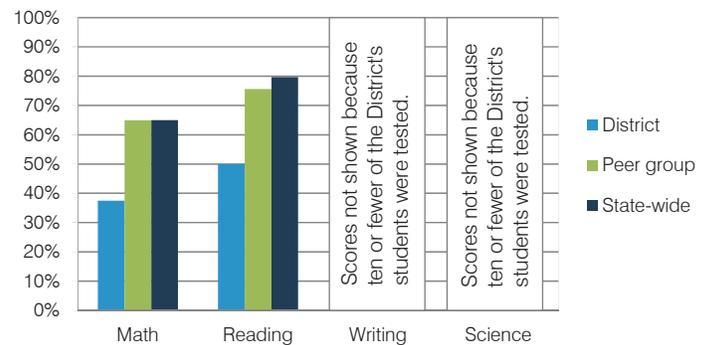
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	13.3	13.9	18.3
Average teacher salary	\$34,637	\$41,809	\$45,264
Amount from Proposition 301	\$6,846	\$3,665	\$3,784
Average years of teacher experience	16.3	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

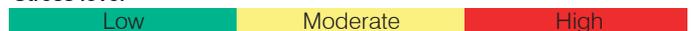
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Stress level



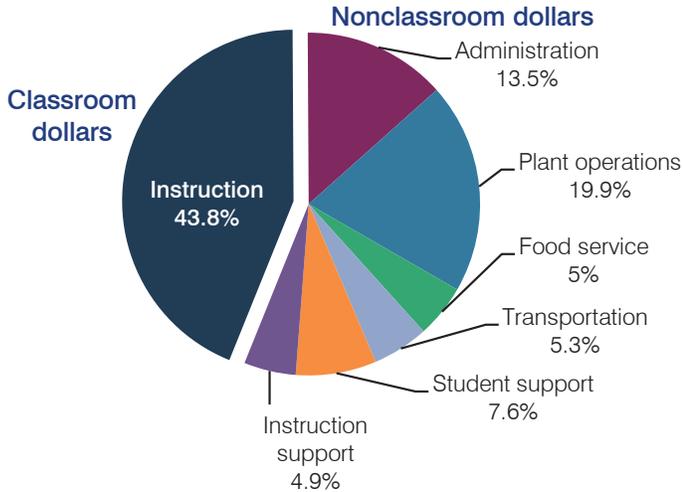
Hayden-Winkelman Unified School District

Gila County
 Efficiency peer groups 6 and T-8, Achievement peer group 7
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 279
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 29 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 51.5 to 43.8 percent. Overall, spending on plant operations and student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,597	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$3.93	\$4.94	\$6.03
	Square footage per student	602	318	153
Food service	Cost per meal equivalent	\$3.09	\$3.28	\$2.58
Transportation	Cost per mile	\$2.25	\$2.52	\$3.55
	Cost per rider	\$927	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,590	\$11,865	\$10,188	\$7,496	\$10,658
Classroom dollars	4,425	5,191	4,979	4,031	6,520
Nonclassroom dollars:	5,165	6,674	5,209	3,465	4,138
Administration	1,383	1,597	1,571	746	1,138
Plant operations	1,707	2,363	1,558	924	1,015
Food service	540	599	463	396	412
Transportation	476	632	509	369	452
Student support	641	900	647	582	593
Instruction support	418	583	461	448	528

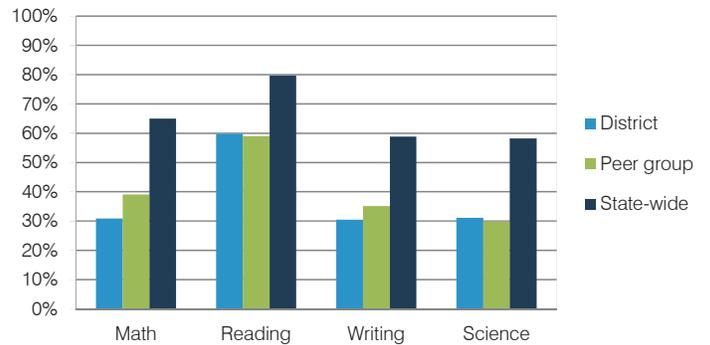
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	92%	94%
Graduation rate (2012)	77%	69%	77%
Poverty rate (2012)	37%	42%	25%
Students per teacher	13.3	15.1	18.3
Average teacher salary	\$40,619	\$42,614	\$45,264
Amount from Proposition 301	\$7,640	\$3,663	\$3,784
Average years of teacher experience	18.0	12.2	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



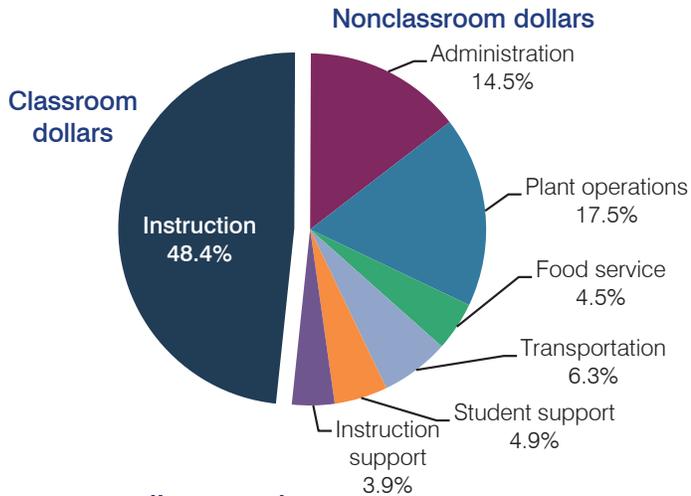
Heber-Overgaard Unified School District

Navajo County
 Efficiency peer groups 6 and T-9, Achievement peer group 6
 Legislative district(s): 6

District size, location: Small, Rural
 Students attending: 469
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 48 to 48.4 percent. Overall, spending on administration and plant operations increased, while spending on food service, student support, and instruction support decreased. Spending on transportation varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,366	\$1,571	\$746
	Students per administrator	44	43	67
Plant operations	Cost per square foot	\$4.84	\$4.94	\$6.03
	Square footage per student	341	318	153
Food service	Cost per meal equivalent	\$3.63	\$3.28	\$2.58
Transportation	Cost per mile	\$1.80	\$2.42	\$3.55
	Cost per rider	\$767	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,811	\$9,437	\$10,188	\$7,496	\$10,658
Classroom dollars	4,262	4,566	4,979	4,031	6,520
Nonclassroom dollars:	4,549	4,871	5,209	3,465	4,138
Administration	1,206	1,366	1,571	746	1,138
Plant operations	1,626	1,652	1,558	924	1,015
Food service	324	429	463	396	412
Transportation	528	594	509	369	452
Student support	445	460	647	582	593
Instruction support	420	370	461	448	528

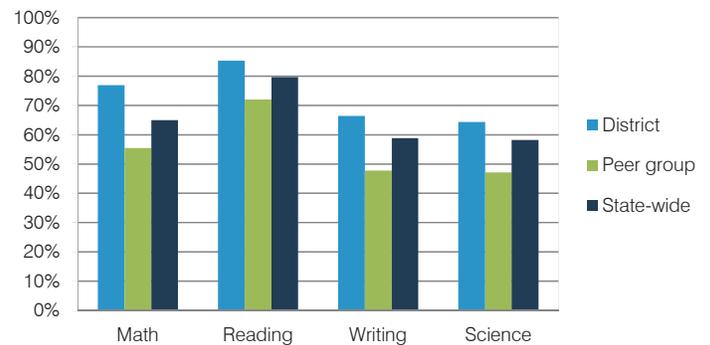
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	50%
B	1	25%
C	1	25%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	16.2	15.3	18.3
Average teacher salary	\$40,256	\$43,207	\$45,264
Amount from Proposition 301	\$5,628	\$3,525	\$3,784
Average years of teacher experience	12.3	11.9	10.9
Percentage of teachers in first 3 years	10%	20%	19%

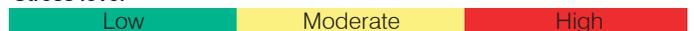
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



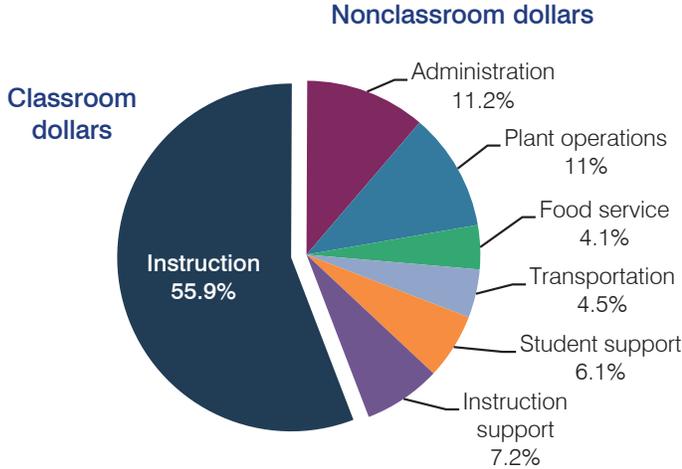
Higley Unified School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 1
 Legislative district(s): 12

District size, location: Large, Suburb
 Students attending: 10,344
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 57 to 55.9 percent. Spending on instruction support increased substantially and spending on administration increased slightly. Spending on student support decreased and spending on plant operations and transportation decreased slightly. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$669	\$658	\$746
	Students per administrator	88	68	67
Plant operations	Cost per square foot	\$4.85	\$6.23	\$6.03
	Square footage per student	135	145	153
Food service	Cost per meal equivalent	\$2.69	\$2.58	\$2.58
Transportation	Cost per mile	\$4.40	\$4.05	\$3.55
	Cost per rider	\$1,300	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,974	\$5,965	\$7,059	\$7,496	\$10,658
Classroom dollars	3,302	3,336	3,824	4,031	6,520
Nonclassroom dollars:	2,672	2,629	3,235	3,465	4,138
Administration	657	669	658	746	1,138
Plant operations	743	656	896	924	1,015
Food service	245	247	332	396	412
Transportation	264	267	351	369	452
Student support	401	363	524	582	593
Instruction support	362	427	474	448	528

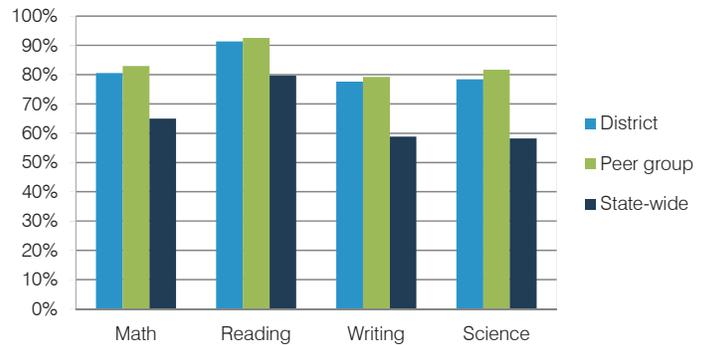
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	80%
B	2	20%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	86%	91%	77%
Poverty rate (2012)	9%	9%	25%
Students per teacher	19.7	18.2	18.3
Average teacher salary	\$43,942	\$42,657	\$45,264
Amount from Proposition 301	\$4,034	\$3,841	\$3,784
Average years of teacher experience	7.8	11.0	10.9
Percentage of teachers in first 3 years	21%	17%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Hillside Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

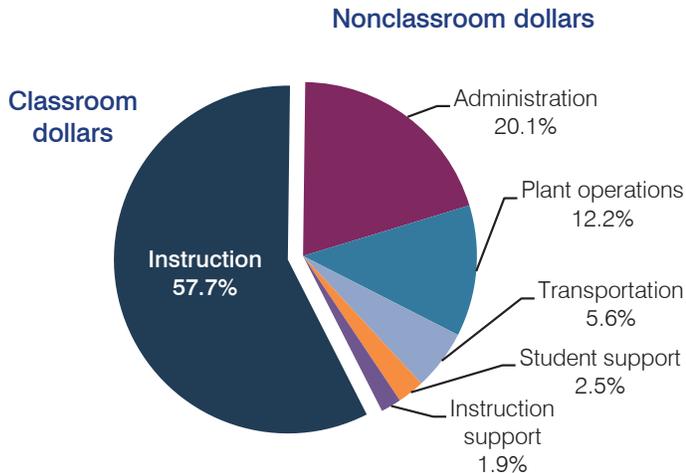
29

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased overall from 67.9 to 57.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,076	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$4.97	\$6.59	\$6.03
	Square footage per student	252	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.48	\$1.64	\$3.55
	Cost per rider	\$868	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,633	\$10,307	\$15,203	\$7,496	\$10,658
Classroom dollars	6,345	5,951	7,647	4,031	6,520
Nonclassroom dollars:	4,288	4,356	7,556	3,465	4,138
Administration	1,848	2,076	2,572	746	1,138
Plant operations	1,303	1,253	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	907	575	1,056	369	452
Student support	187	255	548	582	593
Instruction support	43	197	381	448	528

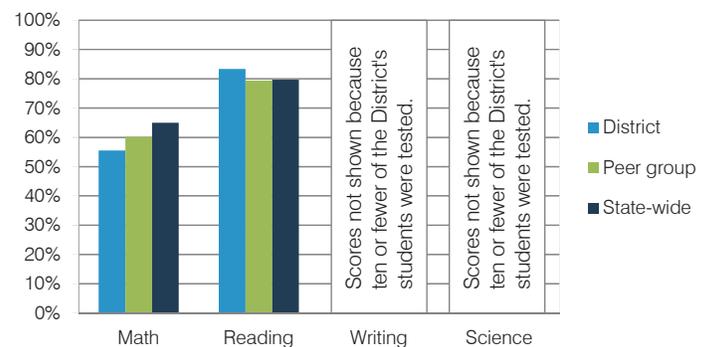
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	18%	19%	25%
Students per teacher	14.4	11.0	18.3
Average teacher salary	N/A	\$42,053	\$45,264
Amount from Proposition 301	N/A	\$2,981	\$3,784
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	19%

Financial stress assessment

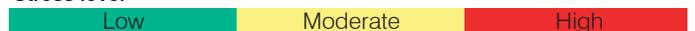
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



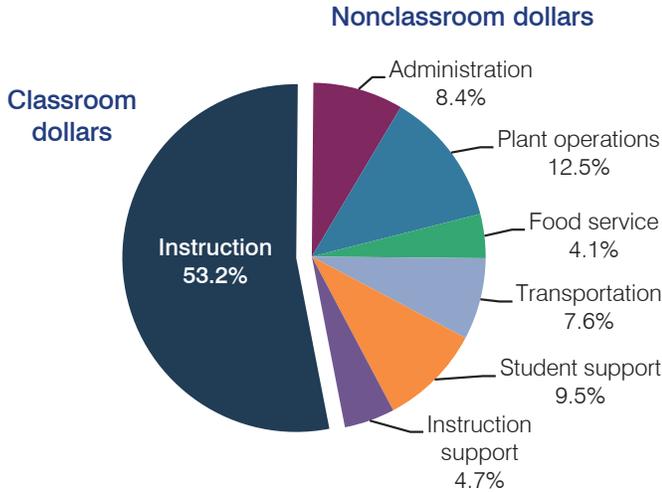
Holbrook Unified School District

Navajo County
 Efficiency peer groups 4 and T-10, Achievement peer group 6
 Legislative district(s): 6 and 7

District size, location: Medium-Large, Town
 Students attending: 2,067
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 57 to 53.2 percent. Spending on transportation and student support increased substantially. Overall, spending on plant operations increased slightly, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$811	\$764	\$746
	Students per administrator	60	67	67
Plant operations	Cost per square foot	\$6.13	\$5.34	\$6.03
	Square footage per student	196	176	153
Food service	Cost per meal equivalent	\$2.78	\$2.67	\$2.58
Transportation	Cost per mile	\$1.54	\$1.97	\$3.55
	Cost per rider	\$835	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,528	\$9,634	\$7,187	\$7,496	\$10,658
Classroom dollars	5,185	5,125	3,779	4,031	6,520
Nonclassroom dollars:	4,343	4,509	3,408	3,465	4,138
Administration	766	811	764	746	1,138
Plant operations	1,150	1,199	921	924	1,015
Food service	391	399	364	396	412
Transportation	654	727	394	369	452
Student support	923	918	561	582	593
Instruction support	459	455	404	448	528

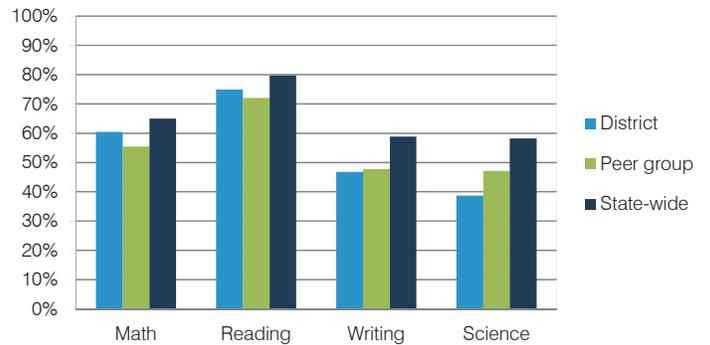
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	40%
B	1	20%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	83%	80%	77%
Poverty rate (2012)	36%	33%	25%
Students per teacher	14.5	15.3	18.3
Average teacher salary	\$46,835	\$43,207	\$45,264
Amount from Proposition 301	\$2,894	\$3,525	\$3,784
Average years of teacher experience	11.5	11.9	10.9
Percentage of teachers in first 3 years	16%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



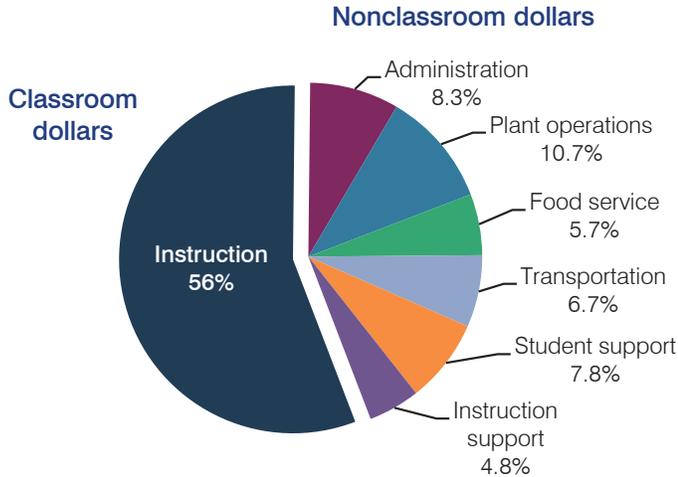
Humboldt Unified School District

Yavapai County
 Efficiency peer groups 3 and T-4, Achievement peer group 3
 Legislative district(s): 1

District size, location: Medium-Large, Suburb
 Students attending: 5,551
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 60.1 to 56 percent. Spending on student support and instruction support increased and spending on transportation increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$553	\$744	\$746
	Students per administrator	94	68	67
Plant operations	Cost per square foot	\$4.89	\$5.74	\$6.03
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.66	\$2.84	\$2.58
Transportation	Cost per mile	\$2.77	\$3.41	\$3.55
	Cost per rider	\$885	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,584	\$6,646	\$7,062	\$7,496	\$10,658
Classroom dollars	3,687	3,723	3,779	4,031	6,520
Nonclassroom dollars:	2,897	2,923	3,283	3,465	4,138
Administration	544	553	744	746	1,138
Plant operations	719	710	929	924	1,015
Food service	360	375	329	396	412
Transportation	452	447	430	369	452
Student support	510	516	543	582	593
Instruction support	312	322	308	448	528

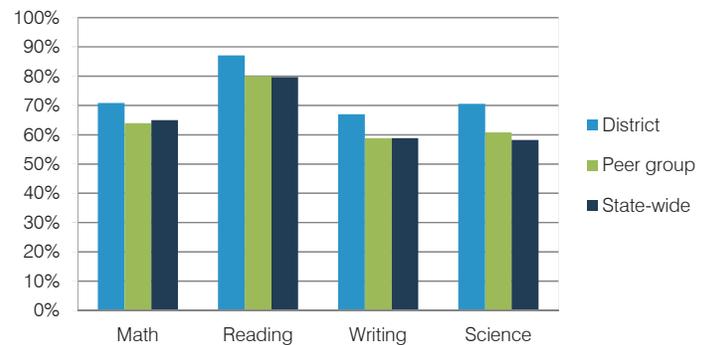
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	33%
B	4	45%
C	2	22%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	22%	25%	25%
Students per teacher	18.9	17.9	18.3
Average teacher salary	\$41,740	\$44,916	\$45,264
Amount from Proposition 301	\$5,076	\$3,845	\$3,784
Average years of teacher experience	10.8	12.0	10.9
Percentage of teachers in first 3 years	18%	18%	19%

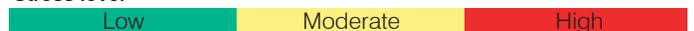
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Hyder Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

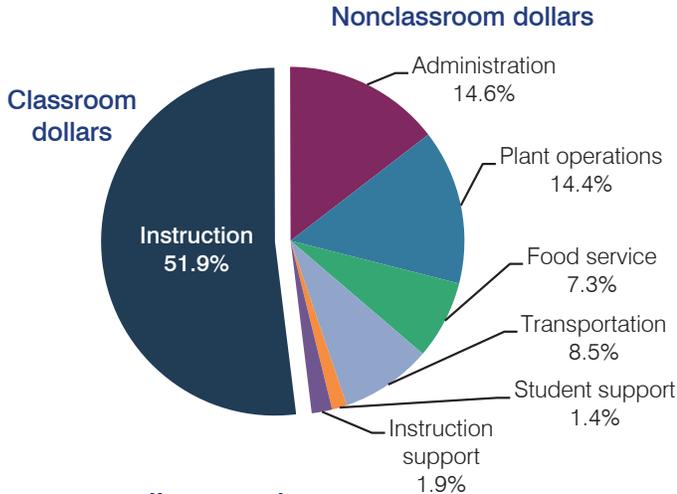
97

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 30 percent, which contributed to the 40 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 52.2 to 51.9 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,503	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$5.09	\$6.59	\$6.03
	Square footage per student	488	343	153
Food service	Cost per meal equivalent	\$4.08	\$4.93	\$2.58
Transportation	Cost per mile	\$1.72	\$1.64	\$3.55
	Cost per rider	\$1,359	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,733	\$17,164	\$15,203	\$7,496	\$10,658
Classroom dollars	8,515	8,908	7,647	4,031	6,520
Nonclassroom dollars:	7,218	8,256	7,556	3,465	4,138
Administration	2,042	2,503	2,572	746	1,138
Plant operations	2,546	2,482	2,148	924	1,015
Food service	939	1,248	851	396	412
Transportation	1,341	1,457	1,056	369	452
Student support	106	238	548	582	593
Instruction support	244	328	381	448	528

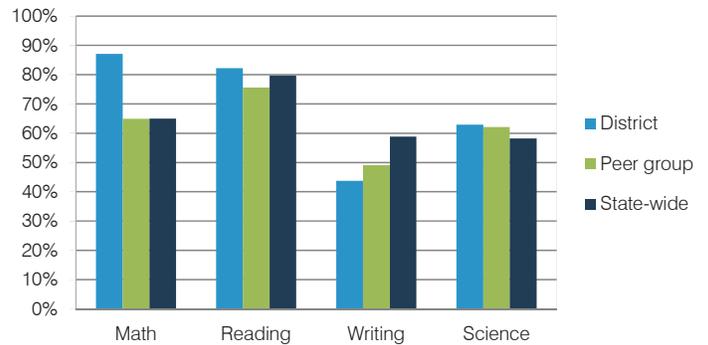
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	10.1	13.9	18.3
Average teacher salary	\$30,008	\$41,809	\$45,264
Amount from Proposition 301	\$2,583	\$3,665	\$3,784
Average years of teacher experience	23.9	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

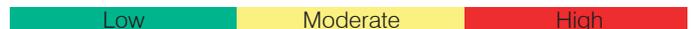
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



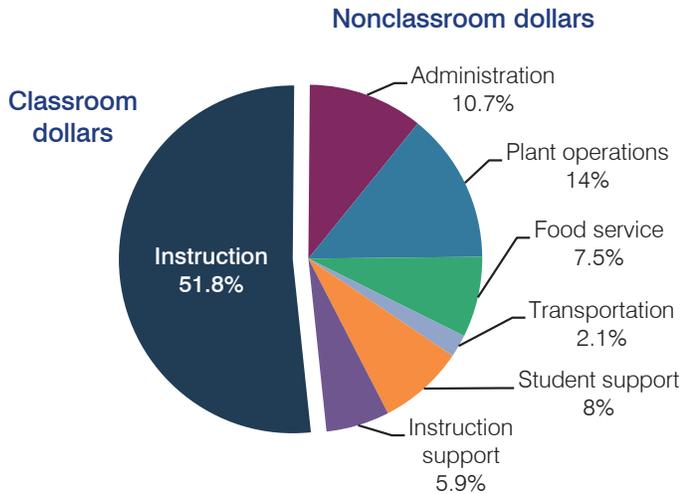
Isaac Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 15
 Legislative district(s): 19, 29 and 30

District size, location: Medium-Large, City
 Students attending: 6,620
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 51.8 percent. Overall, spending on plant operations increased substantially and spending on administration increased, while spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$791	\$746
	Students per administrator	82	69	67
Plant operations	Cost per square foot	\$9.42	\$6.28	\$6.03
	Square footage per student	118	138	153
Food service	Cost per meal equivalent	\$2.47	\$2.54	\$2.58
Transportation	Cost per mile	\$5.87	\$4.05	\$3.55
	Cost per rider	\$1,347	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,232	\$7,949	\$7,193	\$7,496	\$10,658
Classroom dollars	4,274	4,120	3,672	4,031	6,520
Nonclassroom dollars:	3,958	3,829	3,521	3,465	4,138
Administration	907	854	791	746	1,138
Plant operations	1,057	1,114	842	924	1,015
Food service	566	592	541	396	412
Transportation	168	166	273	369	452
Student support	712	639	541	582	593
Instruction support	548	464	533	448	528

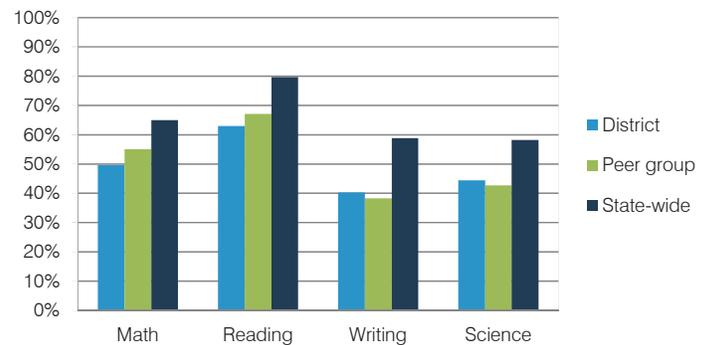
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	6	60%
D	3	30%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	47%	50%	25%
Students per teacher	17.2	18.8	18.3
Average teacher salary	\$43,904	\$46,010	\$45,264
Amount from Proposition 301	\$2,679	\$2,972	\$3,784
Average years of teacher experience	10.1	8.7	10.9
Percentage of teachers in first 3 years	22%	32%	19%

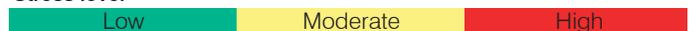
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



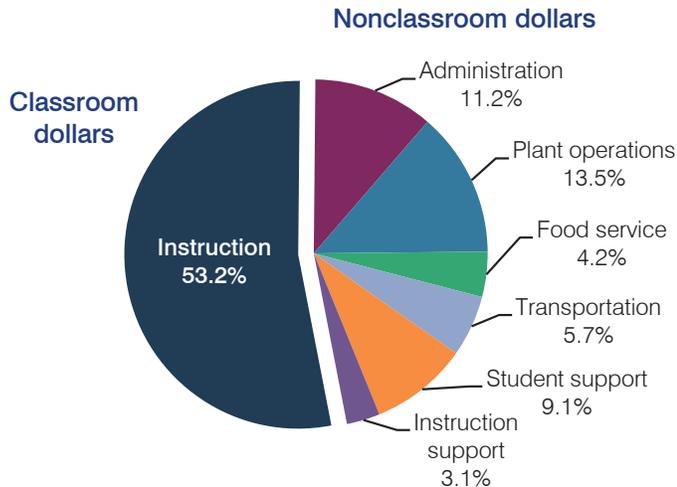
J.O. Combs Unified School District

Pinal County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 8 and 16

District size, location: Medium-Large, Rural
 Students attending: 4,321
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom was very inconsistent year to year, ranging from a high of 55.3 percent to a low of 50.7 percent. Overall, spending on student support increased substantially and spending on administration decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$676	\$764	\$746
	Students per administrator	89	67	67
Plant operations	Cost per square foot	\$5.38	\$5.34	\$6.03
	Square footage per student	151	176	153
Food service	Cost per meal equivalent	\$2.09	\$2.67	\$2.58
Transportation	Cost per mile	\$2.99	\$3.06	\$3.55
	Cost per rider	\$801	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,938	\$6,041	\$7,187	\$7,496	\$10,658
Classroom dollars	3,022	3,216	3,779	4,031	6,520
Nonclassroom dollars:	2,916	2,825	3,408	3,465	4,138
Administration	753	676	764	746	1,138
Plant operations	890	813	921	924	1,015
Food service	255	256	364	396	412
Transportation	356	344	394	369	452
Student support	563	550	561	582	593
Instruction support	99	186	404	448	528

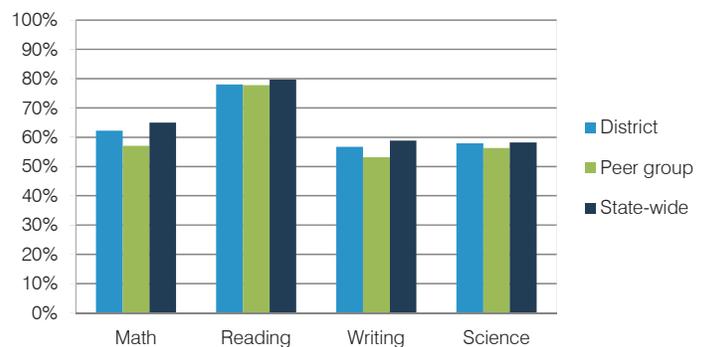
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	5	72%
C	1	14%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	71%	82%	77%
Poverty rate (2012)	14%	15%	25%
Students per teacher	20.1	16.5	18.3
Average teacher salary	\$35,107	\$40,197	\$45,264
Amount from Proposition 301	\$3,471	\$4,027	\$3,784
Average years of teacher experience	8.2	11.1	10.9
Percentage of teachers in first 3 years	23%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Joseph City Unified School District

Navajo County

Efficiency peer groups 6 and T-10, Achievement peer group 6

Legislative district(s): 6 and 7

District size, location:

Small, Rural

Students attending:

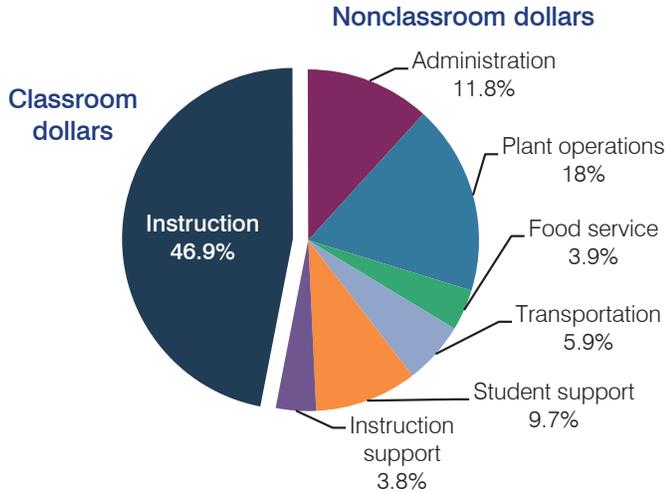
430

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 49.4 to 46.9 percent. Overall, spending on student support increased substantially and spending on food service increased. Spending on administration and transportation decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,375	\$1,571	\$746
	Students per administrator	37	43	67
Plant operations	Cost per square foot	\$4.28	\$4.94	\$6.03
	Square footage per student	491	318	153
Food service	Cost per meal equivalent	\$4.63	\$3.28	\$2.58
Transportation	Cost per mile	\$1.71	\$1.97	\$3.55
	Cost per rider	\$684	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,365	\$11,684	\$10,188	\$7,496	\$10,658
Classroom dollars	5,430	5,477	4,979	4,031	6,520
Nonclassroom dollars:	5,935	6,207	5,209	3,465	4,138
Administration	1,385	1,375	1,571	746	1,138
Plant operations	1,989	2,102	1,558	924	1,015
Food service	410	459	463	396	412
Transportation	680	691	509	369	452
Student support	1,054	1,134	647	582	593
Instruction support	417	446	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

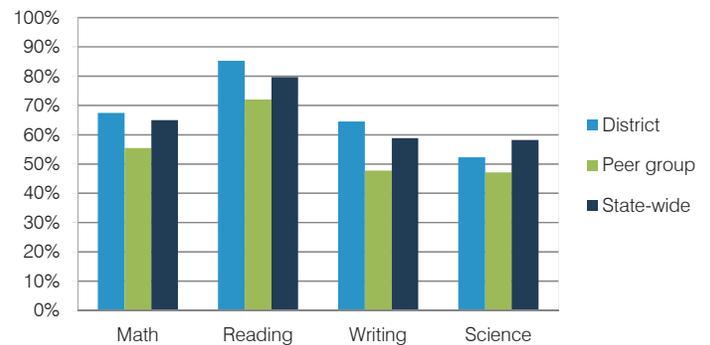
ADE-reported district and school letter grades

Grade	Number of schools ¹	Percentage of schools
A	1	33%
B	2	67%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

District grade: **B**

¹ Includes schools that share a campus and on-line schools.

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	97%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.1	15.3	18.3
Average teacher salary	\$40,828	\$43,207	\$45,264
Amount from Proposition 301	\$4,298	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

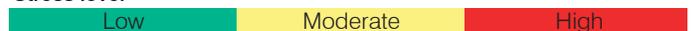
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



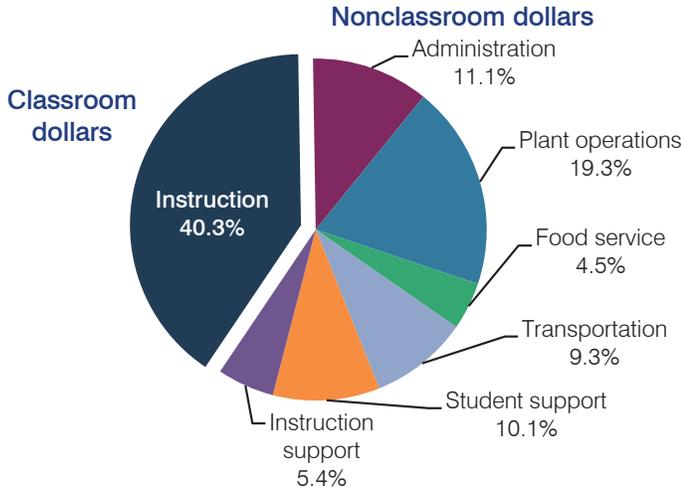
Kayenta Unified School District

Navajo County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,892
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 43.1 to 40.3 percent. Overall, spending on administration and transportation increased, while spending in other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,246	\$1,077	\$746
	Students per administrator	48	56	67
Plant operations	Cost per square foot	\$7.31	\$4.83	\$6.03
	Square footage per student	297	260	153
Food service	Cost per meal equivalent	\$2.54	\$3.14	\$2.58
Transportation	Cost per mile	NR	\$1.97	\$3.55
	Cost per rider	NR	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,803	\$11,258	\$8,465	\$7,496	\$10,658
Classroom dollars	4,458	4,538	4,259	4,031	6,520
Nonclassroom dollars:	6,345	6,720	4,206	3,465	4,138
Administration	1,117	1,246	1,077	746	1,138
Plant operations	2,015	2,171	1,237	924	1,015
Food service	493	514	419	396	412
Transportation	1,005	1,044	535	369	452
Student support	1,115	1,139	630	582	593
Instruction support	600	606	308	448	528

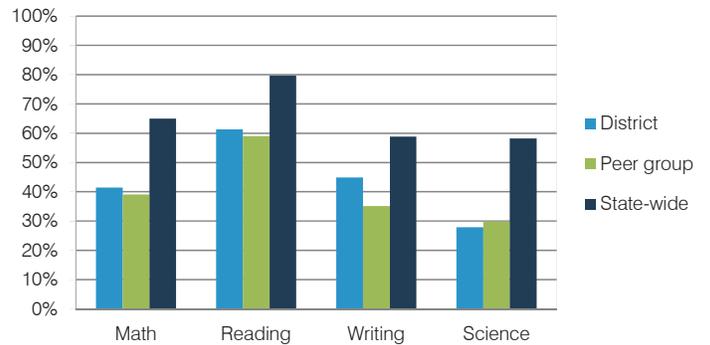
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



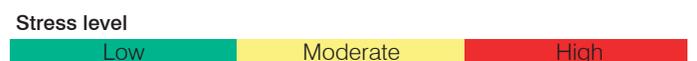
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	81%	69%	77%
Poverty rate (2012)	47%	42%	25%
Students per teacher	15.6	15.1	18.3
Average teacher salary	\$46,873	\$42,614	\$45,264
Amount from Proposition 301	\$2,172	\$3,663	\$3,784
Average years of teacher experience	15.5	12.2	10.9
Percentage of teachers in first 3 years	4%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Kingman Unified School District

Mohave County

Efficiency peer groups 4 and T-9, Achievement peer group 5

Legislative district(s): 5

District size, location: Medium-Large, Town

Students attending: 6,674

Number of schools: 12

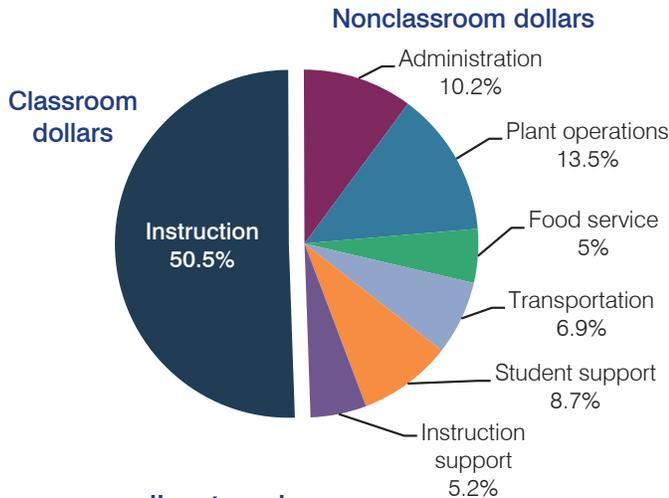
Medium-Large, Town

6,674

12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 55.2 to 50.5 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased, while spending on student support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$704	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$4.56	\$5.34	\$6.03
	Square footage per student	204	176	153
Food service	Cost per meal equivalent	\$2.82	\$2.67	\$2.58
Transportation	Cost per mile	\$2.16	\$2.42	\$3.55
	Cost per rider	\$925	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,723	\$6,884	\$7,187	\$7,496	\$10,658
Classroom dollars	3,536	3,480	3,779	4,031	6,520
Nonclassroom dollars:	3,187	3,404	3,408	3,465	4,138
Administration	624	704	764	746	1,138
Plant operations	901	930	921	924	1,015
Food service	298	340	364	396	412
Transportation	455	472	394	369	452
Student support	593	599	561	582	593
Instruction support	316	359	404	448	528

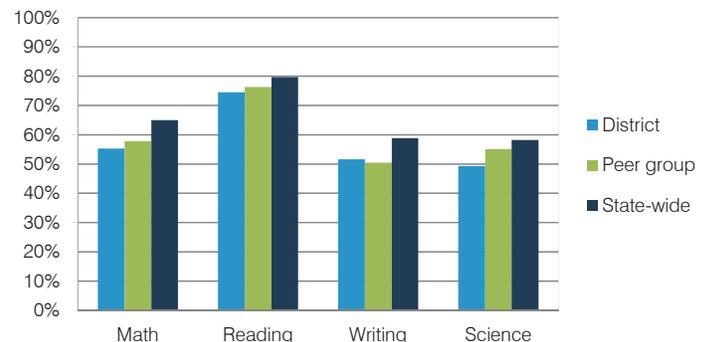
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	8%
B	2	17%
C	4	33%
D	3	25%
F	0	0%
Not rated	2	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	19.2	16.6	18.3
Average teacher salary	\$37,768	\$41,866	\$45,264
Amount from Proposition 301	\$4,497	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	20%	16%	19%

Financial stress assessment

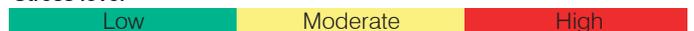
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Kirkland Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

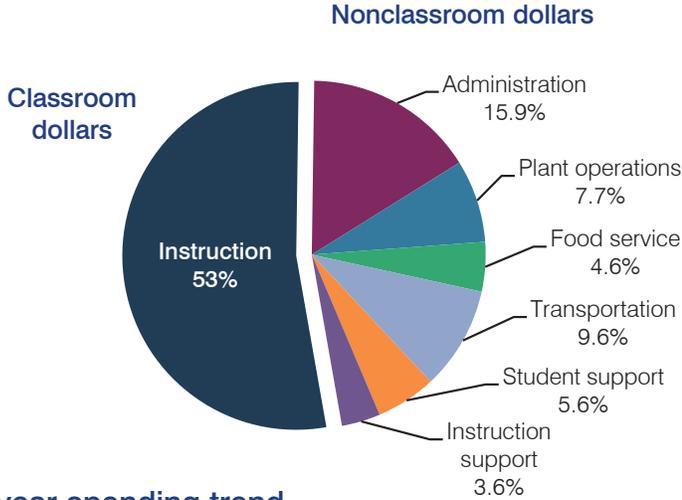
59

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing overall from 51.8 to 53 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially, while spending on instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,280	\$2,572	\$746
	Students per administrator	34	30	67
Plant operations	Cost per square foot	\$6.23	\$6.59	\$6.03
	Square footage per student	178	343	153
Food service	Cost per meal equivalent	\$5.28	\$4.93	\$2.58
Transportation	Cost per mile	\$1.80	\$1.64	\$3.55
	Cost per rider	\$900	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,895	\$14,373	\$15,203	\$7,496	\$10,658
Classroom dollars	9,180	7,613	7,647	4,031	6,520
Nonclassroom dollars:	6,715	6,760	7,556	3,465	4,138
Administration	1,986	2,280	2,572	746	1,138
Plant operations	1,298	1,108	2,148	924	1,015
Food service	874	669	851	396	412
Transportation	1,234	1,379	1,056	369	452
Student support	737	813	548	582	593
Instruction support	586	511	381	448	528

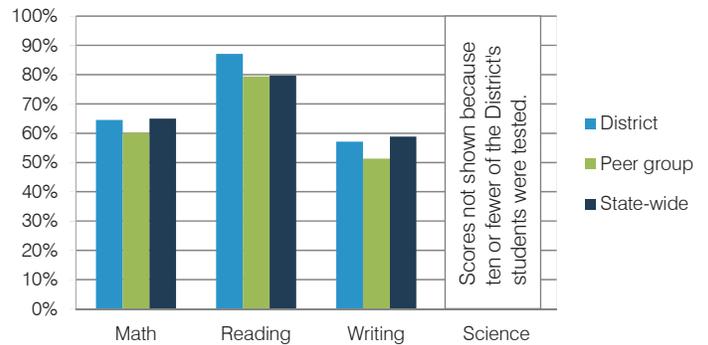
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	9.8	11.0	18.3
Average teacher salary	\$42,079	\$42,053	\$45,264
Amount from Proposition 301	\$2,587	\$2,981	\$3,784
Average years of teacher experience	14.2	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	19%

Financial stress assessment

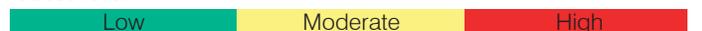
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Kyrene Elementary School District

Maricopa County

Efficiency peer groups 7 and T-4, Achievement peer group 12

Legislative district(s): 18 and 27

District size, location:

Students attending:

Number of schools:

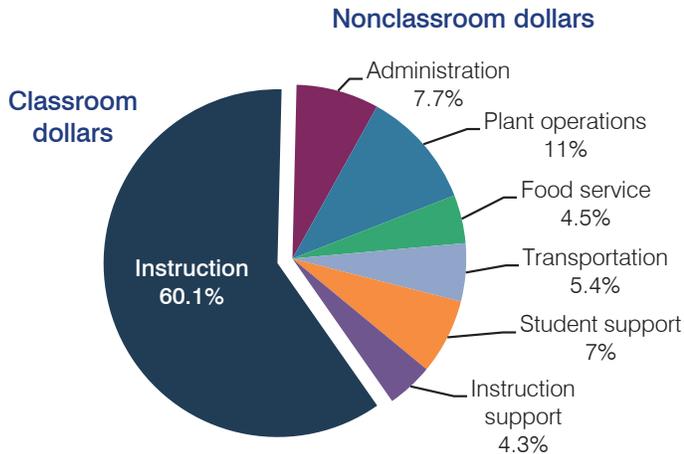
Large, City

16,875

25

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 63.3 to 60.1 percent. Overall, spending on transportation and student support increased and spending on plant operations increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$508	\$664	\$746
	Students per administrator	79	76	67
Plant operations	Cost per square foot	\$4.74	\$6.19	\$6.03
	Square footage per student	153	130	153
Food service	Cost per meal equivalent	\$2.97	\$2.52	\$2.58
Transportation	Cost per mile	\$3.29	\$3.41	\$3.55
	Cost per rider	\$952	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,841	\$6,592	\$7,109	\$7,496	\$10,658
Classroom dollars	4,121	3,964	3,883	4,031	6,520
Nonclassroom dollars:	2,720	2,628	3,226	3,465	4,138
Administration	475	508	664	746	1,138
Plant operations	882	723	766	924	1,015
Food service	318	293	501	396	412
Transportation	353	358	298	369	452
Student support	416	463	520	582	593
Instruction support	276	283	477	448	528

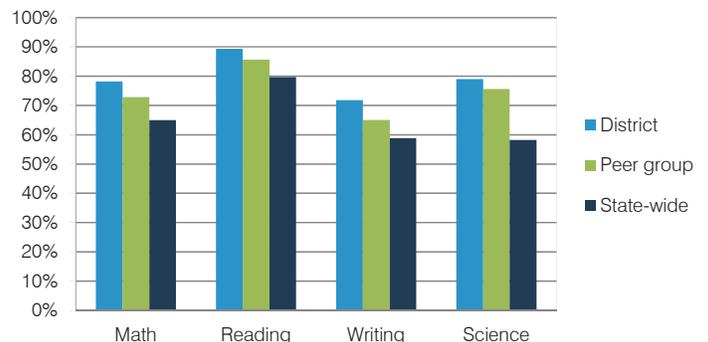
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	64%
B	9	36%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	10%	13%	25%
Students per teacher	18.2	18.9	18.3
Average teacher salary	\$47,821	\$45,822	\$45,264
Amount from Proposition 301	\$2,620	\$3,641	\$3,784
Average years of teacher experience	13.0	10.4	10.9
Percentage of teachers in first 3 years	12%	16%	19%

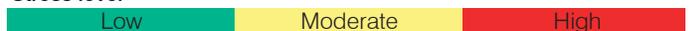
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



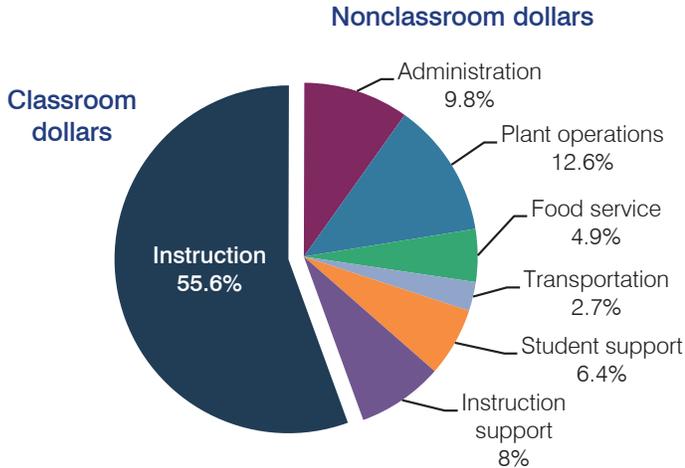
Lake Havasu Unified School District

Mohave County
 Efficiency peer groups 4 and T-9, Achievement peer group 5
 Legislative district(s): 5

District size, location: Medium-Large, Town
 Students attending: 5,477
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Overall, spending in the classroom decreased from 59.8 to 55.6 percent. Spending on instruction support increased substantially and spending on student support increased slightly. Overall, spending on food service decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$764	\$746
	Students per administrator	63	67	67
Plant operations	Cost per square foot	\$5.60	\$5.34	\$6.03
	Square footage per student	143	176	153
Food service	Cost per meal equivalent	\$2.32	\$2.67	\$2.58
Transportation	Cost per mile	\$3.70	\$2.42	\$3.55
	Cost per rider	\$1,509	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,449	\$6,359	\$7,187	\$7,496	\$10,658
Classroom dollars	3,476	3,533	3,779	4,031	6,520
Nonclassroom dollars:	2,973	2,826	3,408	3,465	4,138
Administration	718	625	764	746	1,138
Plant operations	875	800	921	924	1,015
Food service	298	312	364	396	412
Transportation	201	174	394	369	452
Student support	398	404	561	582	593
Instruction support	483	511	404	448	528

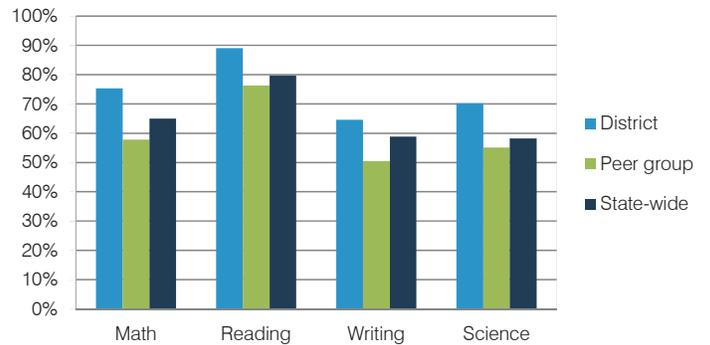
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	81%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	19.6	16.6	18.3
Average teacher salary	\$41,010	\$41,866	\$45,264
Amount from Proposition 301	\$4,381	\$4,192	\$3,784
Average years of teacher experience	8.9	11.7	10.9
Percentage of teachers in first 3 years	25%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Laveen Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13

Legislative district(s): 19 and 27

District size, location:

Medium-Large, City

Students attending:

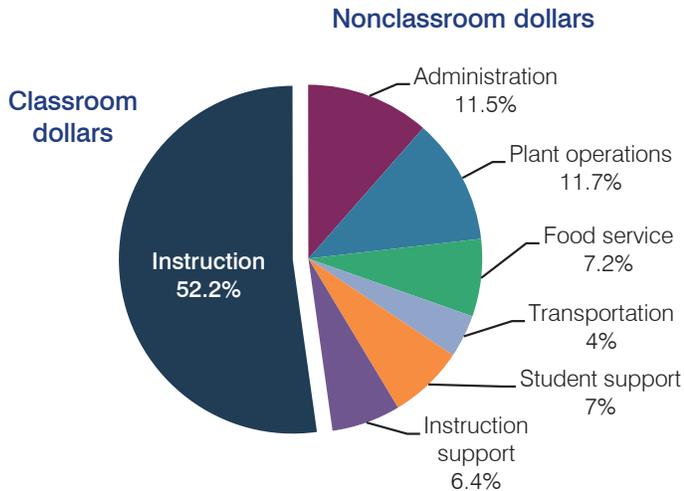
5,554

Number of schools:

7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 57 to 52.2 percent. Overall, spending on plant operations and food service increased and spending on transportation and student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$683	\$791	\$746
	Students per administrator	70	69	67
Plant operations	Cost per square foot	\$7.52	\$6.28	\$6.03
	Square footage per student	93	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$5.96	\$6.28	\$3.55
	Cost per rider	\$500	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,653	\$5,936	\$7,193	\$7,496	\$10,658
Classroom dollars	2,905	3,101	3,672	4,031	6,520
Nonclassroom dollars:	2,748	2,835	3,521	3,465	4,138
Administration	724	683	791	746	1,138
Plant operations	643	696	842	924	1,015
Food service	396	427	541	396	412
Transportation	234	235	273	369	452
Student support	375	413	541	582	593
Instruction support	376	381	533	448	528

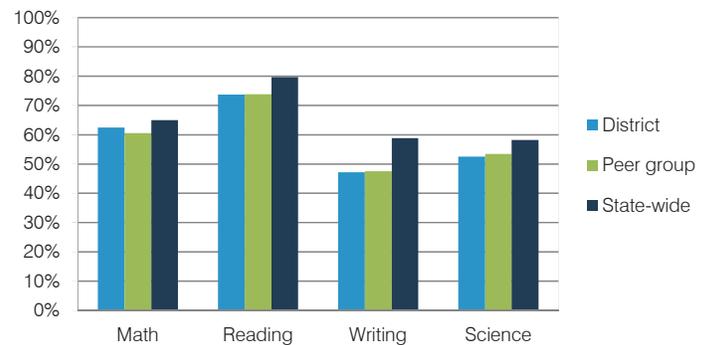
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	3	43%
C	2	29%
D	1	14%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	25%	25%
Students per teacher	20.9	19.1	18.3
Average teacher salary	\$39,341	\$40,312	\$45,264
Amount from Proposition 301	\$1,461	\$3,530	\$3,784
Average years of teacher experience	5.1	7.4	10.9
Percentage of teachers in first 3 years	53%	31%	19%

Financial stress assessment

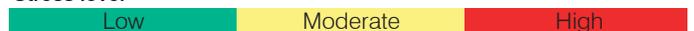
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



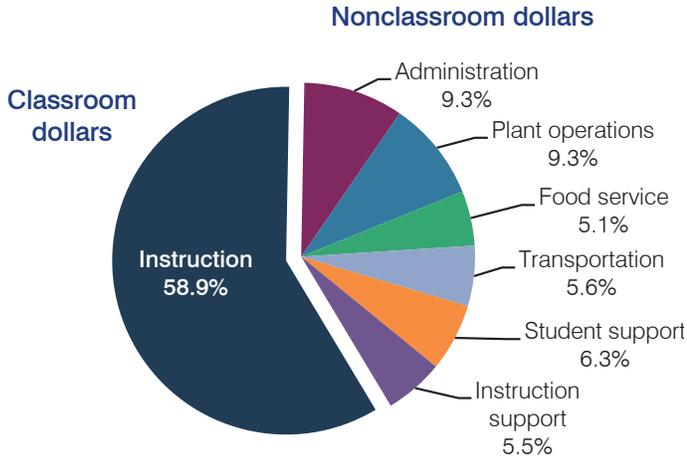
Liberty Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-4, Achievement peer group 12
 Legislative district(s): 4 and 13

District size, location: Medium-Large, Suburb
 Students attending: 3,059
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 61 to 58.9 percent. Overall, spending on plant operations, transportation, and student support increased, while spending on administration and instruction support decreased. Spending on food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$791	\$746
	Students per administrator	78	69	67
Plant operations	Cost per square foot	\$5.27	\$6.28	\$6.03
	Square footage per student	118	138	153
Food service	Cost per meal equivalent	\$2.44	\$2.54	\$2.58
Transportation	Cost per mile	\$3.06	\$3.41	\$3.55
	Cost per rider	\$1,000	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,685	\$6,653	\$7,193	\$7,496	\$10,658
Classroom dollars	3,965	3,919	3,672	4,031	6,520
Nonclassroom dollars:	2,720	2,734	3,521	3,465	4,138
Administration	633	616	791	746	1,138
Plant operations	603	621	842	924	1,015
Food service	377	340	541	396	412
Transportation	375	371	273	369	452
Student support	471	421	541	582	593
Instruction support	261	365	533	448	528

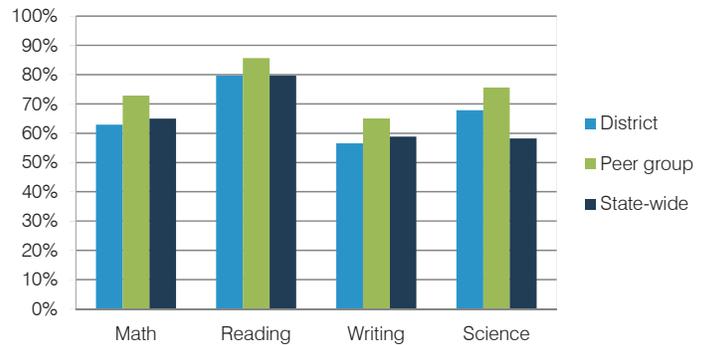
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



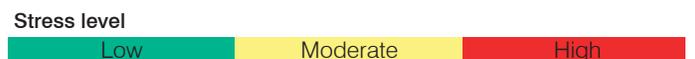
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	13%	25%
Students per teacher	17.2	18.9	18.3
Average teacher salary	\$43,361	\$45,822	\$45,264
Amount from Proposition 301	\$4,443	\$3,641	\$3,784
Average years of teacher experience	9.3	10.4	10.9
Percentage of teachers in first 3 years	18%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



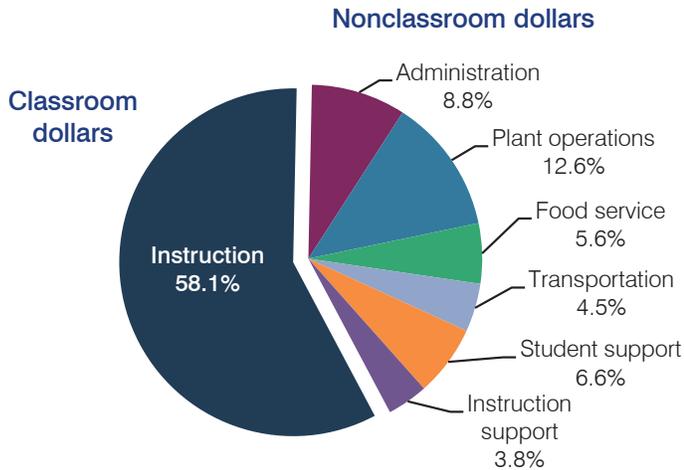
Litchfield Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 12
 Legislative district(s): 13, 19 and 29

District size, location: Large, Suburb
 Students attending: 10,017
 Number of schools: 13

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom increased slightly from 57.9 to 58.1 percent. Overall, spending on plant operations decreased slightly, while spending on student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$527	\$664	\$746
	Students per administrator	105	76	67
Plant operations	Cost per square foot	\$6.51	\$6.19	\$6.03
	Square footage per student	115	130	153
Food service	Cost per meal equivalent	\$2.01	\$2.52	\$2.58
Transportation	Cost per mile	\$3.25	\$4.05	\$3.55
	Cost per rider	\$733	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,111	\$5,957	\$7,109	\$7,496	\$10,658
Classroom dollars	3,555	3,463	3,883	4,031	6,520
Nonclassroom dollars:	2,556	2,494	3,226	3,465	4,138
Administration	555	527	664	746	1,138
Plant operations	787	748	766	924	1,015
Food service	346	333	501	396	412
Transportation	274	269	298	369	452
Student support	385	393	520	582	593
Instruction support	209	224	477	448	528

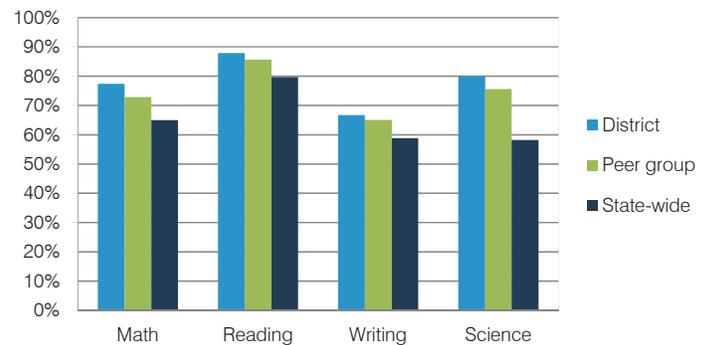
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	11	85%
B	2	15%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	13%	25%
Students per teacher	21.4	18.9	18.3
Average teacher salary	\$46,286	\$45,822	\$45,264
Amount from Proposition 301	\$3,860	\$3,641	\$3,784
Average years of teacher experience	8.8	10.4	10.9
Percentage of teachers in first 3 years	18%	16%	19%

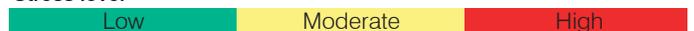
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



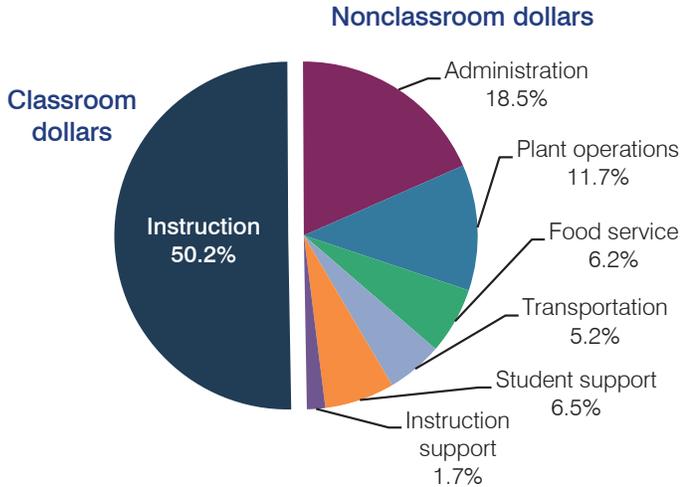
Littlefield Unified School District

Mohave County
 Efficiency peer groups 6 and T-8, Achievement peer group 6
 Legislative district(s): 5

District size, location: Small, Rural
 Students attending: 419
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 54.6 to 50.2 percent. Overall, spending on plant operations and student support increased substantially, while spending on transportation and instruction support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,609	\$1,571	\$746
	Students per administrator	42	43	67
Plant operations	Cost per square foot	\$5.27	\$4.94	\$6.03
	Square footage per student	193	318	153
Food service	Cost per meal equivalent	\$2.91	\$3.28	\$2.58
Transportation	Cost per mile	\$2.56	\$2.52	\$3.55
	Cost per rider	\$673	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,036	\$8,690	\$10,188	\$7,496	\$10,658
Classroom dollars	4,367	4,360	4,979	4,031	6,520
Nonclassroom dollars:	3,669	4,330	5,209	3,465	4,138
Administration	1,338	1,609	1,571	746	1,138
Plant operations	725	1,014	1,558	924	1,015
Food service	558	536	463	396	412
Transportation	437	454	509	369	452
Student support	471	566	647	582	593
Instruction support	140	151	461	448	528

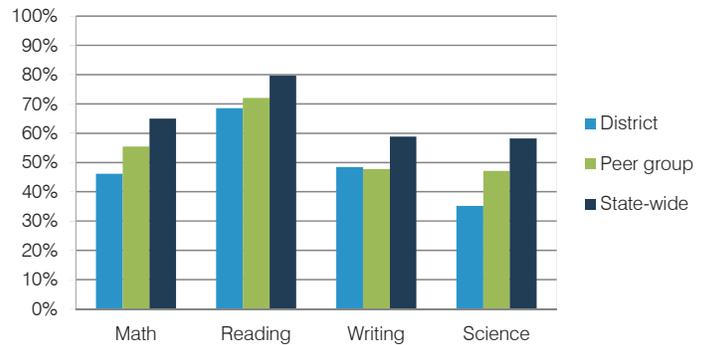
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



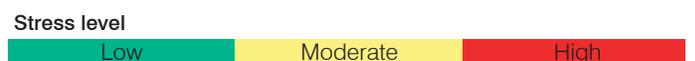
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	33%	33%	25%
Students per teacher	15.0	15.3	18.3
Average teacher salary	\$41,565	\$43,207	\$45,264
Amount from Proposition 301	\$3,932	\$3,525	\$3,784
Average years of teacher experience	10.9	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Littleton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 13

Legislative district(s): 19

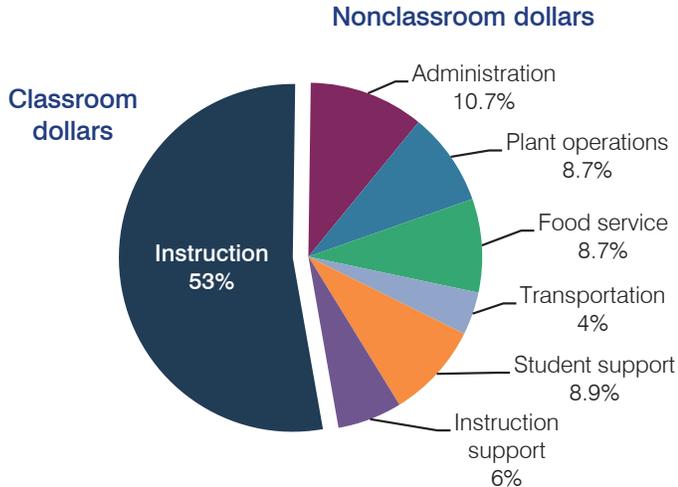
District size, location: Medium-Large, Suburb

Students attending: 5,039

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 53 percent. Overall, spending on food service increased substantially, spending on administration increased, and spending on instruction support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$721	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$5.25	\$6.28	\$6.03
	Square footage per student	112	138	153
Food service	Cost per meal equivalent	\$2.38	\$2.54	\$2.58
Transportation	Cost per mile	\$6.89	\$6.28	\$3.55
	Cost per rider	\$727	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,814	\$6,762	\$7,193	\$7,496	\$10,658
Classroom dollars	3,676	3,584	3,672	4,031	6,520
Nonclassroom dollars:	3,138	3,178	3,521	3,465	4,138
Administration	775	721	791	746	1,138
Plant operations	576	587	842	924	1,015
Food service	593	585	541	396	412
Transportation	258	272	273	369	452
Student support	607	603	541	582	593
Instruction support	329	410	533	448	528

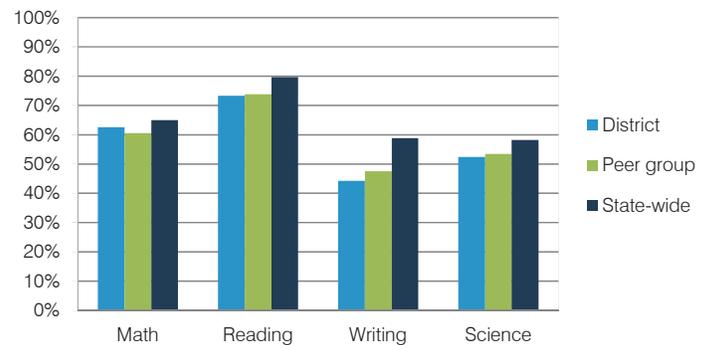
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	33%
B	3	50%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	25%	25%
Students per teacher	17.7	19.1	18.3
Average teacher salary	\$42,422	\$40,312	\$45,264
Amount from Proposition 301	\$7,121	\$3,530	\$3,784
Average years of teacher experience	4.9	7.4	10.9
Percentage of teachers in first 3 years	52%	31%	19%

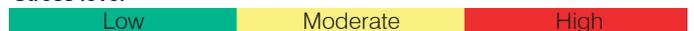
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



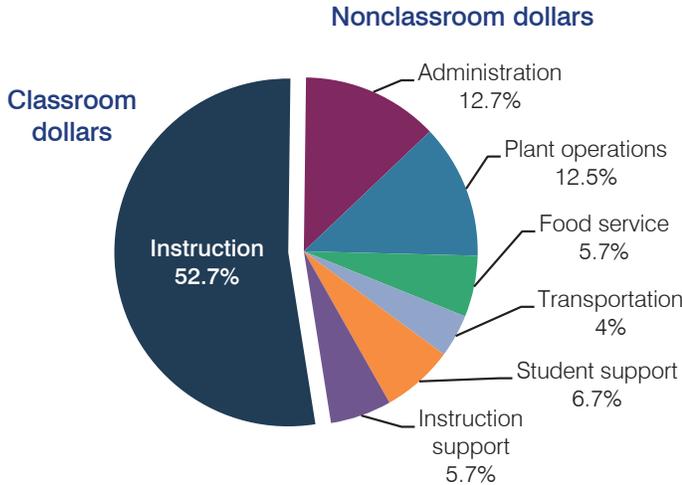
Madison Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 13
 Legislative district(s): 24 and 28

District size, location: Medium-Large, City
 Students attending: 5,696
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased overall from 54.6 to 52.7 percent. Overall, spending on administration and plant operations increased and spending on transportation increased slightly. Spending on student support and instruction support decreased. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$6.23	\$6.28	\$6.03
	Square footage per student	134	138	153
Food service	Cost per meal equivalent	\$2.52	\$2.54	\$2.58
Transportation	Cost per mile	\$7.42	\$5.18	\$3.55
	Cost per rider	\$974	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,588	\$6,645	\$7,193	\$7,496	\$10,658
Classroom dollars	3,500	3,500	3,672	4,031	6,520
Nonclassroom dollars:	3,088	3,145	3,521	3,465	4,138
Administration	813	847	791	746	1,138
Plant operations	880	834	842	924	1,015
Food service	357	375	541	396	412
Transportation	260	265	273	369	452
Student support	428	448	541	582	593
Instruction support	350	376	533	448	528

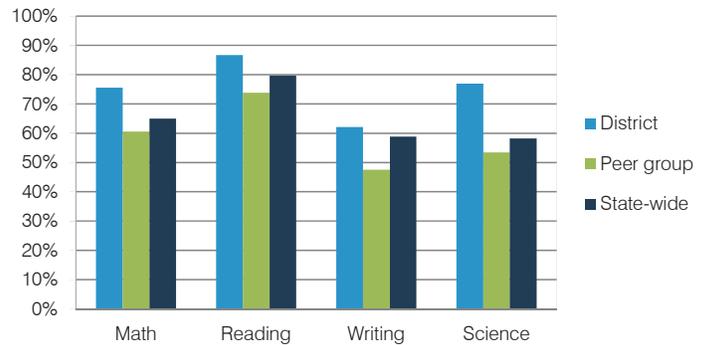
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	12%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	25%	25%
Students per teacher	19.6	19.1	18.3
Average teacher salary	\$44,275	\$40,312	\$45,264
Amount from Proposition 301	\$4,337	\$3,530	\$3,784
Average years of teacher experience	6.8	7.4	10.9
Percentage of teachers in first 3 years	24%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

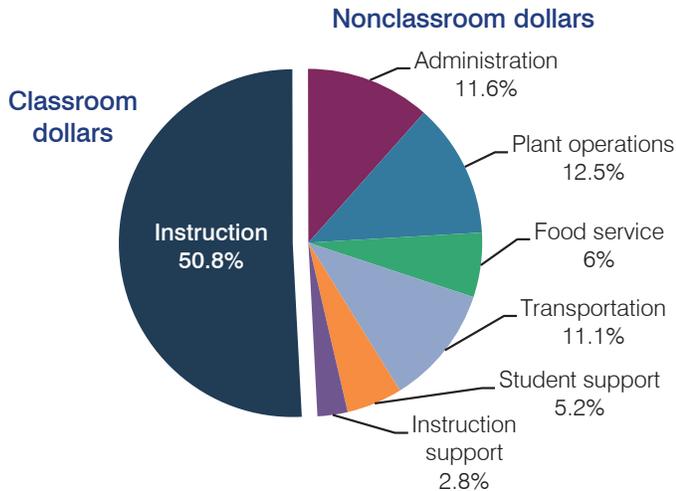
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 35 percent. Spending in the classroom varied year to year, increasing overall from 45.8 to 50.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,125	\$2,572	\$746
	Students per administrator	35	30	67
Plant operations	Cost per square foot	\$8.07	\$6.59	\$6.03
	Square footage per student	285	343	153
Food service	Cost per meal equivalent	\$7.50	\$4.93	\$2.58
Transportation	Cost per mile	\$3.04	\$1.64	\$3.55
	Cost per rider	\$1,708	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,950	\$18,344	\$15,203	\$7,496	\$10,658
Classroom dollars	7,512	9,321	7,647	4,031	6,520
Nonclassroom dollars:	7,438	9,023	7,556	3,465	4,138
Administration	1,617	2,125	2,572	746	1,138
Plant operations	1,736	2,299	2,148	924	1,015
Food service	893	1,095	851	396	412
Transportation	1,640	2,040	1,056	369	452
Student support	1,084	951	548	582	593
Instruction support	468	513	381	448	528

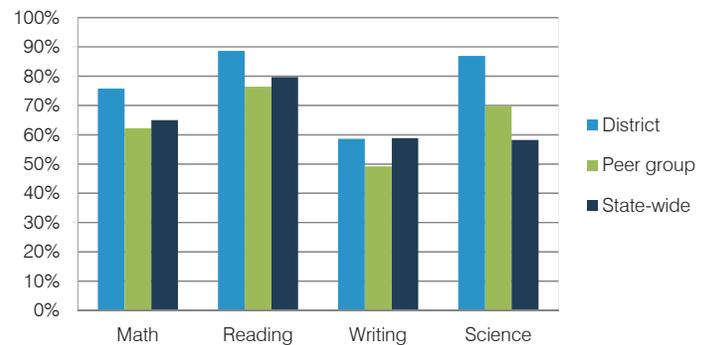
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	14%	11%	25%
Students per teacher	6.7	11.0	18.3
Average teacher salary	\$41,322	\$45,308	\$45,264
Amount from Proposition 301	\$2,788	\$2,639	\$3,784
Average years of teacher experience	10.0	11.7	10.9
Percentage of teachers in first 3 years	7%	7%	19%

Financial stress assessment

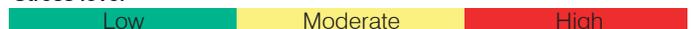
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



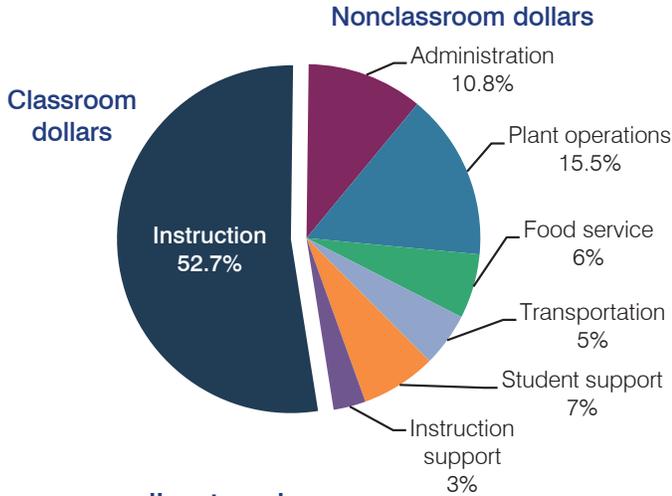
Mammoth-San Manuel Unified School District

Pinal County
 Efficiency peer groups 5 and T-8, Achievement peer group 5
 Legislative district(s): 8

District size, location: Medium, Town
 Students attending: 911
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased overall from 55.5 to 52.7 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly. Spending on administration decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$840	\$1,077	\$746
	Students per administrator	54	56	67
Plant operations	Cost per square foot	\$3.65	\$4.83	\$6.03
	Square footage per student	329	260	153
Food service	Cost per meal equivalent	\$2.78	\$3.14	\$2.58
Transportation	Cost per mile	\$1.58	\$2.52	\$3.55
	Cost per rider	\$447	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,924	\$7,784	\$8,465	\$7,496	\$10,658
Classroom dollars	4,434	4,104	4,259	4,031	6,520
Nonclassroom dollars:	3,490	3,680	4,206	3,465	4,138
Administration	739	840	1,077	746	1,138
Plant operations	1,061	1,203	1,237	924	1,015
Food service	457	470	419	396	412
Transportation	378	393	535	369	452
Student support	557	546	630	582	593
Instruction support	298	228	308	448	528

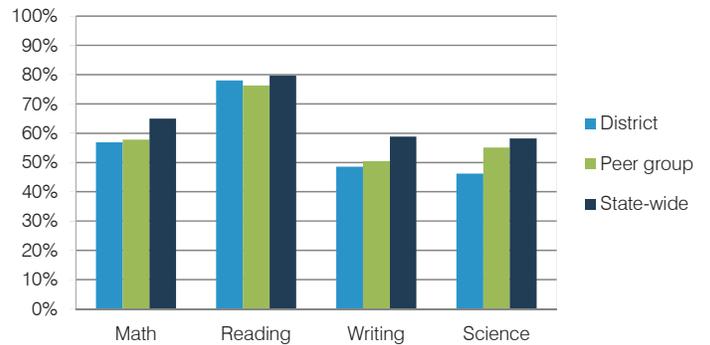
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	3	75%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	78%	83%	77%
Poverty rate (2012)	27%	24%	25%
Students per teacher	15.4	16.6	18.3
Average teacher salary	\$41,511	\$41,866	\$45,264
Amount from Proposition 301	\$5,127	\$4,192	\$3,784
Average years of teacher experience	11.4	11.7	10.9
Percentage of teachers in first 3 years	10%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



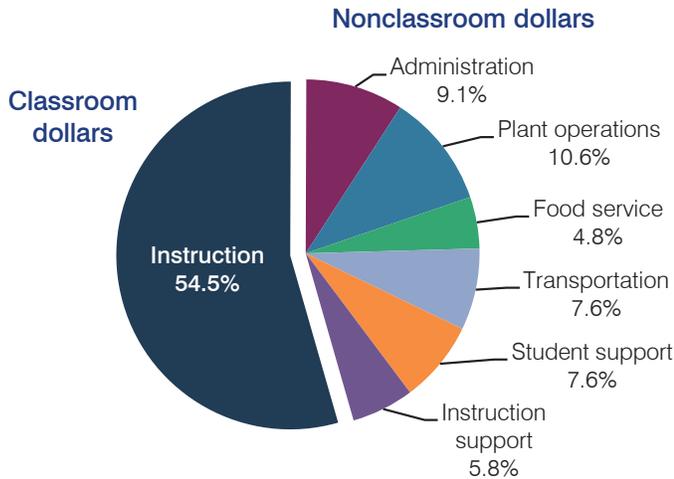
Marana Unified School District

Pima County
 Efficiency peer groups 2 and T-4, Achievement peer group 2
 Legislative district(s): 9 and 11

District size, location: Large, Suburb
 Students attending: 11,769
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased overall from 57.3 to 54.5 percent. Overall, spending on food service, student support, and instruction support increased, while spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$665	\$658	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$5.33	\$6.23	\$6.03
	Square footage per student	146	145	153
Food service	Cost per meal equivalent	\$2.76	\$2.58	\$2.58
Transportation	Cost per mile	\$3.22	\$3.41	\$3.55
	Cost per rider	\$1,127	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,150	\$7,325	\$7,059	\$7,496	\$10,658
Classroom dollars	3,875	3,996	3,824	4,031	6,520
Nonclassroom dollars:	3,275	3,329	3,235	3,465	4,138
Administration	677	665	658	746	1,138
Plant operations	898	776	896	924	1,015
Food service	320	353	332	396	412
Transportation	527	552	351	369	452
Student support	504	557	524	582	593
Instruction support	349	426	474	448	528

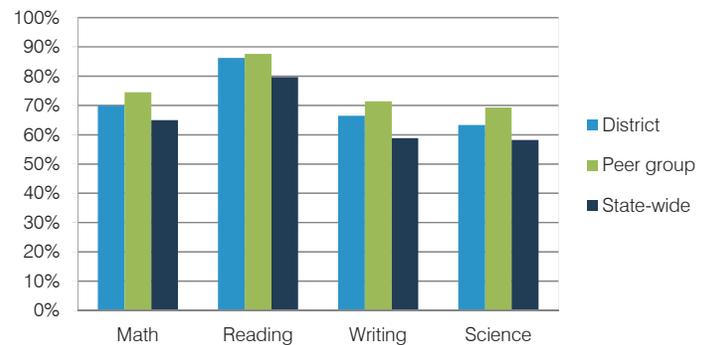
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	6	35%
B	8	47%
C	2	12%
D	0	0%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	82%	88%	77%
Poverty rate (2012)	14%	14%	25%
Students per teacher	16.0	18.3	18.3
Average teacher salary	\$39,984	\$44,386	\$45,264
Amount from Proposition 301	\$3,851	\$4,054	\$3,784
Average years of teacher experience	11.3	11.0	10.9
Percentage of teachers in first 3 years	17%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



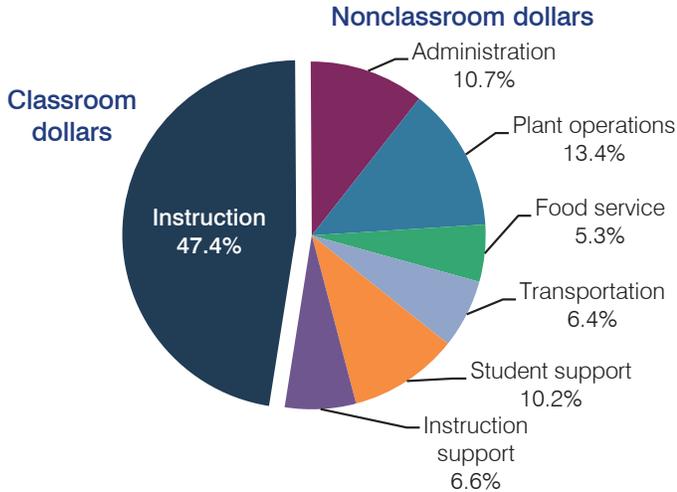
Maricopa Unified School District

Pinal County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 11

District size, location: Medium-Large, Rural
 Students attending: 5,448
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 59.7 to 47.4 percent. Overall, spending on plant operations and instruction support increased substantially and spending on administration, transportation, and student support increased. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$764	\$746
	Students per administrator	105	67	67
Plant operations	Cost per square foot	\$6.09	\$5.34	\$6.03
	Square footage per student	147	176	153
Food service	Cost per meal equivalent	\$2.21	\$2.67	\$2.58
Transportation	Cost per mile	\$3.42	\$3.06	\$3.55
	Cost per rider	\$664	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,924	\$6,682	\$7,187	\$7,496	\$10,658
Classroom dollars	3,252	3,166	3,779	4,031	6,520
Nonclassroom dollars:	3,672	3,516	3,408	3,465	4,138
Administration	809	716	764	746	1,138
Plant operations	983	894	921	924	1,015
Food service	354	357	364	396	412
Transportation	431	427	394	369	452
Student support	685	679	561	582	593
Instruction support	410	443	404	448	528

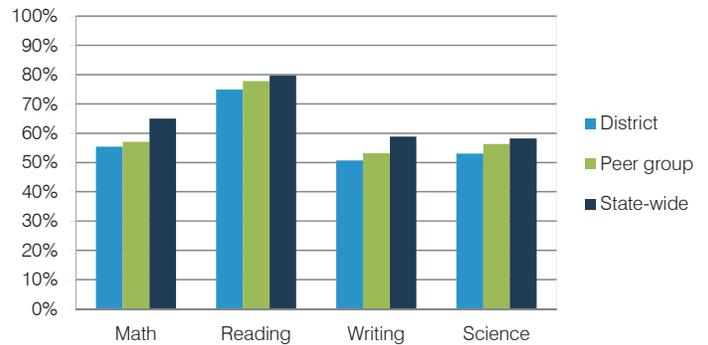
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	12%
B	4	44%
C	4	44%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	19.4	16.5	18.3
Average teacher salary	\$39,930	\$40,197	\$45,264
Amount from Proposition 301	\$2,480	\$4,027	\$3,784
Average years of teacher experience	9.5	11.1	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Mayer Unified School District

Yavapai County

Efficiency peer groups 6 and T-10, Achievement peer group 6

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

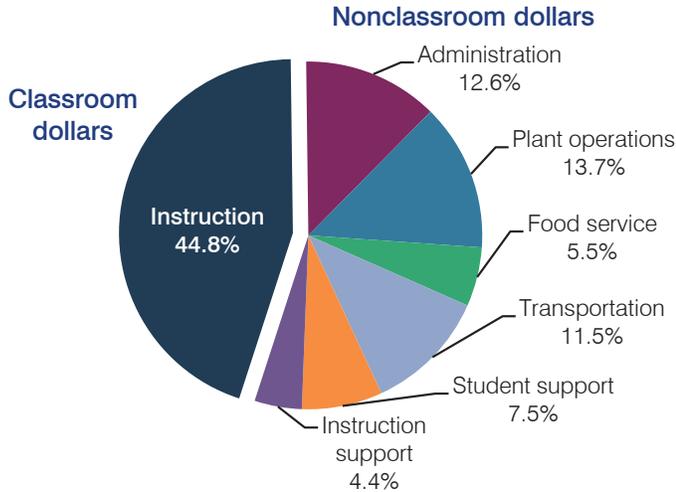
495

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 50.2 to 44.8 percent. Overall, spending on instruction support increased substantially, spending on transportation increased, and spending on student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,085	\$1,571	\$746
	Students per administrator	55	43	67
Plant operations	Cost per square foot	\$5.51	\$4.94	\$6.03
	Square footage per student	213	318	153
Food service	Cost per meal equivalent	\$2.98	\$3.28	\$2.58
Transportation	Cost per mile	\$1.85	\$1.97	\$3.55
	Cost per rider	\$1,338	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,730	\$8,587	\$10,188	\$7,496	\$10,658
Classroom dollars	3,887	3,849	4,979	4,031	6,520
Nonclassroom dollars:	4,843	4,738	5,209	3,465	4,138
Administration	1,059	1,085	1,571	746	1,138
Plant operations	1,243	1,174	1,558	924	1,015
Food service	472	474	463	396	412
Transportation	977	989	509	369	452
Student support	704	640	647	582	593
Instruction support	388	376	461	448	528

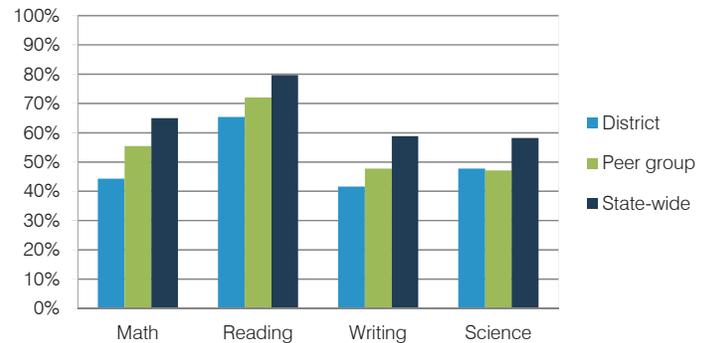
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	94%
Graduation rate (2012)	75%	80%	77%
Poverty rate (2012)	29%	33%	25%
Students per teacher	19.0	15.3	18.3
Average teacher salary	\$41,210	\$43,207	\$45,264
Amount from Proposition 301	\$3,790	\$3,525	\$3,784
Average years of teacher experience	12.0	11.9	10.9
Percentage of teachers in first 3 years	15%	20%	19%

Financial stress assessment

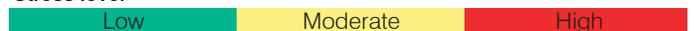
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



McNary Elementary School District

Apache County

Efficiency peer groups 11 and T-11, Achievement peer group 20

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

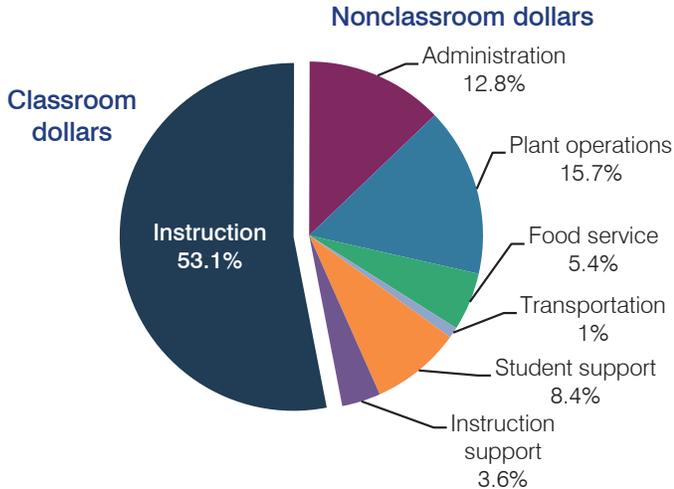
126

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 61.5 to 53.1 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 increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,522	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$5.89	\$6.59	\$6.03
	Square footage per student	315	343	153
Food service	Cost per meal equivalent	\$2.77	\$4.93	\$2.58
Transportation	Cost per mile	\$1.23	\$1.64	\$3.55
	Cost per rider	\$1,274	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,252	\$11,859	\$15,203	\$7,496	\$10,658
Classroom dollars	9,510	6,292	7,647	4,031	6,520
Nonclassroom dollars:	6,742	5,567	7,556	3,465	4,138
Administration	1,890	1,522	2,572	746	1,138
Plant operations	2,161	1,857	2,148	924	1,015
Food service	859	646	851	396	412
Transportation	82	121	1,056	369	452
Student support	1,228	997	548	582	593
Instruction support	522	424	381	448	528

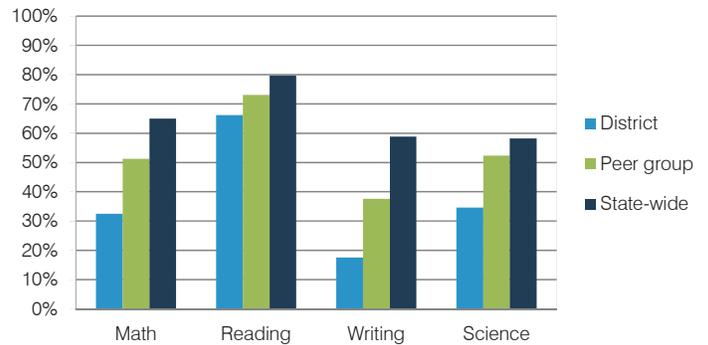
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	43%	38%	25%
Students per teacher	12.6	15.1	18.3
Average teacher salary	\$38,509	\$44,190	\$45,264
Amount from Proposition 301	\$4,851	\$3,324	\$3,784
Average years of teacher experience	8.0	11.1	10.9
Percentage of teachers in first 3 years	10%	20%	19%

Financial stress assessment

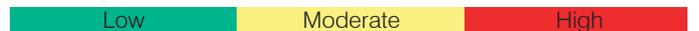
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



McNeal Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

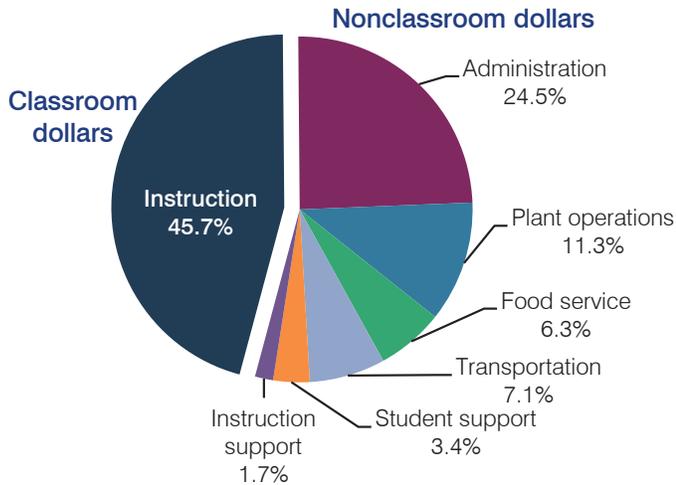
37

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 35 percent, which contributed to the 52 percent increase in total spending per pupil. Spending in the classroom decreased overall from 51.8 to 45.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,449	\$2,572	\$746
	Students per administrator	18	30	67
Plant operations	Cost per square foot	\$8.79	\$6.59	\$6.03
	Square footage per student	233	343	153
Food service	Cost per meal equivalent	\$4.83	\$4.93	\$2.58
Transportation	Cost per mile	\$1.09	\$1.64	\$3.55
	Cost per rider	\$1,968	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,306	\$18,145	\$15,203	\$7,496	\$10,658
Classroom dollars	5,159	8,297	7,647	4,031	6,520
Nonclassroom dollars:	6,147	9,848	7,556	3,465	4,138
Administration	2,611	4,449	2,572	746	1,138
Plant operations	1,268	2,046	2,148	924	1,015
Food service	912	1,147	851	396	412
Transportation	822	1,286	1,056	369	452
Student support	367	607	548	582	593
Instruction support	167	313	381	448	528

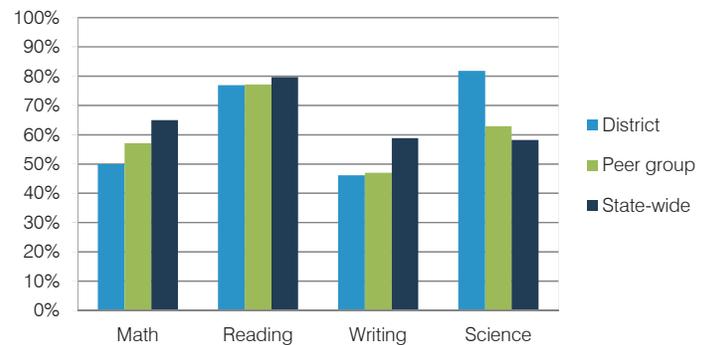
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	9.2	12.4	18.3
Average teacher salary	\$48,032	\$45,242	\$45,264
Amount from Proposition 301	\$3,801	\$2,827	\$3,784
Average years of teacher experience	21.3	13.6	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

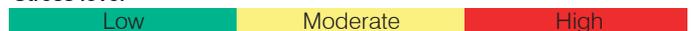
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



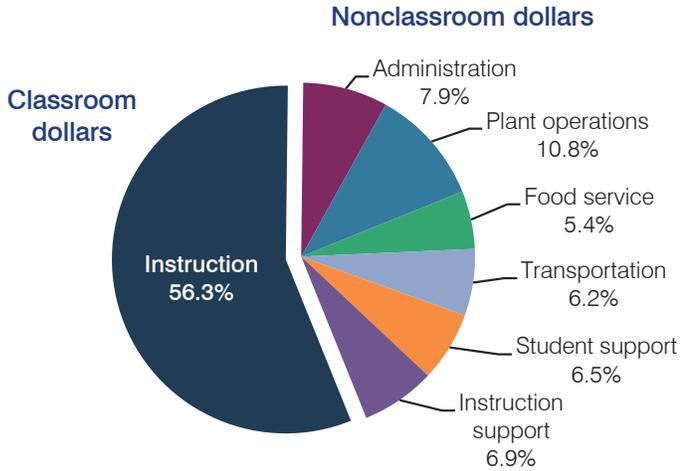
Mesa Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 16, 17, 18, 23, 25 and 26

District size, location: Very large, City
 Students attending: 60,404
 Number of schools: 78

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 61.4 to 56.3 percent. Overall, spending on transportation and instruction support increased and spending on plant operations, food service, and student support increased slightly. Spending on administration remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$611	\$640	\$746
	Students per administrator	74	80	67
Plant operations	Cost per square foot	\$6.01	\$5.91	\$6.03
	Square footage per student	138	145	153
Food service	Cost per meal equivalent	\$2.62	\$2.62	\$2.58
Transportation	Cost per mile	\$4.47	\$3.54	\$3.55
	Cost per rider	\$1,595	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,682	\$7,706	\$7,185	\$7,496	\$10,658
Classroom dollars	4,398	4,336	4,074	4,031	6,520
Nonclassroom dollars:	3,284	3,370	3,111	3,465	4,138
Administration	606	611	640	746	1,138
Plant operations	822	828	855	924	1,015
Food service	414	419	325	396	412
Transportation	448	479	346	369	452
Student support	472	500	571	582	593
Instruction support	522	533	374	448	528

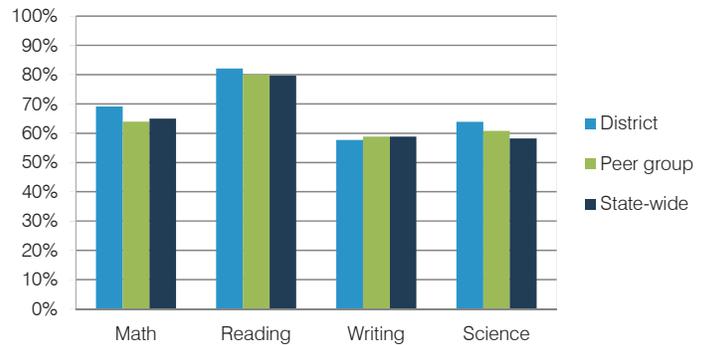
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	23	30%
B	30	38%
C	20	26%
D	1	1%
F	1	1%
Not rated	3	4%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	75%	80%	77%
Poverty rate (2012)	26%	25%	25%
Students per teacher	17.7	17.9	18.3
Average teacher salary	\$50,188	\$44,916	\$45,264
Amount from Proposition 301	\$3,425	\$3,845	\$3,784
Average years of teacher experience	14.4	12.0	10.9
Percentage of teachers in first 3 years	12%	18%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



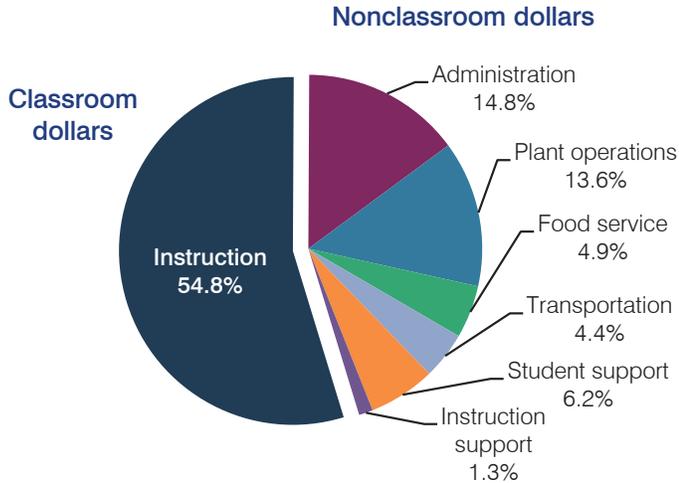
Miami Unified School District

Gila County
 Efficiency peer groups 5 and T-7, Achievement peer group 6
 Legislative district(s): 8

District size, location: Medium, Town
 Students attending: 1,132
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 54.8 percent. Spending on transportation and student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,089	\$1,077	\$746
	Students per administrator	54	56	67
Plant operations	Cost per square foot	\$4.19	\$4.83	\$6.03
	Square footage per student	240	260	153
Food service	Cost per meal equivalent	\$2.81	\$3.14	\$2.58
Transportation	Cost per mile	\$4.24	\$3.06	\$3.55
	Cost per rider	\$917	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,155	\$7,362	\$8,465	\$7,496	\$10,658
Classroom dollars	3,826	4,033	4,259	4,031	6,520
Nonclassroom dollars:	3,329	3,329	4,206	3,465	4,138
Administration	1,129	1,089	1,077	746	1,138
Plant operations	968	1,005	1,237	924	1,015
Food service	350	361	419	396	412
Transportation	286	322	535	369	452
Student support	469	459	630	582	593
Instruction support	127	93	308	448	528

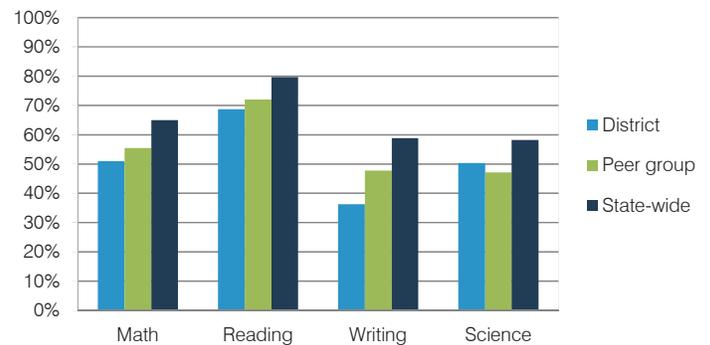
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	75%
D	1	25%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	76%	80%	77%
Poverty rate (2012)	31%	33%	25%
Students per teacher	16.6	15.3	18.3
Average teacher salary	\$39,909	\$43,207	\$45,264
Amount from Proposition 301	\$4,030	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	17%	20%	19%

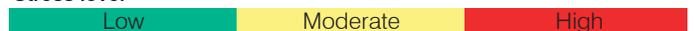
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 10

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

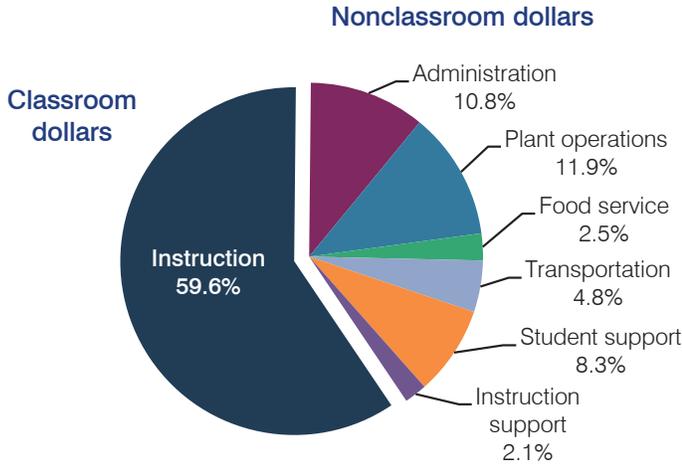
1,208

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 58.5 to 59.6 percent. Overall, spending on plant operations and student support decreased and spending on administration decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$776	\$1,077	\$746
	Students per administrator	65	56	67
Plant operations	Cost per square foot	\$5.21	\$4.83	\$6.03
	Square footage per student	165	260	153
Food service	Cost per meal equivalent	\$3.03	\$3.14	\$2.58
Transportation	Cost per mile	\$3.48	\$3.06	\$3.55
	Cost per rider	\$623	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,335	\$7,184	\$8,465	\$7,496	\$10,658
Classroom dollars	4,257	4,282	4,259	4,031	6,520
Nonclassroom dollars:	3,078	2,902	4,206	3,465	4,138
Administration	737	776	1,077	746	1,138
Plant operations	957	858	1,237	924	1,015
Food service	192	177	419	396	412
Transportation	372	347	535	369	452
Student support	560	595	630	582	593
Instruction support	260	149	308	448	528

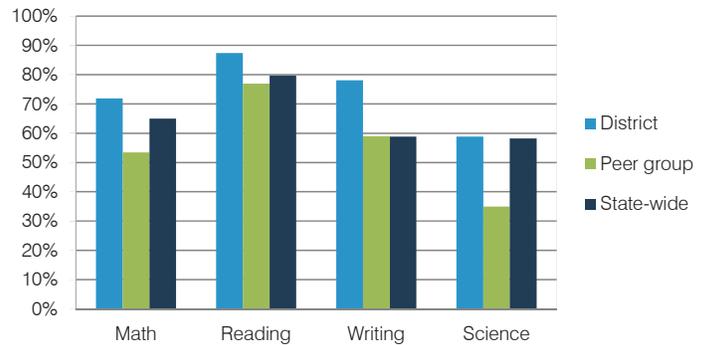
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	83%	74%	77%
Poverty rate (2012)	18%	25%	25%
Students per teacher	21.2	16.6	18.3
Average teacher salary	\$43,082	\$44,454	\$45,264
Amount from Proposition 301	\$7,205	\$5,749	\$3,784
Average years of teacher experience	9.3	11.4	10.9
Percentage of teachers in first 3 years	30%	21%	19%

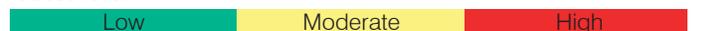
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

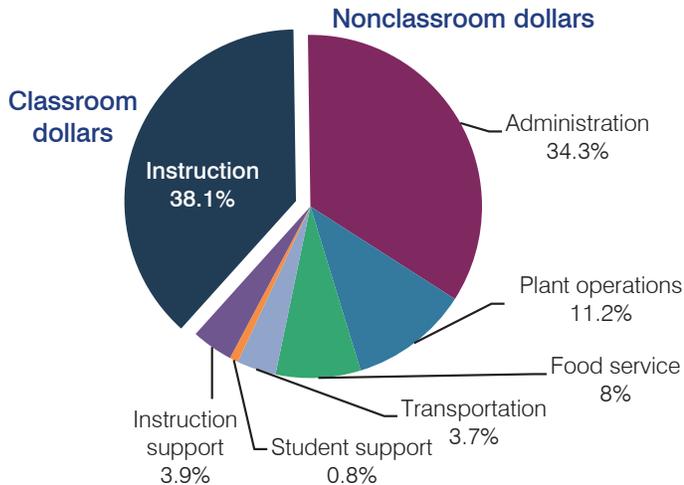
33

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 31.3 to 38.1 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 substantially, while spending on instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,772	\$2,572	\$746
	Students per administrator	14	30	67
Plant operations	Cost per square foot	\$4.13	\$6.59	\$6.03
	Square footage per student	695	343	153
Food service	Cost per meal equivalent	\$8.05	\$4.93	\$2.58
Transportation	Cost per mile	\$1.60	\$1.64	\$3.55
	Cost per rider	\$608	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$29,206	\$25,552	\$15,203	\$7,496	\$10,658
Classroom dollars	8,857	9,731	7,647	4,031	6,520
Nonclassroom dollars:	20,349	15,821	7,556	3,465	4,138
Administration	9,790	8,772	2,572	746	1,138
Plant operations	5,520	2,868	2,148	924	1,015
Food service	2,214	2,031	851	396	412
Transportation	1,142	941	1,056	369	452
Student support	206	216	548	582	593
Instruction support	1,477	993	381	448	528

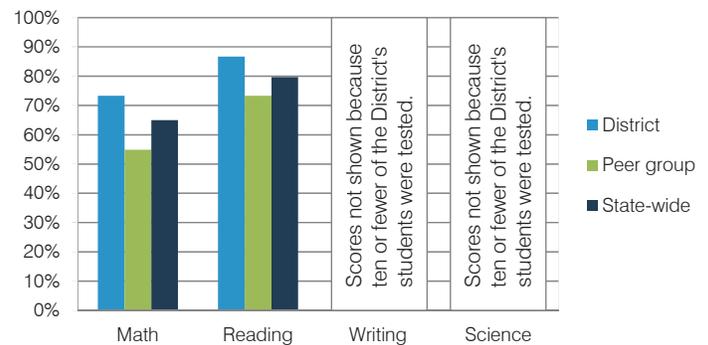
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	54%	52%	25%
Students per teacher	8.2	12.4	18.3
Average teacher salary	\$44,273	\$46,086	\$45,264
Amount from Proposition 301	\$2,498	\$2,755	\$3,784
Average years of teacher experience	6.5	11.5	10.9
Percentage of teachers in first 3 years	25%	16%	19%

Financial stress assessment

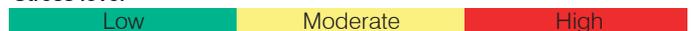
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



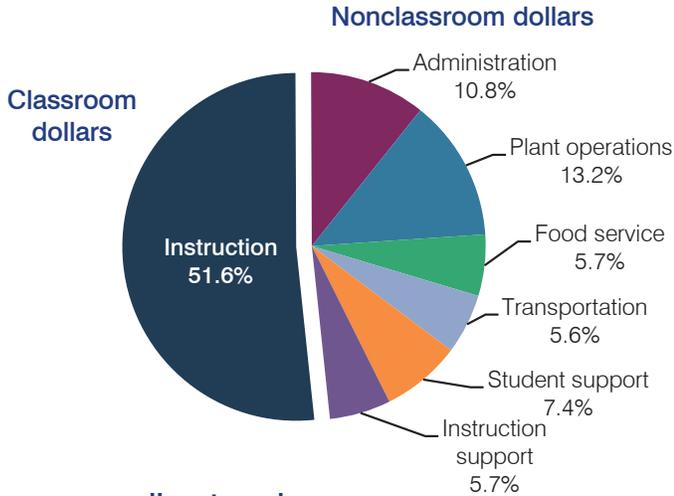
Mohave Valley Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 19
 Legislative district(s): 5

District size, location: Medium, Rural
 Students attending: 1,509
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 58.8 to 51.6 percent. Overall, spending on plant operations increased substantially and spending on administration and student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$725	\$883	\$746
	Students per administrator	85	65	67
Plant operations	Cost per square foot	\$6.05	\$6.31	\$6.03
	Square footage per student	146	135	153
Food service	Cost per meal equivalent	\$2.10	\$2.63	\$2.58
Transportation	Cost per mile	\$2.80	\$3.58	\$3.55
	Cost per rider	\$622	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,429	\$6,715	\$7,185	\$7,496	\$10,658
Classroom dollars	3,491	3,466	3,621	4,031	6,520
Nonclassroom dollars:	2,938	3,249	3,564	3,465	4,138
Administration	615	725	883	746	1,138
Plant operations	798	882	836	924	1,015
Food service	350	384	535	396	412
Transportation	383	377	431	369	452
Student support	456	497	435	582	593
Instruction support	336	384	444	448	528

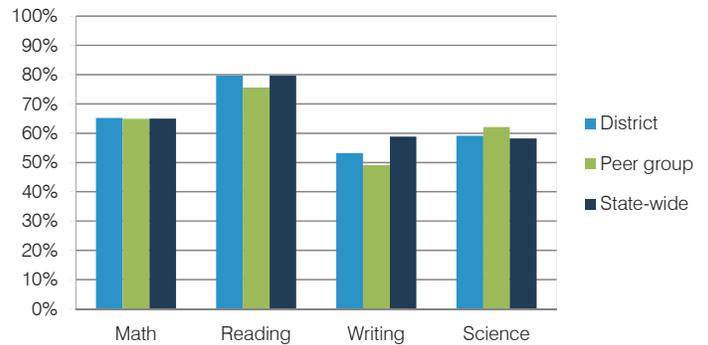
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	50%
B	2	50%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	30%	25%
Students per teacher	19.9	13.9	18.3
Average teacher salary	\$42,616	\$41,809	\$45,264
Amount from Proposition 301	\$4,374	\$3,665	\$3,784
Average years of teacher experience	8.5	12.3	10.9
Percentage of teachers in first 3 years	28%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Stress level



Mohawk Valley Elementary School District

Yuma County

Efficiency peer groups 11 and T-11, Achievement peer group 20

Legislative district(s): 4 and 13

District size, location:

Very small, Rural

Students attending:

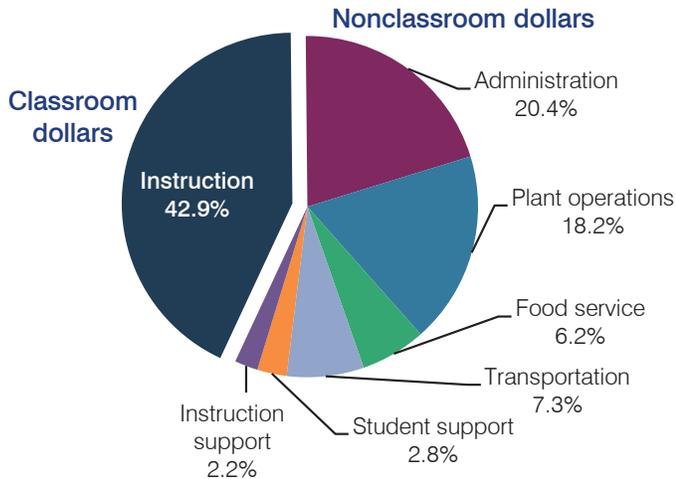
141

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 52.4 to 42.9 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 substantially and spending on transportation and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,061	\$2,572	\$746
	Students per administrator	47	30	67
Plant operations	Cost per square foot	\$5.40	\$6.59	\$6.03
	Square footage per student	340	343	153
Food service	Cost per meal equivalent	\$3.10	\$4.93	\$2.58
Transportation	Cost per mile	\$2.14	\$1.64	\$3.55
	Cost per rider	\$964	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,261	\$10,099	\$15,203	\$7,496	\$10,658
Classroom dollars	4,345	4,333	7,647	4,031	6,520
Nonclassroom dollars:	5,916	5,766	7,556	3,465	4,138
Administration	2,082	2,061	2,572	746	1,138
Plant operations	2,048	1,838	2,148	924	1,015
Food service	600	620	851	396	412
Transportation	733	741	1,056	369	452
Student support	164	284	548	582	593
Instruction support	289	222	381	448	528

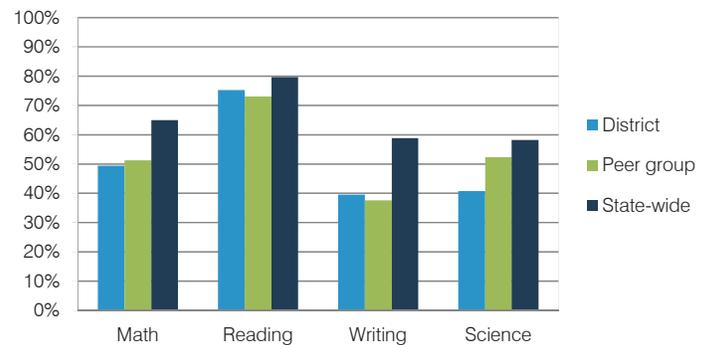
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	35%	38%	25%
Students per teacher	16.5	15.1	18.3
Average teacher salary	\$43,160	\$44,190	\$45,264
Amount from Proposition 301	\$1,941	\$3,324	\$3,784
Average years of teacher experience	24.8	11.1	10.9
Percentage of teachers in first 3 years	6%	20%	19%

Financial stress assessment

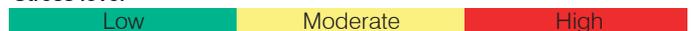
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



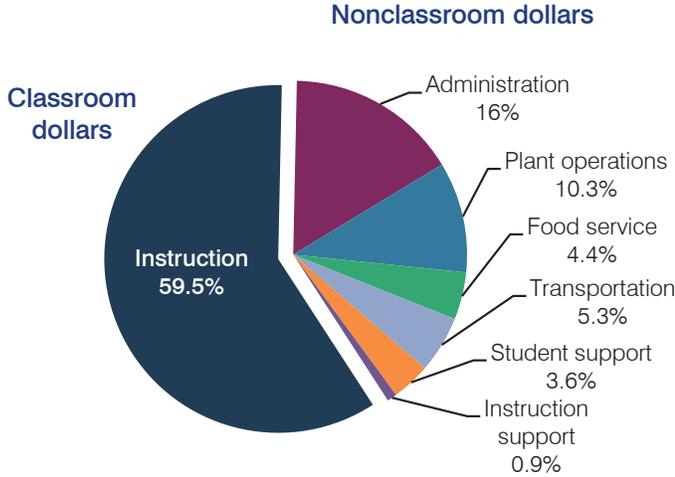
Morenci Unified School District

Greenlee County
 Efficiency peer groups 5 and T-6, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,258
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, increasing overall from 56.5 to 59.5 percent. Overall, spending on administration and transportation increased, while spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,188	\$1,077	\$746
	Students per administrator	70	56	67
Plant operations	Cost per square foot	\$3.52	\$4.83	\$6.03
	Square footage per student	217	260	153
Food service	Cost per meal equivalent	\$3.32	\$3.14	\$2.58
Transportation	Cost per mile	\$3.90	\$3.58	\$3.55
	Cost per rider	\$993	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,674	\$7,413	\$8,465	\$7,496	\$10,658
Classroom dollars	3,806	4,410	4,259	4,031	6,520
Nonclassroom dollars:	2,868	3,003	4,206	3,465	4,138
Administration	1,138	1,188	1,077	746	1,138
Plant operations	730	764	1,237	924	1,015
Food service	317	328	419	396	412
Transportation	359	391	535	369	452
Student support	254	268	630	582	593
Instruction support	70	64	308	448	528

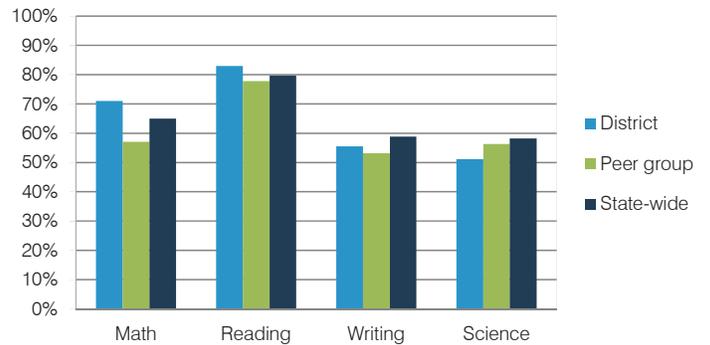
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	50%
B	1	50%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



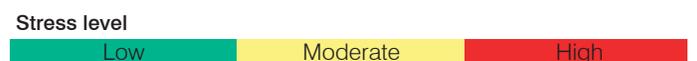
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	90%	82%	77%
Poverty rate (2012)	11%	15%	25%
Students per teacher	18.5	16.5	18.3
Average teacher salary	\$50,459	\$40,197	\$45,264
Amount from Proposition 301	\$3,461	\$4,027	\$3,784
Average years of teacher experience	12.2	11.1	10.9
Percentage of teachers in first 3 years	7%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Morristown Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

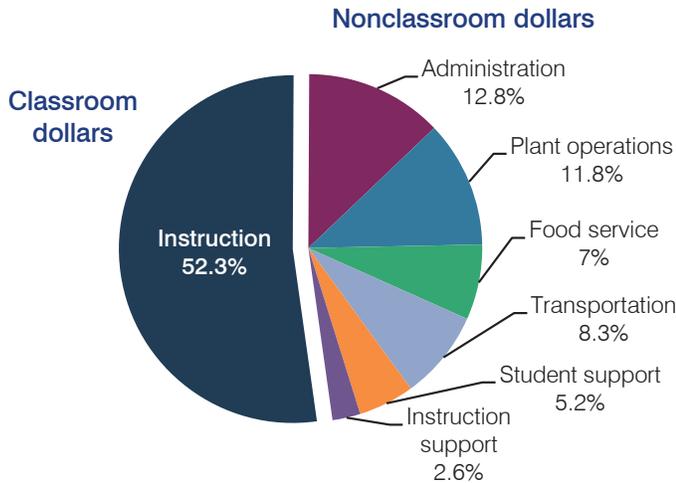
131

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 49.9 to 52.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased and spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,404	\$2,572	\$746
	Students per administrator	109	30	67
Plant operations	Cost per square foot	\$5.04	\$6.59	\$6.03
	Square footage per student	257	343	153
Food service	Cost per meal equivalent	\$3.94	\$4.93	\$2.58
Transportation	Cost per mile	\$1.51	\$1.64	\$3.55
	Cost per rider	\$814	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,631	\$10,945	\$15,203	\$7,496	\$10,658
Classroom dollars	5,602	5,723	7,647	4,031	6,520
Nonclassroom dollars:	5,029	5,222	7,556	3,465	4,138
Administration	1,377	1,404	2,572	746	1,138
Plant operations	1,423	1,294	2,148	924	1,015
Food service	789	761	851	396	412
Transportation	763	902	1,056	369	452
Student support	449	573	548	582	593
Instruction support	228	288	381	448	528

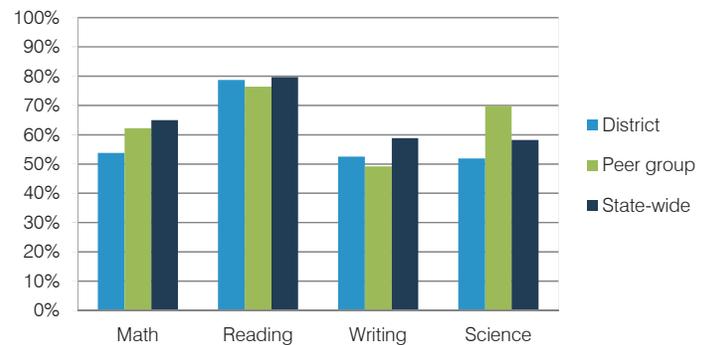
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	13%	11%	25%
Students per teacher	13.1	11.0	18.3
Average teacher salary	\$45,005	\$45,308	\$45,264
Amount from Proposition 301	\$4,134	\$2,639	\$3,784
Average years of teacher experience	12.6	11.7	10.9
Percentage of teachers in first 3 years	10%	7%	19%

Financial stress assessment

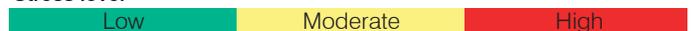
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 15

Legislative district(s): 19 and 27

District size, location:

Medium, City

Students attending:

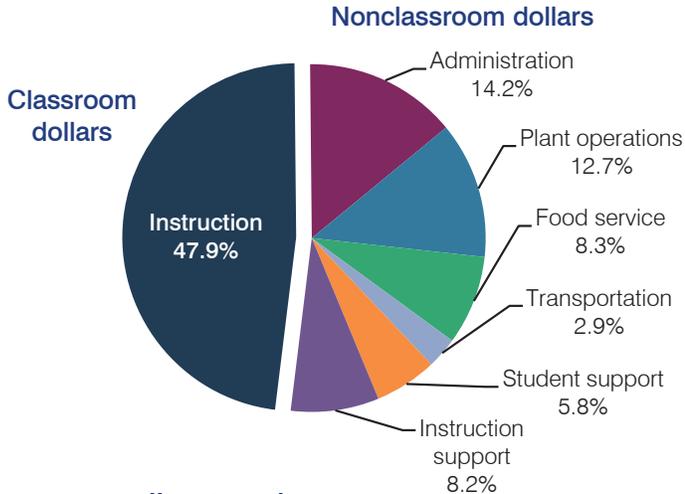
1,940

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 16 percent. Spending in the classroom varied year to year, decreasing overall from 51 to 47.9 percent. Overall, spending on instruction support increased substantially and spending on food service and transportation increased. Spending on student support decreased substantially and spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,225	\$791	\$746
	Students per administrator	46	69	67
Plant operations	Cost per square foot	\$6.97	\$6.28	\$6.03
	Square footage per student	157	138	153
Food service	Cost per meal equivalent	\$3.02	\$2.54	\$2.58
Transportation	Cost per mile	\$6.40	\$6.28	\$3.55
	Cost per rider	\$512	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,386	\$8,631	\$7,193	\$7,496	\$10,658
Classroom dollars	3,930	4,137	3,672	4,031	6,520
Nonclassroom dollars:	4,456	4,494	3,521	3,465	4,138
Administration	1,173	1,225	791	746	1,138
Plant operations	1,070	1,097	842	924	1,015
Food service	671	714	541	396	412
Transportation	252	251	273	369	452
Student support	517	496	541	582	593
Instruction support	773	711	533	448	528

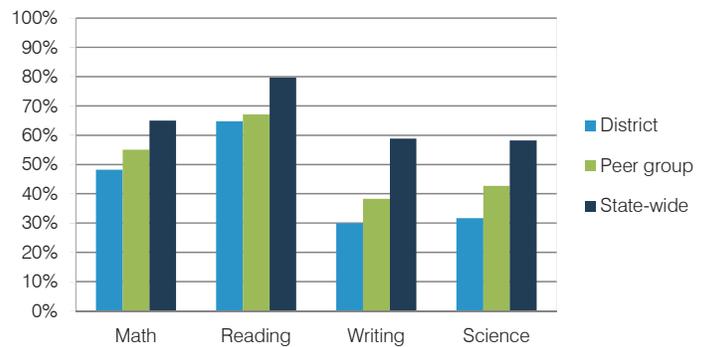
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	25%
C	2	50%
D	1	25%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	51%	50%	25%
Students per teacher	21.1	18.8	18.3
Average teacher salary	\$39,888	\$46,010	\$45,264
Amount from Proposition 301	\$4,533	\$2,972	\$3,784
Average years of teacher experience	9.3	8.7	10.9
Percentage of teachers in first 3 years	30%	32%	19%

Financial stress assessment

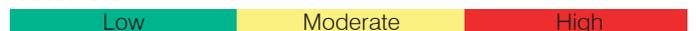
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Naco Elementary School District

Cochise County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

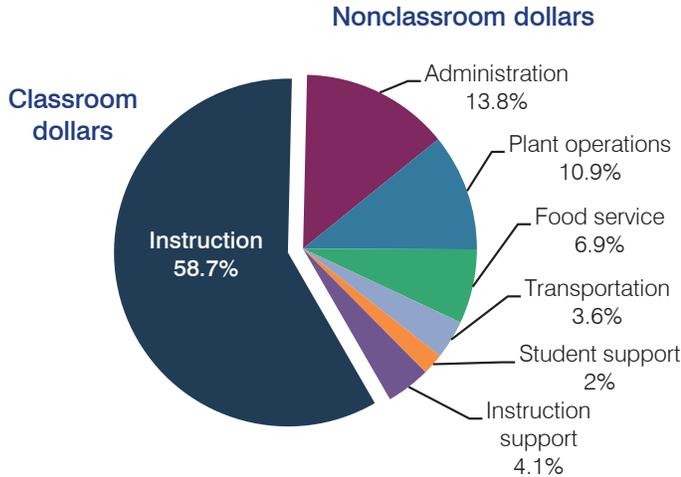
289

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 63.1 to 58.7 percent. Overall, spending on administration increased substantially and spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,181	\$1,130	\$746
	Students per administrator	58	55	67
Plant operations	Cost per square foot	\$7.49	\$6.14	\$6.03
	Square footage per student	124	157	153
Food service	Cost per meal equivalent	\$3.18	\$2.74	\$2.58
Transportation	Cost per mile	\$6.76	\$3.06	\$3.55
	Cost per rider	\$1,735	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,754	\$8,552	\$8,518	\$7,496	\$10,658
Classroom dollars	5,147	5,020	4,624	4,031	6,520
Nonclassroom dollars:	3,607	3,532	3,894	3,465	4,138
Administration	1,142	1,181	1,130	746	1,138
Plant operations	982	933	976	924	1,015
Food service	544	593	511	396	412
Transportation	308	306	537	369	452
Student support	167	170	499	582	593
Instruction support	464	349	241	448	528

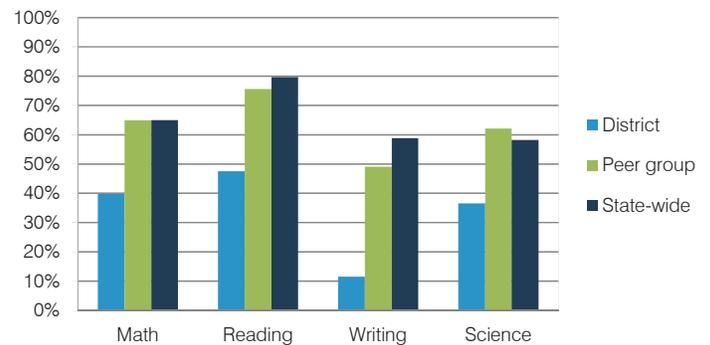
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	16.1	13.9	18.3
Average teacher salary	\$40,382	\$41,809	\$45,264
Amount from Proposition 301	\$4,656	\$3,665	\$3,784
Average years of teacher experience	9.4	12.3	10.9
Percentage of teachers in first 3 years	16%	12%	19%

Financial stress assessment

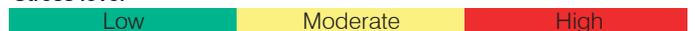
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



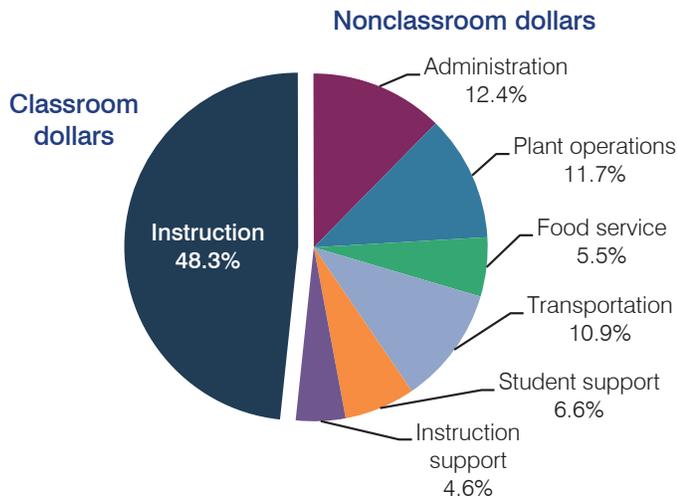
Nadaburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-9, Achievement peer group 5
 Legislative district(s): 13 and 22

District size, location: Medium, Rural
 Students attending: 695
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 51.8 to 48.3 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,230	\$1,077	\$746
	Students per administrator	56	56	67
Plant operations	Cost per square foot	\$6.65	\$4.83	\$6.03
	Square footage per student	175	260	153
Food service	Cost per meal equivalent	\$2.85	\$3.14	\$2.58
Transportation	Cost per mile	\$2.38	\$2.42	\$3.55
	Cost per rider	\$980	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,440	\$9,924	\$8,465	\$7,496	\$10,658
Classroom dollars	4,017	4,792	4,259	4,031	6,520
Nonclassroom dollars:	4,423	5,132	4,206	3,465	4,138
Administration	1,171	1,230	1,077	746	1,138
Plant operations	913	1,165	1,237	924	1,015
Food service	430	546	419	396	412
Transportation	1,052	1,085	535	369	452
Student support	497	650	630	582	593
Instruction support	360	456	308	448	528

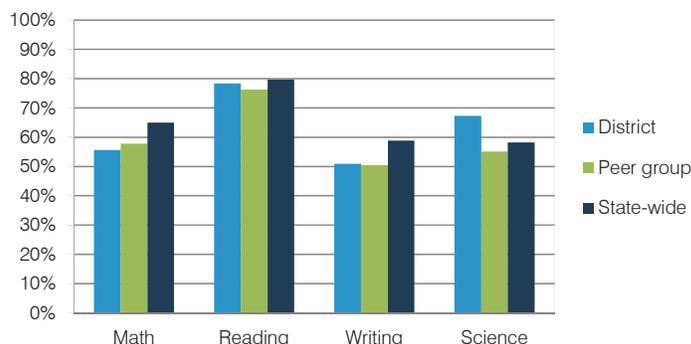
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	14.4	16.6	18.3
Average teacher salary	\$38,931	\$41,866	\$45,264
Amount from Proposition 301	\$2,636	\$4,192	\$3,784
Average years of teacher experience	8.0	11.7	10.9
Percentage of teachers in first 3 years	22%	16%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



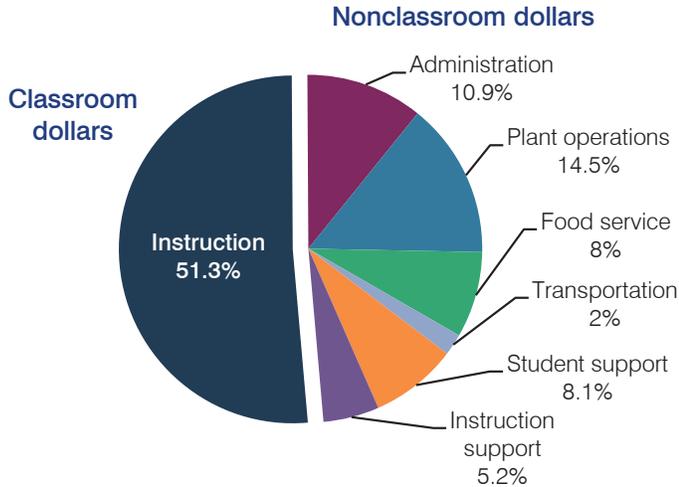
Nogales Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 2

District size, location: Medium-Large, Rural
 Students attending: 5,624
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 51.3 percent. Overall, spending on administration, plant operations, and food service increased and spending on instruction support decreased. Spending on transportation remained stable, while spending on student support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$761	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$7.69	\$5.34	\$6.03
	Square footage per student	132	176	153
Food service	Cost per meal equivalent	\$3.22	\$2.67	\$2.58
Transportation	Cost per mile	\$2.61	\$3.58	\$3.55
	Cost per rider	\$175	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,952	\$6,969	\$7,187	\$7,496	\$10,658
Classroom dollars	3,579	3,576	3,779	4,031	6,520
Nonclassroom dollars:	3,373	3,393	3,408	3,465	4,138
Administration	756	761	764	746	1,138
Plant operations	1,060	1,013	921	924	1,015
Food service	498	556	364	396	412
Transportation	134	137	394	369	452
Student support	555	566	561	582	593
Instruction support	370	360	404	448	528

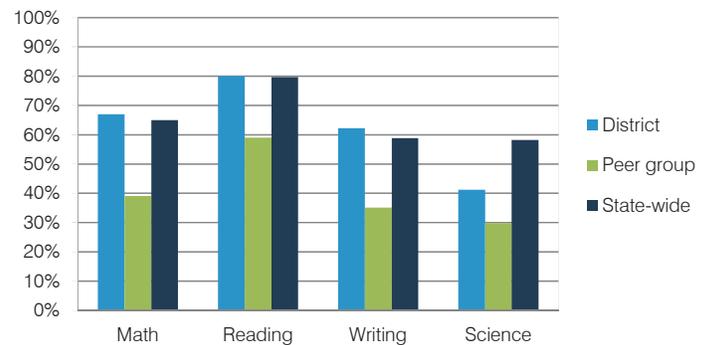
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	20%
B	6	60%
C	1	10%
D	0	0%
F	0	0%
Not rated	1	10%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	83%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	20.5	15.1	18.3
Average teacher salary	\$46,693	\$42,614	\$45,264
Amount from Proposition 301	\$2,979	\$3,663	\$3,784
Average years of teacher experience	14.2	12.2	10.9
Percentage of teachers in first 3 years	16%	15%	19%

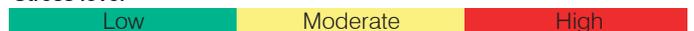
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



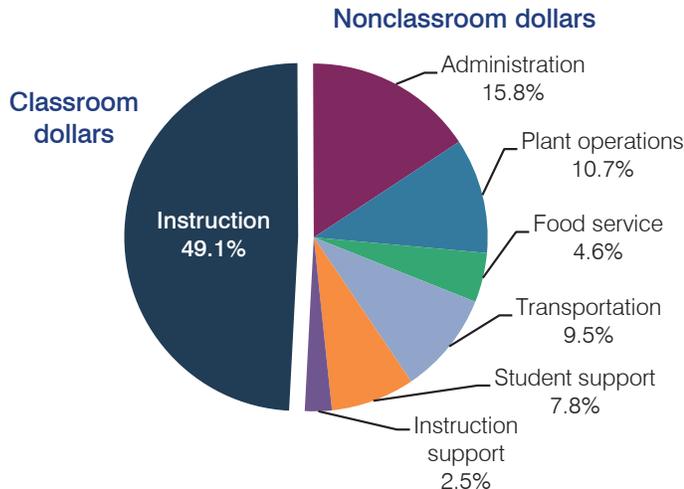
Oracle Elementary School District

Pinal County
 Efficiency peer groups 10 and T-10, Achievement peer group 16
 Legislative district(s): 8 and 11

District size, location: Small, Rural
 Students attending: 444
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 50 to 49.1 percent. Overall, spending on plant operations decreased substantially, while spending on transportation, student support, and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,549	\$1,130	\$746
	Students per administrator	36	55	67
Plant operations	Cost per square foot	\$5.96	\$6.14	\$6.03
	Square footage per student	175	157	153
Food service	Cost per meal equivalent	\$2.85	\$2.74	\$2.58
Transportation	Cost per mile	\$2.06	\$1.97	\$3.55
	Cost per rider	\$994	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,039	\$9,775	\$8,518	\$7,496	\$10,658
Classroom dollars	4,661	4,800	4,624	4,031	6,520
Nonclassroom dollars:	5,378	4,975	3,894	3,465	4,138
Administration	1,624	1,549	1,130	746	1,138
Plant operations	1,378	1,044	976	924	1,015
Food service	460	448	511	396	412
Transportation	951	934	537	369	452
Student support	739	759	499	582	593
Instruction support	226	241	241	448	528

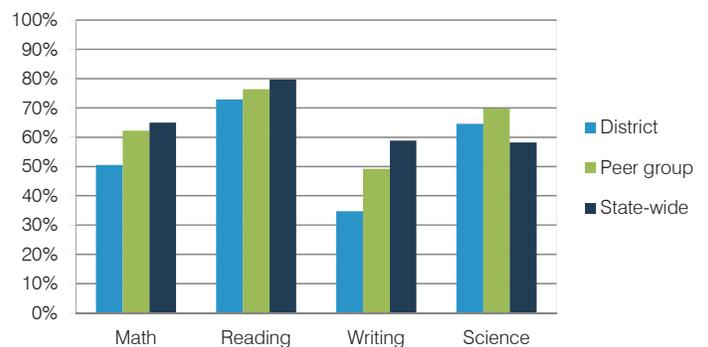
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	1	50%

Students who met state standards (AIMS)



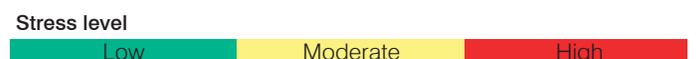
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	13%	11%	25%
Students per teacher	15.9	11.0	18.3
Average teacher salary	\$43,937	\$45,308	\$45,264
Amount from Proposition 301	\$3,499	\$2,639	\$3,784
Average years of teacher experience	13.1	11.7	10.9
Percentage of teachers in first 3 years	4%	7%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



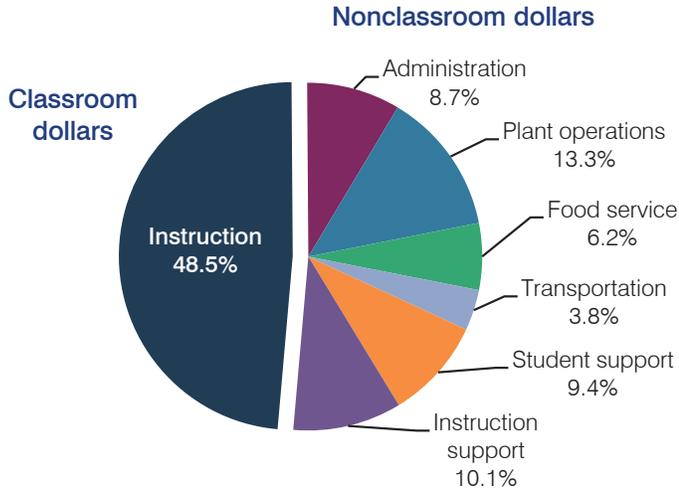
Osborn Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 24

District size, location: Medium-Large, City
 Students attending: 2,819
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 49.6 to 48.5 percent. Overall, spending on instruction support increased substantially, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$712	\$791	\$746
	Students per administrator	73	69	67
Plant operations	Cost per square foot	\$6.80	\$6.28	\$6.03
	Square footage per student	160	138	153
Food service	Cost per meal equivalent	\$2.41	\$2.54	\$2.58
Transportation	Cost per mile	\$3.56	\$5.18	\$3.55
	Cost per rider	\$835	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,174	\$8,188	\$7,193	\$7,496	\$10,658
Classroom dollars	3,841	3,973	3,672	4,031	6,520
Nonclassroom dollars:	4,333	4,215	3,521	3,465	4,138
Administration	717	712	791	746	1,138
Plant operations	1,172	1,089	842	924	1,015
Food service	498	504	541	396	412
Transportation	352	312	273	369	452
Student support	771	769	541	582	593
Instruction support	823	829	533	448	528

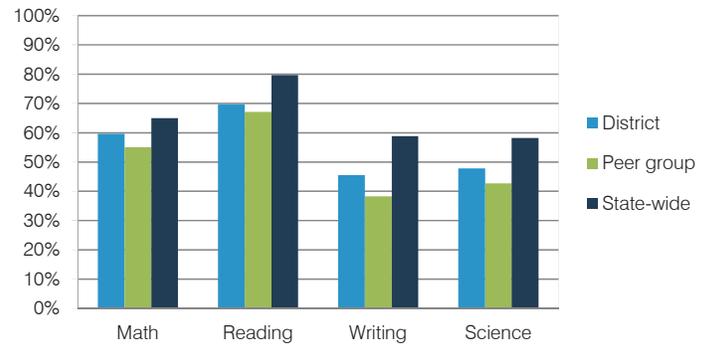
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	46%	50%	25%
Students per teacher	17.8	18.8	18.3
Average teacher salary	\$44,874	\$46,010	\$45,264
Amount from Proposition 301	\$2,890	\$2,972	\$3,784
Average years of teacher experience	7.8	8.7	10.9
Percentage of teachers in first 3 years	35%	32%	19%

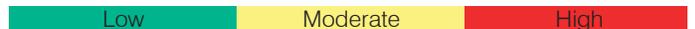
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Owens-Whitney Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

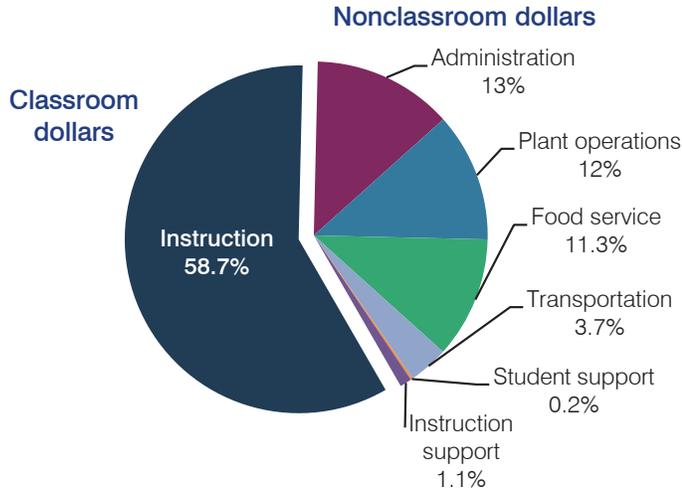
26

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 61.7 to 58.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,344	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$7.63	\$6.59	\$6.03
	Square footage per student	286	343	153
Food service	Cost per meal equivalent	\$11.25	\$4.93	\$2.58
Transportation	Cost per mile	\$0.32	\$1.64	\$3.55
	Cost per rider	\$1,104	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,778	\$18,098	\$15,203	\$7,496	\$10,658
Classroom dollars	9,333	10,632	7,647	4,031	6,520
Nonclassroom dollars:	7,445	7,466	7,556	3,465	4,138
Administration	2,173	2,344	2,572	746	1,138
Plant operations	2,420	2,181	2,148	924	1,015
Food service	1,834	2,043	851	396	412
Transportation	732	677	1,056	369	452
Student support	35	31	548	582	593
Instruction support	251	190	381	448	528

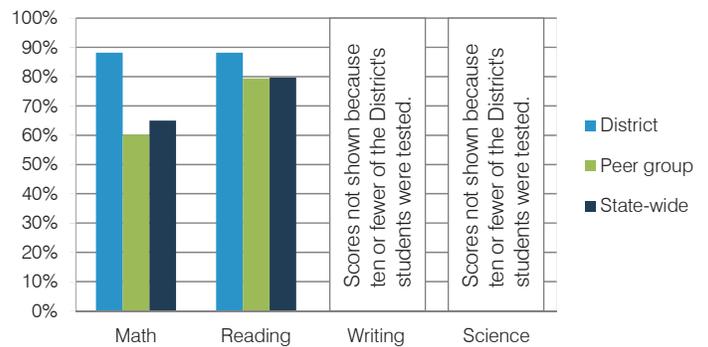
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	19%	19%	25%
Students per teacher	8.7	11.0	18.3
Average teacher salary	\$53,797	\$42,053	\$45,264
Amount from Proposition 301	\$3,100	\$2,981	\$3,784
Average years of teacher experience	21.7	12.6	10.9
Percentage of teachers in first 3 years	33%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



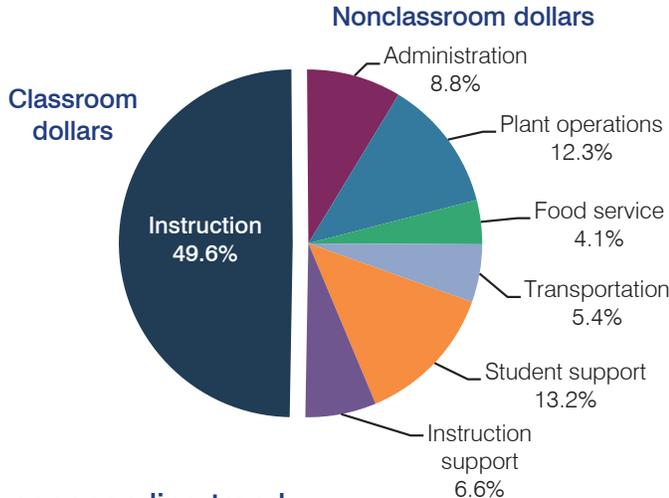
Page Unified School District

Coconino County
 Efficiency peer groups 4 and T-9, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,674
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 52.5 to 49.6 percent. Overall, spending on administration and transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$4.99	\$5.34	\$6.03
	Square footage per student	239	176	153
Food service	Cost per meal equivalent	\$2.78	\$2.67	\$2.58
Transportation	Cost per mile	\$2.28	\$2.42	\$3.55
	Cost per rider	\$943	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,763	\$9,673	\$7,187	\$7,496	\$10,658
Classroom dollars	4,818	4,801	3,779	4,031	6,520
Nonclassroom dollars:	4,945	4,872	3,408	3,465	4,138
Administration	815	854	764	746	1,138
Plant operations	1,310	1,190	921	924	1,015
Food service	385	397	364	396	412
Transportation	456	520	394	369	452
Student support	1,383	1,274	561	582	593
Instruction support	596	637	404	448	528

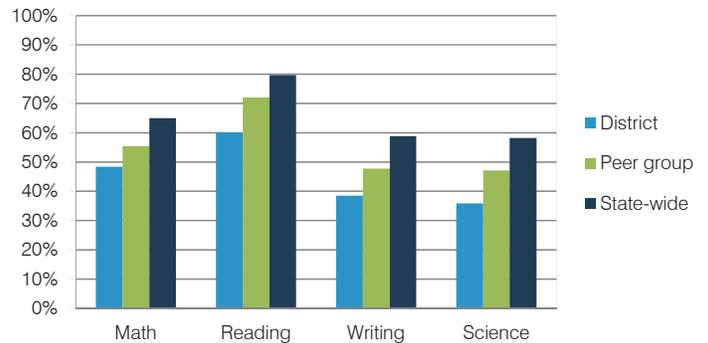
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	50%
D	2	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	78%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	16.1	15.3	18.3
Average teacher salary	\$44,668	\$43,207	\$45,264
Amount from Proposition 301	\$3,706	\$3,525	\$3,784
Average years of teacher experience	10.1	11.9	10.9
Percentage of teachers in first 3 years	19%	20%	19%

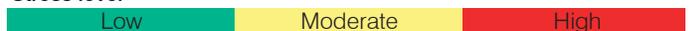
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 19

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

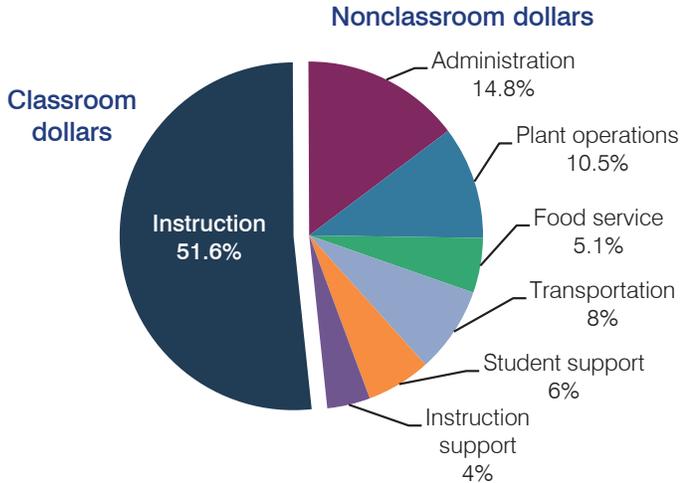
405

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing overall from 50.4 to 51.6 percent. Overall, spending on instruction support increased substantially, while spending on administration decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,269	\$1,130	\$746
	Students per administrator	48	55	67
Plant operations	Cost per square foot	\$5.45	\$6.14	\$6.03
	Square footage per student	165	157	153
Food service	Cost per meal equivalent	\$2.28	\$2.74	\$2.58
Transportation	Cost per mile	\$2.39	\$2.52	\$3.55
	Cost per rider	\$713	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,569	\$8,585	\$8,518	\$7,496	\$10,658
Classroom dollars	4,471	4,426	4,624	4,031	6,520
Nonclassroom dollars:	4,098	4,159	3,894	3,465	4,138
Administration	1,218	1,269	1,130	746	1,138
Plant operations	917	899	976	924	1,015
Food service	391	435	511	396	412
Transportation	788	691	537	369	452
Student support	470	517	499	582	593
Instruction support	314	348	241	448	528

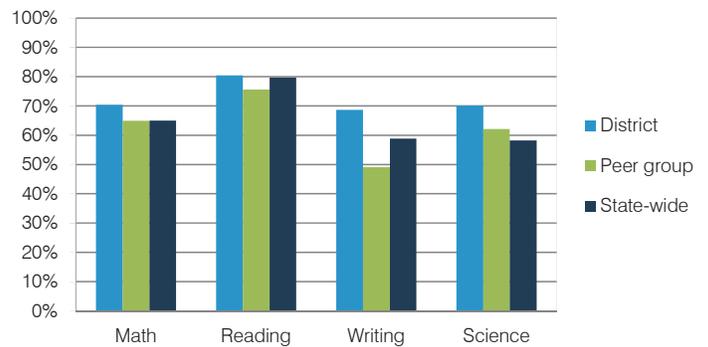
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	30%	30%	25%
Students per teacher	16.2	13.9	18.3
Average teacher salary	\$42,634	\$41,809	\$45,264
Amount from Proposition 301	\$2,512	\$3,665	\$3,784
Average years of teacher experience	9.3	12.3	10.9
Percentage of teachers in first 3 years	19%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Paloma Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

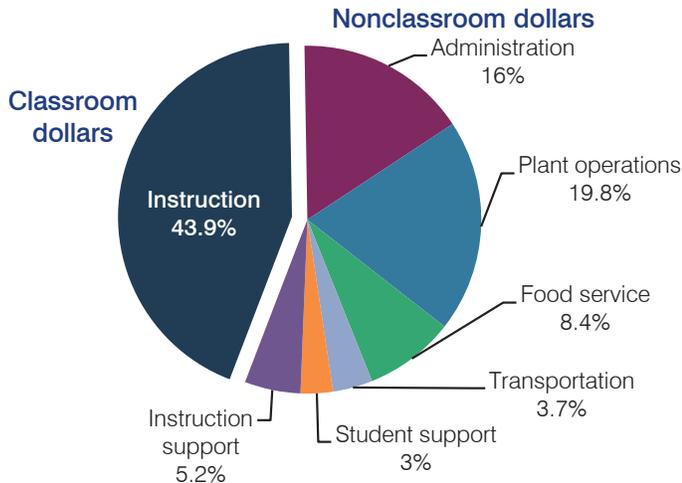
80

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing overall from 51.4 to 43.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,191	\$2,572	\$746
	Students per administrator	64	30	67
Plant operations	Cost per square foot	\$14.22	\$6.59	\$6.03
	Square footage per student	191	343	153
Food service	Cost per meal equivalent	\$3.73	\$4.93	\$2.58
Transportation	Cost per mile	\$2.05	\$1.64	\$3.55
	Cost per rider	\$543	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,946	\$13,680	\$15,203	\$7,496	\$10,658
Classroom dollars	6,444	6,007	7,647	4,031	6,520
Nonclassroom dollars:	7,502	7,673	7,556	3,465	4,138
Administration	2,406	2,191	2,572	746	1,138
Plant operations	3,138	2,710	2,148	924	1,015
Food service	1,108	1,150	851	396	412
Transportation	341	501	1,056	369	452
Student support	256	412	548	582	593
Instruction support	253	709	381	448	528

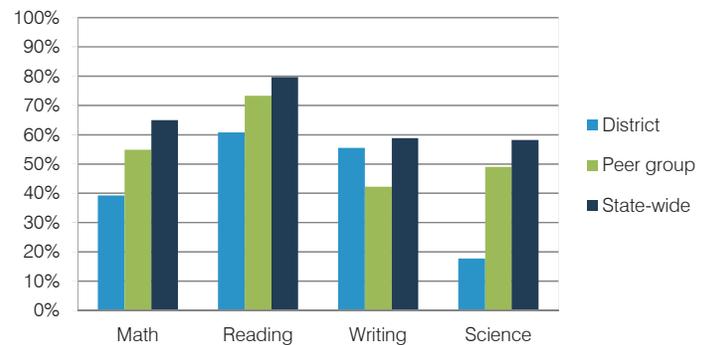
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	46%	52%	25%
Students per teacher	16.0	12.4	18.3
Average teacher salary	\$39,399	\$46,086	\$45,264
Amount from Proposition 301	\$3,048	\$2,755	\$3,784
Average years of teacher experience	9.6	11.5	10.9
Percentage of teachers in first 3 years	40%	16%	19%

Financial stress assessment

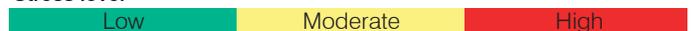
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Palominas Elementary School District

Cochise County

Efficiency peer groups 9 and T-8, Achievement peer group 19

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

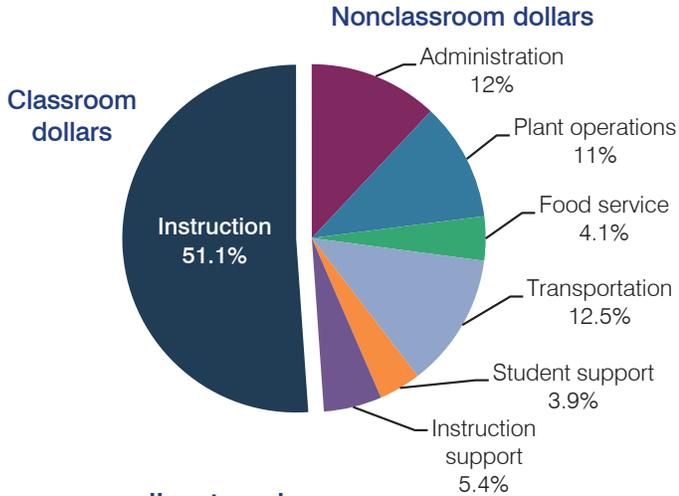
1,005

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 55.9 to 51.1 percent. Overall, spending on instruction support increased substantially and spending on administration and transportation increased. Spending on student support decreased slightly and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$973	\$883	\$746
	Students per administrator	69	65	67
Plant operations	Cost per square foot	\$6.95	\$6.31	\$6.03
	Square footage per student	129	135	153
Food service	Cost per meal equivalent	\$2.59	\$2.63	\$2.58
Transportation	Cost per mile	\$2.11	\$2.52	\$3.55
	Cost per rider	\$811	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,779	\$8,126	\$7,185	\$7,496	\$10,658
Classroom dollars	3,911	4,152	3,621	4,031	6,520
Nonclassroom dollars:	3,868	3,974	3,564	3,465	4,138
Administration	923	973	883	746	1,138
Plant operations	909	898	836	924	1,015
Food service	308	332	535	396	412
Transportation	941	1,013	431	369	452
Student support	382	319	435	582	593
Instruction support	405	439	444	448	528

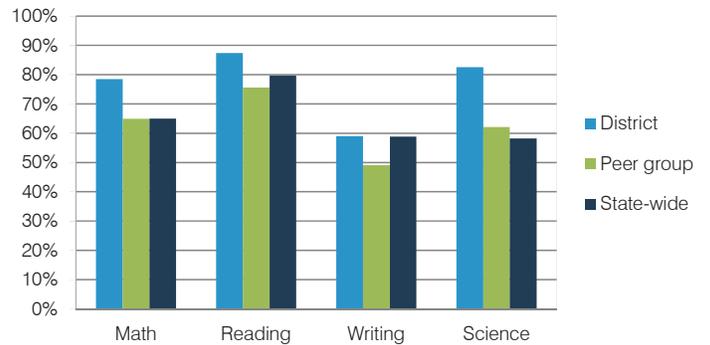
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	67%
B	1	33%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	30%	25%
Students per teacher	15.2	13.9	18.3
Average teacher salary	\$35,104	\$41,809	\$45,264
Amount from Proposition 301	\$2,514	\$3,665	\$3,784
Average years of teacher experience	12.0	12.3	10.9
Percentage of teachers in first 3 years	13%	12%	19%

Financial stress assessment

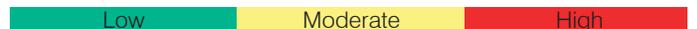
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



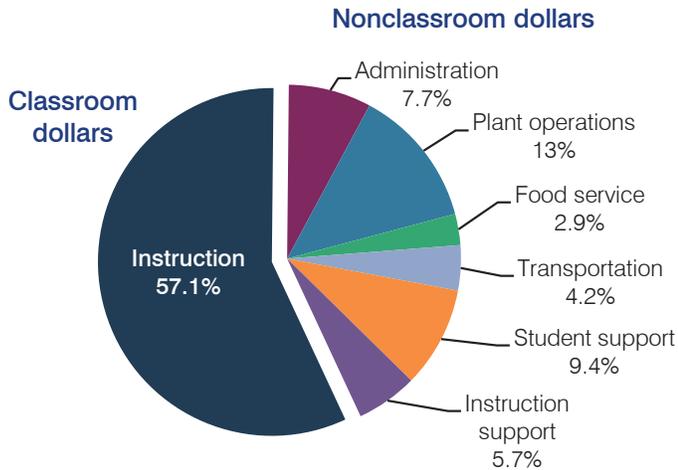
Paradise Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 2
 Legislative district(s): 15, 20, 23 and 28

District size, location: Very large, City
 Students attending: 31,561
 Number of schools: 47

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 60.8 to 57.1 percent. Overall, spending on plant operations increased substantially, spending on student support increased, and spending on administration and transportation increased slightly. Spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$567	\$640	\$746
	Students per administrator	76	80	67
Plant operations	Cost per square foot	\$6.00	\$5.91	\$6.03
	Square footage per student	160	145	153
Food service	Cost per meal equivalent	\$2.15	\$2.62	\$2.58
Transportation	Cost per mile	\$3.91	\$3.41	\$3.55
	Cost per rider	\$1,266	\$1,047	\$1,015

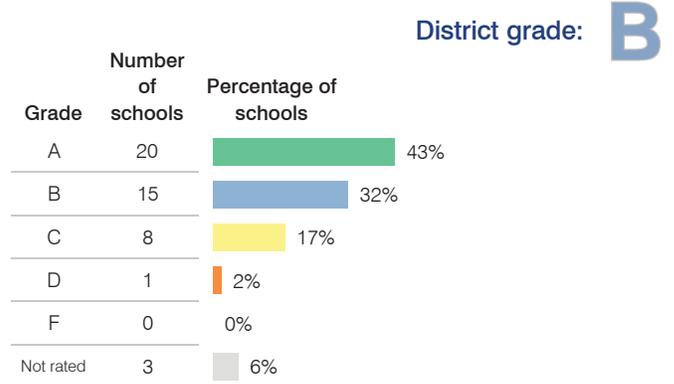
Very low Low Comparable High Very high

Per pupil spending by operational area

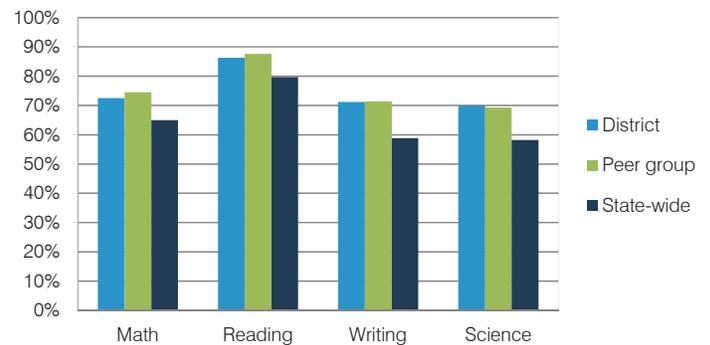
	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,907	\$7,365	\$7,185	\$7,496	\$10,658
Classroom dollars	3,851	4,208	4,074	4,031	6,520
Nonclassroom dollars:	3,056	3,157	3,111	3,465	4,138
Administration	600	567	640	746	1,138
Plant operations	890	958	855	924	1,015
Food service	234	212	325	396	412
Transportation	288	311	346	369	452
Student support	624	692	571	582	593
Instruction support	420	417	374	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	88%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	21.1	18.3	18.3
Average teacher salary	\$52,533	\$44,386	\$45,264
Amount from Proposition 301	\$5,240	\$4,054	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	13%	16%	19%

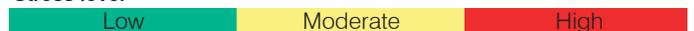
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



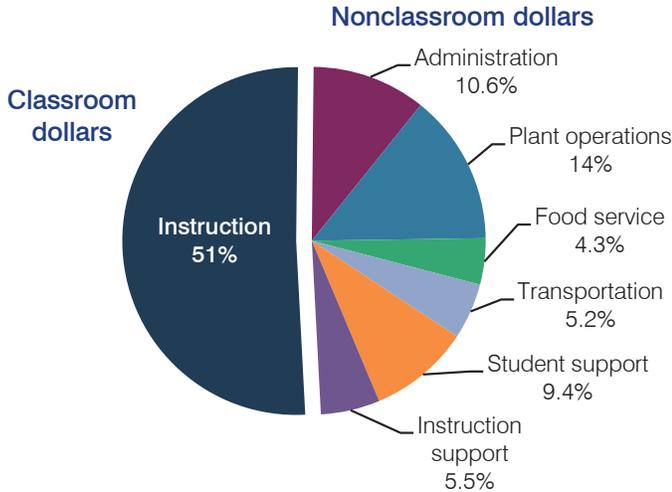
Parker Unified School District

La Paz County
 Efficiency peer groups 5 and T-8, Achievement peer group 6
 Legislative district(s): 5

District size, location: Medium, Town
 Students attending: 1,897
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 53.8 to 51 percent. Overall, spending on plant operations increased and spending on administration and transportation increased slightly. Spending on food service decreased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$886	\$1,077	\$746
	Students per administrator	62	56	67
Plant operations	Cost per square foot	\$6.03	\$4.83	\$6.03
	Square footage per student	193	260	153
Food service	Cost per meal equivalent	\$2.52	\$3.14	\$2.58
Transportation	Cost per mile	\$2.82	\$2.52	\$3.55
	Cost per rider	\$741	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,204	\$8,347	\$8,465	\$7,496	\$10,658
Classroom dollars	4,288	4,260	4,259	4,031	6,520
Nonclassroom dollars:	3,916	4,087	4,206	3,465	4,138
Administration	827	886	1,077	746	1,138
Plant operations	1,061	1,163	1,237	924	1,015
Food service	343	361	419	396	412
Transportation	447	436	535	369	452
Student support	744	785	630	582	593
Instruction support	494	456	308	448	528

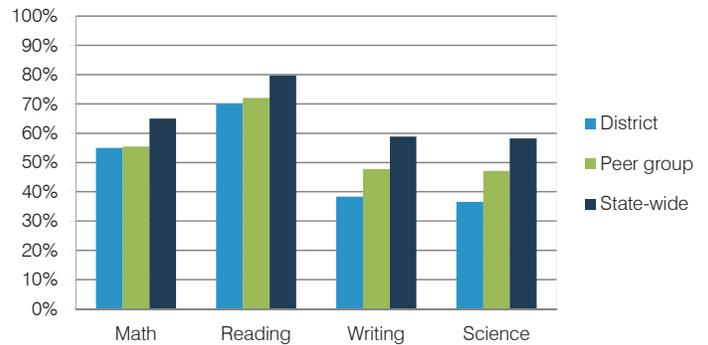
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	17%
C	4	66%
D	0	0%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	69%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	17.1	15.3	18.3
Average teacher salary	\$42,827	\$43,207	\$45,264
Amount from Proposition 301	\$4,612	\$3,525	\$3,784
Average years of teacher experience	11.0	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

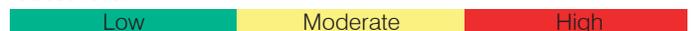
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Patagonia Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

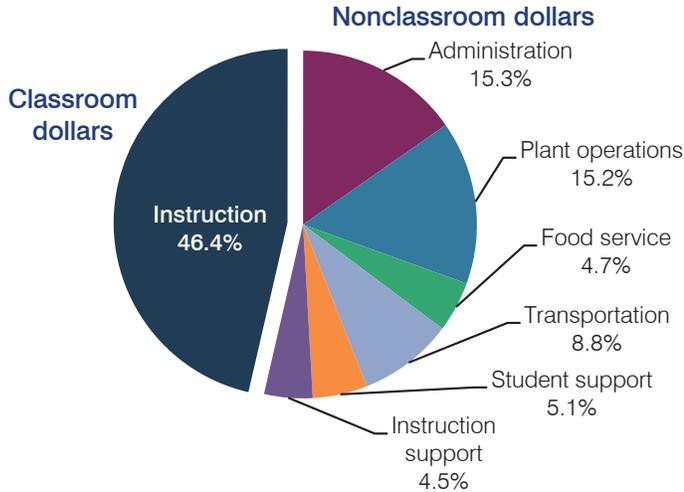
84

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom increased overall from 46 to 46.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased substantially, while spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,861	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	547	343	153
Food service	Cost per meal equivalent	\$4.61	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,513	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$18,607	\$18,743	\$15,203	\$7,496	\$10,658
Classroom dollars	8,913	8,691	7,647	4,031	6,520
Nonclassroom dollars:	9,694	10,052	7,556	3,465	4,138
Administration	2,854	2,861	2,572	746	1,138
Plant operations	2,999	2,855	2,148	924	1,015
Food service	910	881	851	396	412
Transportation	1,812	1,658	1,056	369	452
Student support	542	955	548	582	593
Instruction support	577	842	381	448	528

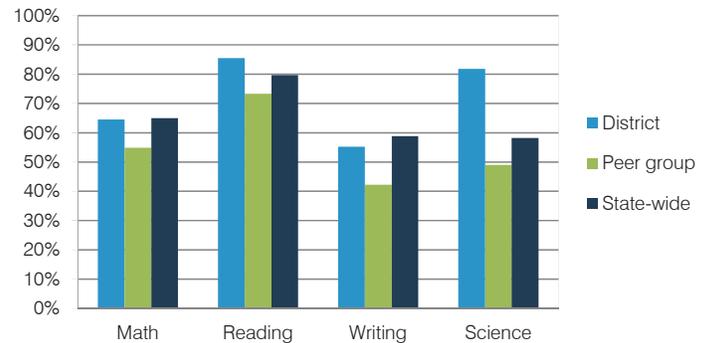
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	48%	52%	25%
Students per teacher	9.3	12.4	18.3
Average teacher salary	\$35,443	\$46,086	\$45,264
Amount from Proposition 301	\$2,881	\$2,755	\$3,784
Average years of teacher experience	10.3	11.5	10.9
Percentage of teachers in first 3 years	41%	16%	19%

Financial stress assessment

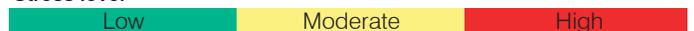
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Patagonia Union High School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 10

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

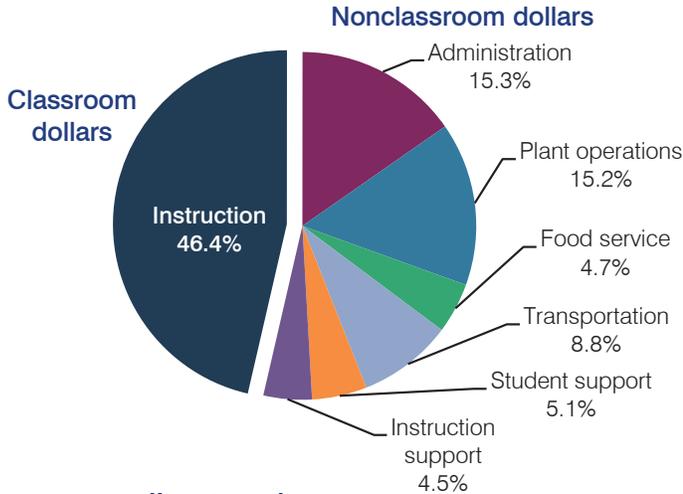
68

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom increased overall from 46 to 46.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased substantially, while spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,861	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	547	343	153
Food service	Cost per meal equivalent	\$4.61	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,513	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,607	\$18,743	\$15,203	\$7,496	\$10,658
Classroom dollars	8,913	8,691	7,647	4,031	6,520
Nonclassroom dollars:	9,694	10,052	7,556	3,465	4,138
Administration	2,854	2,861	2,572	746	1,138
Plant operations	2,999	2,855	2,148	924	1,015
Food service	910	881	851	396	412
Transportation	1,812	1,658	1,056	369	452
Student support	542	955	548	582	593
Instruction support	577	842	381	448	528

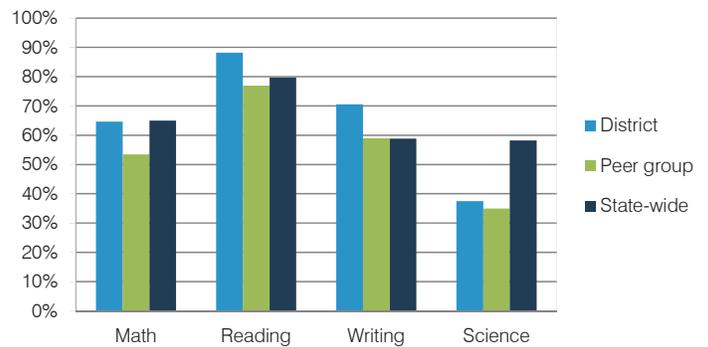
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	71%	74%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	9.3	16.6	18.3
Average teacher salary	\$35,443	\$44,454	\$45,264
Amount from Proposition 301	\$2,881	\$5,749	\$3,784
Average years of teacher experience	10.3	11.4	10.9
Percentage of teachers in first 3 years	41%	21%	19%

Financial stress assessment

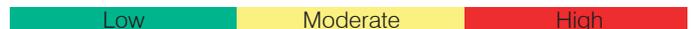
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



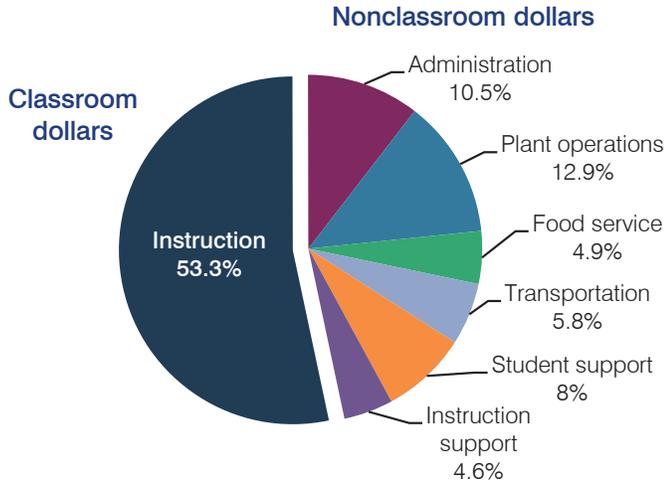
Payson Unified School District

Gila County
 Efficiency peer groups 4 and T-9, Achievement peer group 5
 Legislative district(s): 6

District size, location: Medium-Large, Town
 Students attending: 2,290
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 58.3 to 53.3 percent. Overall, spending on administration, plant operations, and transportation increased. Spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$764	\$746
	Students per administrator	54	67	67
Plant operations	Cost per square foot	\$5.73	\$5.34	\$6.03
	Square footage per student	176	176	153
Food service	Cost per meal equivalent	\$3.79	\$2.67	\$2.58
Transportation	Cost per mile	\$3.24	\$2.42	\$3.55
	Cost per rider	\$1,257	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,886	\$7,797	\$7,187	\$7,496	\$10,658
Classroom dollars	4,365	4,155	3,779	4,031	6,520
Nonclassroom dollars:	3,521	3,642	3,408	3,465	4,138
Administration	729	818	764	746	1,138
Plant operations	1,009	1,009	921	924	1,015
Food service	366	380	364	396	412
Transportation	429	454	394	369	452
Student support	669	623	561	582	593
Instruction support	319	358	404	448	528

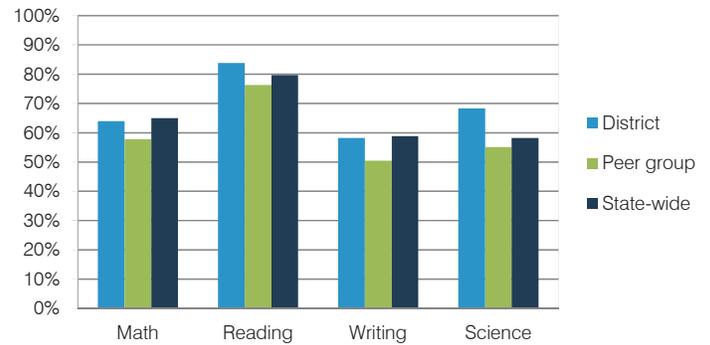
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	80%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	20%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	81%	83%	77%
Poverty rate (2012)	24%	24%	25%
Students per teacher	18.5	16.6	18.3
Average teacher salary	\$46,200	\$41,866	\$45,264
Amount from Proposition 301	\$4,730	\$4,192	\$3,784
Average years of teacher experience	12.5	11.7	10.9
Percentage of teachers in first 3 years	9%	16%	19%

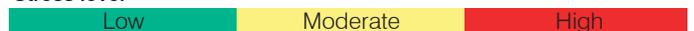
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Peach Springs Unified School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 6

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

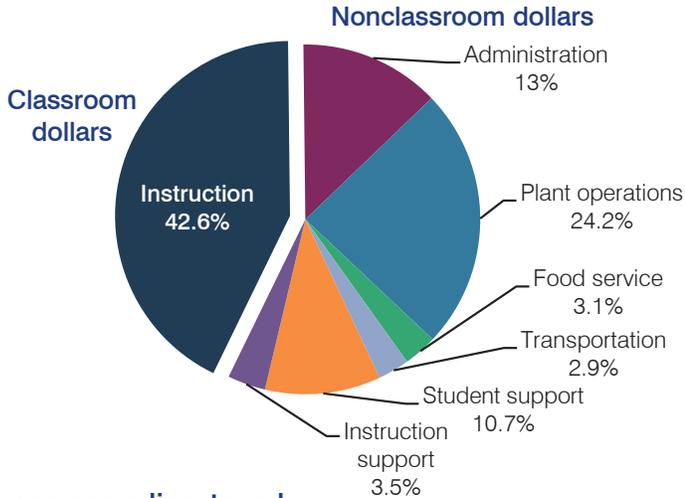
182

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year, decreasing overall from 53.7 to 42.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations, student support, and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,362	\$2,572	\$746
	Students per administrator	46	30	67
Plant operations	Cost per square foot	\$7.70	\$6.59	\$6.03
	Square footage per student	575	343	153
Food service	Cost per meal equivalent	\$3.27	\$4.93	\$2.58
Transportation	Cost per mile	\$3.54	\$1.64	\$3.55
	Cost per rider	\$778	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,056	\$18,252	\$15,203	\$7,496	\$10,658
Classroom dollars	8,357	7,774	7,647	4,031	6,520
Nonclassroom dollars:	10,699	10,478	7,556	3,465	4,138
Administration	3,308	2,362	2,572	746	1,138
Plant operations	3,385	4,422	2,148	924	1,015
Food service	552	566	851	396	412
Transportation	778	534	1,056	369	452
Student support	2,105	1,958	548	582	593
Instruction support	571	636	381	448	528

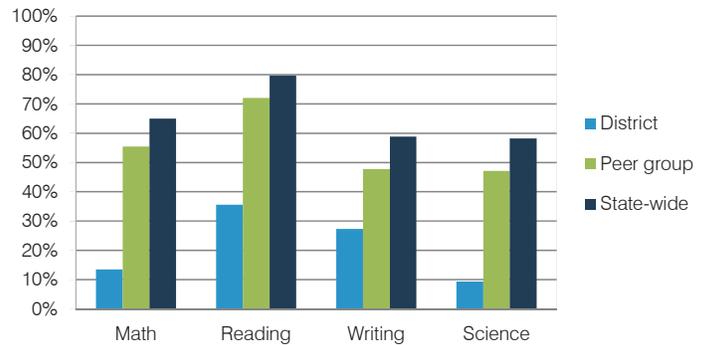
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	1	100%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2012)	N/A	80%	77%
Poverty rate (2012)	36%	33%	25%
Students per teacher	11.8	15.3	18.3
Average teacher salary	\$57,259	\$43,207	\$45,264
Amount from Proposition 301	\$3,886	\$3,525	\$3,784
Average years of teacher experience	11.9	11.9	10.9
Percentage of teachers in first 3 years	12%	20%	19%

Financial stress assessment

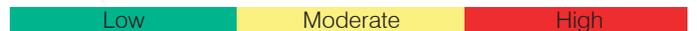
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

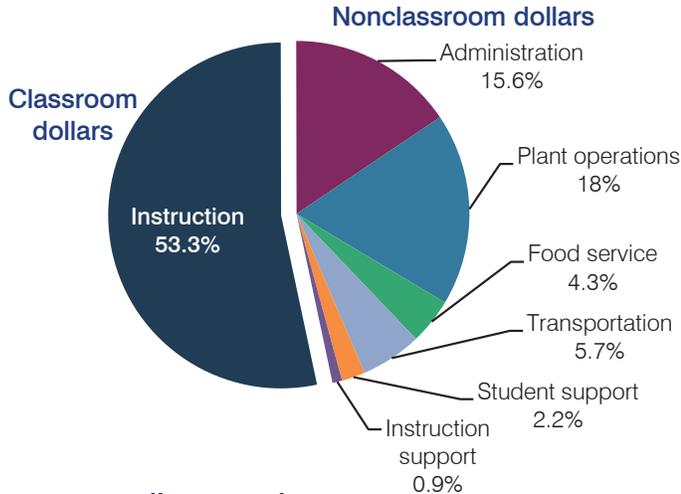
94

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 53.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,179	\$2,572	\$746
	Students per administrator	29	30	67
Plant operations	Cost per square foot	\$8.13	\$6.59	\$6.03
	Square footage per student	311	343	153
Food service	Cost per meal equivalent	\$3.44	\$4.93	\$2.58
Transportation	Cost per mile	\$1.36	\$1.64	\$3.55
	Cost per rider	\$772	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,879	\$14,002	\$15,203	\$7,496	\$10,658
Classroom dollars	8,635	7,463	7,647	4,031	6,520
Nonclassroom dollars:	6,244	6,539	7,556	3,465	4,138
Administration	2,414	2,179	2,572	746	1,138
Plant operations	1,905	2,527	2,148	924	1,015
Food service	682	601	851	396	412
Transportation	1,048	794	1,056	369	452
Student support	21	309	548	582	593
Instruction support	174	129	381	448	528

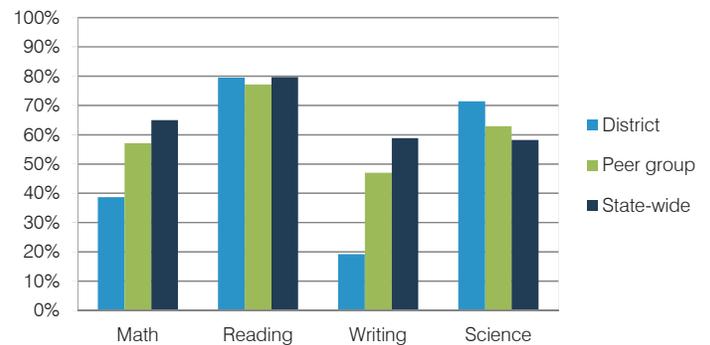
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	24%	25%
Students per teacher	9.4	12.4	18.3
Average teacher salary	\$48,432	\$45,242	\$45,264
Amount from Proposition 301	\$3,253	\$2,827	\$3,784
Average years of teacher experience	16.3	13.6	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

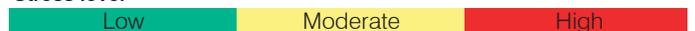
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



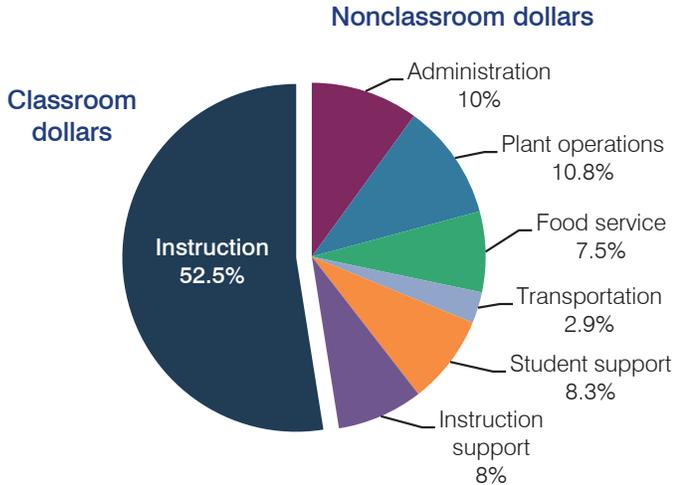
Pendergast Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 13
 Legislative district(s): 19 and 29

District size, location: Large, City
 Students attending: 9,283
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 56.3 to 52.5 percent. Overall, spending on plant operations and instruction support increased and spending on food service and student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$664	\$746
	Students per administrator	82	76	67
Plant operations	Cost per square foot	\$6.04	\$6.19	\$6.03
	Square footage per student	124	130	153
Food service	Cost per meal equivalent	\$2.55	\$2.52	\$2.58
Transportation	Cost per mile	\$5.05	\$4.05	\$3.55
	Cost per rider	\$1,301	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,631	\$6,970	\$7,109	\$7,496	\$10,658
Classroom dollars	3,592	3,661	3,883	4,031	6,520
Nonclassroom dollars:	3,039	3,309	3,226	3,465	4,138
Administration	684	695	664	746	1,138
Plant operations	664	751	766	924	1,015
Food service	492	526	501	396	412
Transportation	198	200	298	369	452
Student support	519	580	520	582	593
Instruction support	482	557	477	448	528

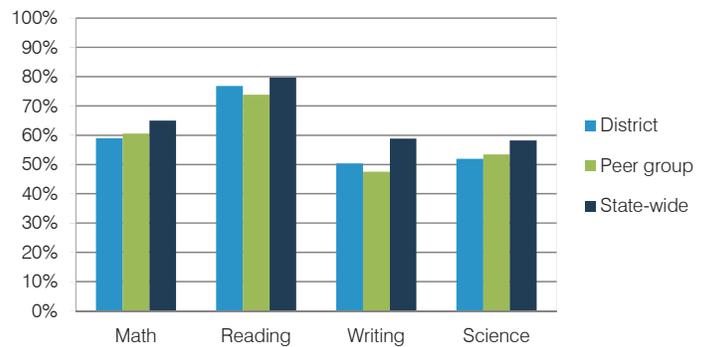
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	7%
B	8	57%
C	3	22%
D	0	0%
F	0	0%
Not rated	2	14%

Students who met state standards (AIMS)



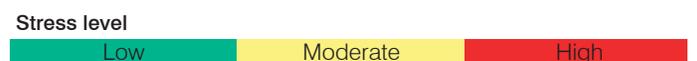
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	25%	25%
Students per teacher	20.0	19.1	18.3
Average teacher salary	\$44,998	\$40,312	\$45,264
Amount from Proposition 301	\$2,453	\$3,530	\$3,784
Average years of teacher experience	9.0	7.4	10.9
Percentage of teachers in first 3 years	22%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Peoria Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2

Legislative district(s): 20, 21, 22 and 29

District size, location:

Very large, Suburb

Students attending:

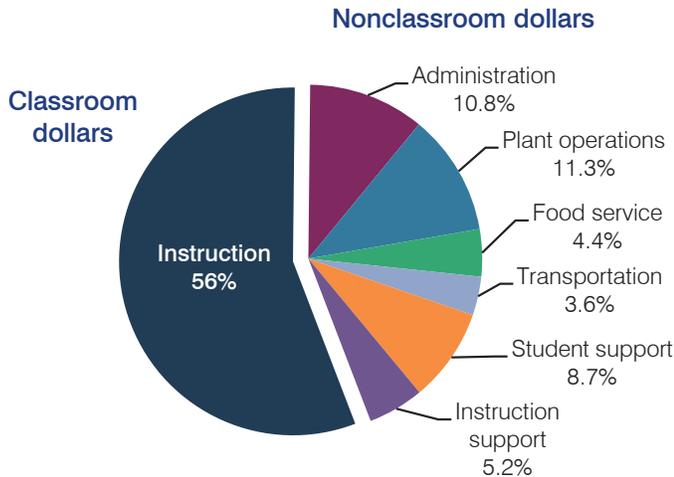
35,187

Number of schools:

40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 59.8 to 56 percent. Spending on administration increased substantially and spending on food service increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$723	\$640	\$746
	Students per administrator	90	80	67
Plant operations	Cost per square foot	\$5.67	\$5.91	\$6.03
	Square footage per student	134	145	153
Food service	Cost per meal equivalent	\$2.59	\$2.62	\$2.58
Transportation	Cost per mile	\$3.35	\$3.54	\$3.55
	Cost per rider	\$1,131	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,814	\$6,708	\$7,185	\$7,496	\$10,658
Classroom dollars	3,924	3,756	4,074	4,031	6,520
Nonclassroom dollars:	2,890	2,952	3,111	3,465	4,138
Administration	596	723	640	746	1,138
Plant operations	795	758	855	924	1,015
Food service	284	298	325	396	412
Transportation	226	240	346	369	452
Student support	628	582	571	582	593
Instruction support	361	351	374	448	528

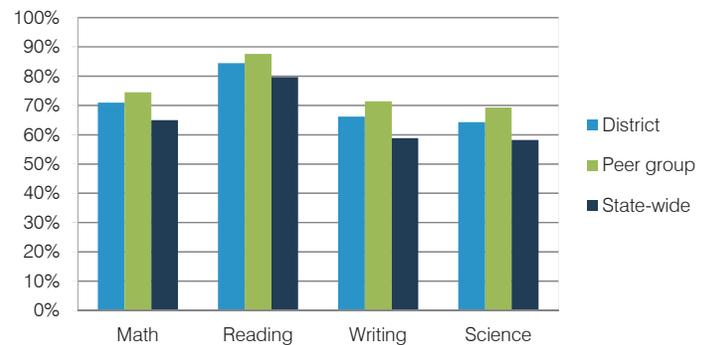
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	7	17%
B	22	55%
C	9	22%
D	1	3%
F	0	0%
Not rated	1	3%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	93%	88%	77%
Poverty rate (2012)	15%	14%	25%
Students per teacher	18.1	18.3	18.3
Average teacher salary	\$41,092	\$44,386	\$45,264
Amount from Proposition 301	\$4,378	\$4,054	\$3,784
Average years of teacher experience	10.0	11.0	10.9
Percentage of teachers in first 3 years	17%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.0%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



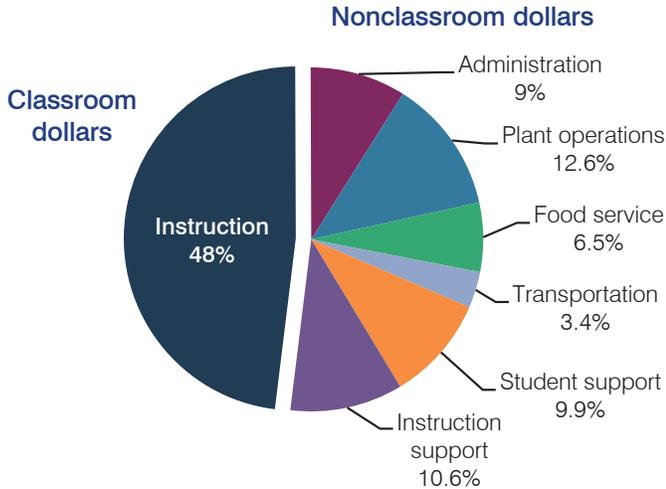
Phoenix Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 15
 Legislative district(s): 24, 27 and 30

District size, location: Medium-Large, City
 Students attending: 6,811
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 56.3 to 48 percent. Overall, spending on instruction support increased substantially and spending on administration, plant operations, food service, and student support increased. Spending on transportation remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$857	\$791	\$746
	Students per administrator	54	69	67
Plant operations	Cost per square foot	\$7.22	\$6.28	\$6.03
	Square footage per student	166	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$6.73	\$6.28	\$3.55
	Cost per rider	\$1,089	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,542	\$9,494	\$7,193	\$7,496	\$10,658
Classroom dollars	4,660	4,556	3,672	4,031	6,520
Nonclassroom dollars:	4,882	4,938	3,521	3,465	4,138
Administration	864	857	791	746	1,138
Plant operations	1,225	1,198	842	924	1,015
Food service	569	614	541	396	412
Transportation	327	321	273	369	452
Student support	822	938	541	582	593
Instruction support	1,075	1,010	533	448	528

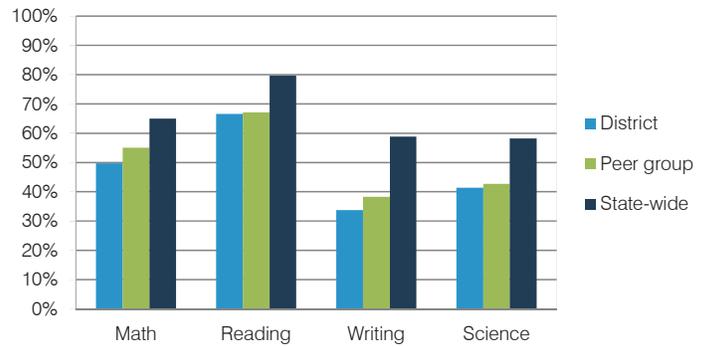
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	2	14%
C	8	58%
D	2	14%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



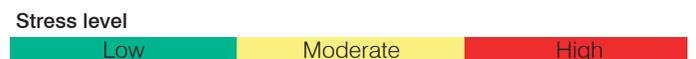
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	61%	50%	25%
Students per teacher	14.5	18.8	18.3
Average teacher salary	\$38,050	\$46,010	\$45,264
Amount from Proposition 301	\$2,000	\$2,972	\$3,784
Average years of teacher experience	10.5	8.7	10.9
Percentage of teachers in first 3 years	26%	32%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Phoenix Union High School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 9

Legislative district(s): 19, 24, 27, 28, 29 and 30

District size, location:

Very large, City

Students attending:

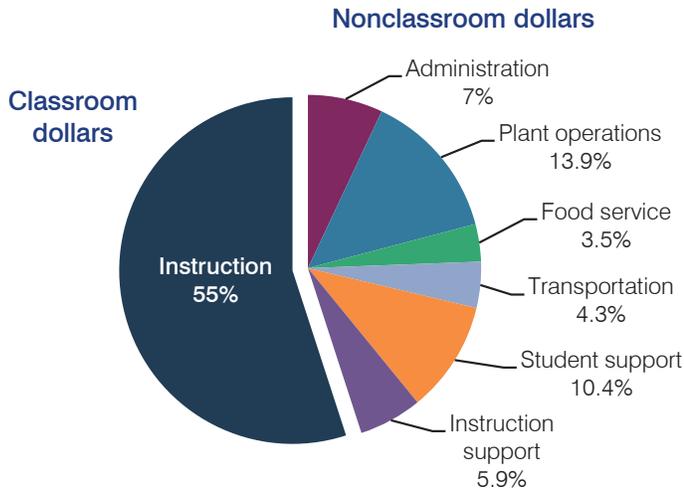
25,471

Number of schools:

15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 56.1 to 55 percent. Overall, spending on plant operations increased and spending on food service increased slightly. Spending on administration decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$676	\$640	\$746
	Students per administrator	38	80	67
Plant operations	Cost per square foot	\$7.89	\$5.91	\$6.03
	Square footage per student	168	145	153
Food service	Cost per meal equivalent	\$2.45	\$2.62	\$2.58
Transportation	Cost per mile	\$5.42	\$3.54	\$3.55
	Cost per rider	\$722	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,477	\$9,578	\$7,185	\$7,496	\$10,658
Classroom dollars	5,162	5,268	4,074	4,031	6,520
Nonclassroom dollars:	4,315	4,310	3,111	3,465	4,138
Administration	707	676	640	746	1,138
Plant operations	1,357	1,329	855	924	1,015
Food service	323	341	325	396	412
Transportation	407	408	346	369	452
Student support	1,024	998	571	582	593
Instruction support	497	558	374	448	528

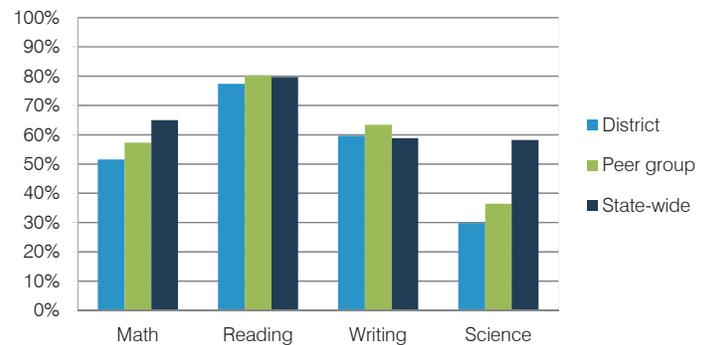
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	7	47%
D	0	0%
F	0	0%
Not rated	2	13%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	79%	77%
Poverty rate (2012)	36%	31%	25%
Students per teacher	17.8	20.7	18.3
Average teacher salary	\$57,235	\$50,204	\$45,264
Amount from Proposition 301	\$4,938	\$5,719	\$3,784
Average years of teacher experience	12.6	11.3	10.9
Percentage of teachers in first 3 years	7%	16%	19%

Financial stress assessment

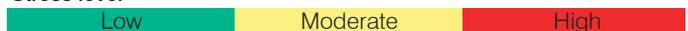
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



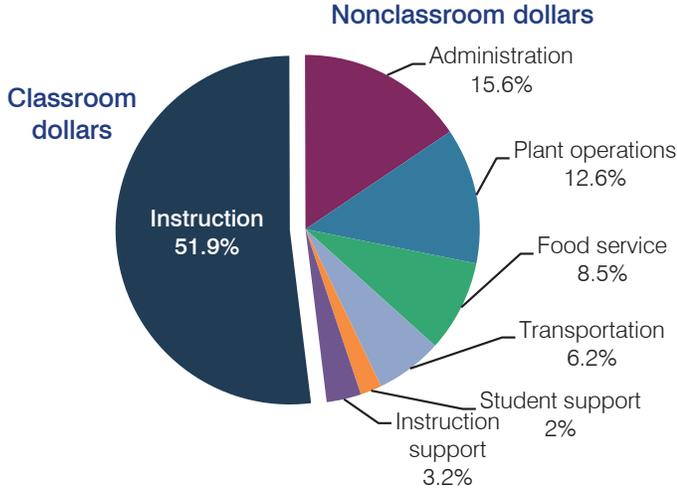
Picacho Elementary School District

Pinal County
 Efficiency peer groups 11 and T-11, Achievement peer group 18
 Legislative district(s): 8 and 11

District size, location: Very small, Rural
 Students attending: 194
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 19 percent. Spending in the classroom varied year to year, decreasing from 57.9 to 51.9 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,210	\$2,572	\$746
	Students per administrator	71	30	67
Plant operations	Cost per square foot	\$7.66	\$6.59	\$6.03
	Square footage per student	128	343	153
Food service	Cost per meal equivalent	\$2.81	\$4.93	\$2.58
Transportation	Cost per mile	\$2.32	\$1.64	\$3.55
	Cost per rider	\$474	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,566	\$7,756	\$15,203	\$7,496	\$10,658
Classroom dollars	4,480	4,026	7,647	4,031	6,520
Nonclassroom dollars:	4,086	3,730	7,556	3,465	4,138
Administration	1,178	1,210	2,572	746	1,138
Plant operations	1,088	981	2,148	924	1,015
Food service	772	660	851	396	412
Transportation	527	478	1,056	369	452
Student support	345	153	548	582	593
Instruction support	176	248	381	448	528

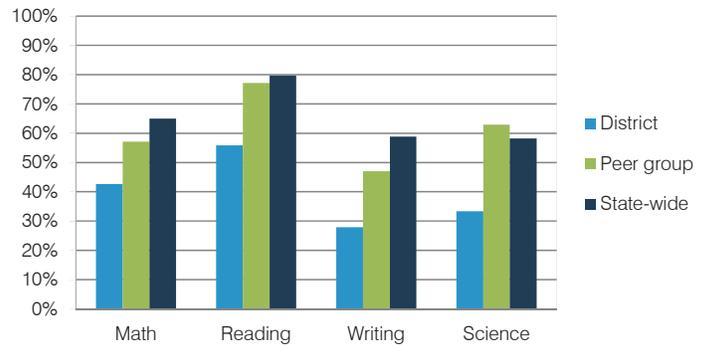
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	17.7	12.4	18.3
Average teacher salary	\$43,242	\$45,242	\$45,264
Amount from Proposition 301	\$2,788	\$2,827	\$3,784
Average years of teacher experience	16.7	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



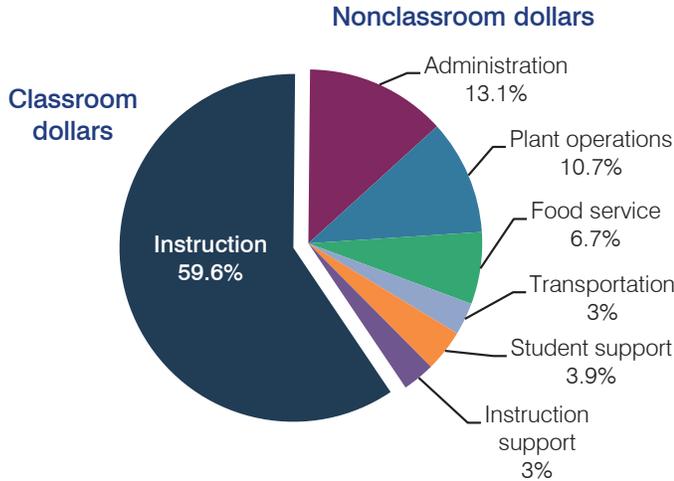
Pima Unified School District

Graham County
 Efficiency peer groups 5 and T-7, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Rural
 Students attending: 741
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 22 percent. Spending in the classroom varied year to year, decreasing overall from 60.4 to 59.6 percent. Overall, spending on administration increased and spending on food service increased slightly. Spending on instruction support decreased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$828	\$1,077	\$746
	Students per administrator	74	56	67
Plant operations	Cost per square foot	\$4.58	\$4.83	\$6.03
	Square footage per student	148	260	153
Food service	Cost per meal equivalent	\$4.05	\$3.14	\$2.58
Transportation	Cost per mile	\$3.24	\$3.06	\$3.55
	Cost per rider	\$593	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,151	\$6,325	\$8,465	\$7,496	\$10,658
Classroom dollars	4,093	3,768	4,259	4,031	6,520
Nonclassroom dollars:	3,058	2,557	4,206	3,465	4,138
Administration	1,017	828	1,077	746	1,138
Plant operations	757	679	1,237	924	1,015
Food service	488	427	419	396	412
Transportation	222	190	535	369	452
Student support	245	247	630	582	593
Instruction support	329	186	308	448	528

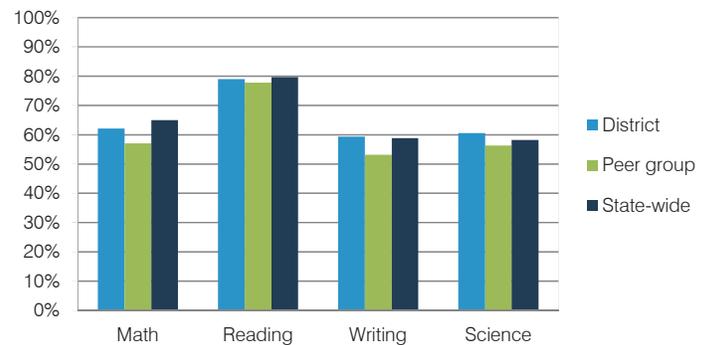
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	93%	82%	77%
Poverty rate (2012)	19%	15%	25%
Students per teacher	17.0	16.5	18.3
Average teacher salary	\$34,664	\$40,197	\$45,264
Amount from Proposition 301	\$4,488	\$4,027	\$3,784
Average years of teacher experience	12.6	11.1	10.9
Percentage of teachers in first 3 years	29%	15%	19%

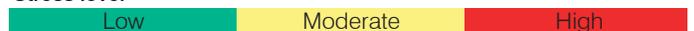
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Pine Strawberry Elementary School District

Gila County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

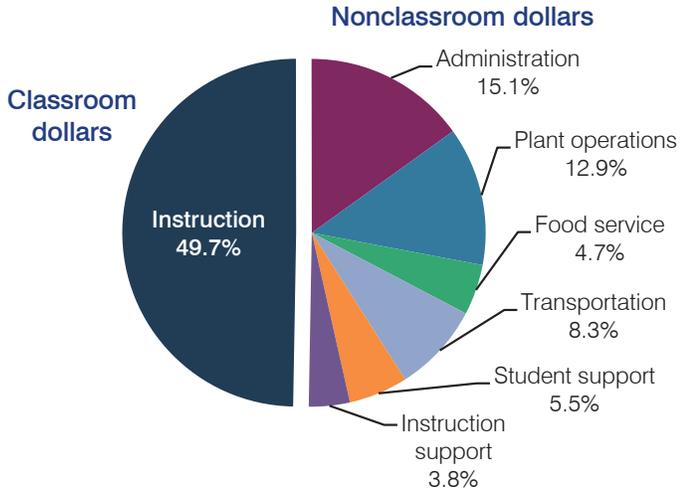
109

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 36 percent. Spending in the classroom varied year to year, decreasing overall from 50.7 to 49.7 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased and spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,474	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$4.85	\$6.59	\$6.03
	Square footage per student	610	343	153
Food service	Cost per meal equivalent	\$7.31	\$4.93	\$2.58
Transportation	Cost per mile	\$3.82	\$1.64	\$3.55
	Cost per rider	\$2,959	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,690	\$23,005	\$15,203	\$7,496	\$10,658
Classroom dollars	10,221	11,431	7,647	4,031	6,520
Nonclassroom dollars:	9,469	11,574	7,556	3,465	4,138
Administration	2,870	3,474	2,572	746	1,138
Plant operations	2,382	2,959	2,148	924	1,015
Food service	895	1,076	851	396	412
Transportation	1,492	1,921	1,056	369	452
Student support	968	1,276	548	582	593
Instruction support	862	868	381	448	528

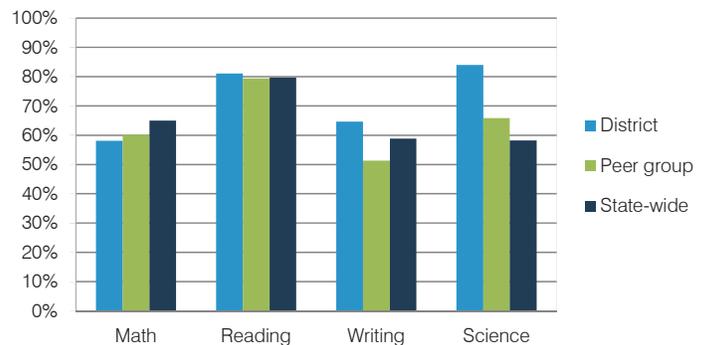
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	6.8	11.0	18.3
Average teacher salary	\$46,124	\$42,053	\$45,264
Amount from Proposition 301	\$2,692	\$2,981	\$3,784
Average years of teacher experience	9.1	12.6	10.9
Percentage of teachers in first 3 years	6%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



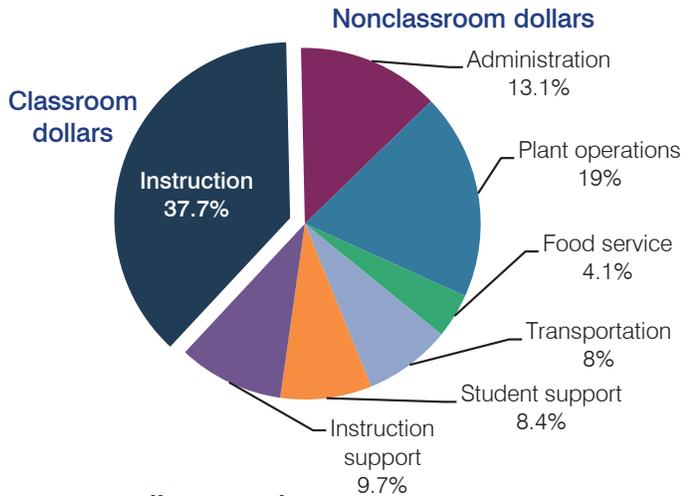
Pinon Unified School District

Navajo County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,259
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 42.1 to 37.7 percent. Overall, spending on instruction support increased substantially and spending on administration and plant operations increased. Spending on food service decreased slightly and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,795	\$1,077	\$746
	Students per administrator	28	56	67
Plant operations	Cost per square foot	\$9.58	\$4.83	\$6.03
	Square footage per student	273	260	153
Food service	Cost per meal equivalent	\$2.25	\$3.14	\$2.58
Transportation	Cost per mile	\$3.18	\$1.97	\$3.55
	Cost per rider	\$1,944	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,984	\$13,757	\$8,465	\$7,496	\$10,658
Classroom dollars	5,434	5,192	4,259	4,031	6,520
Nonclassroom dollars:	8,550	8,565	4,206	3,465	4,138
Administration	1,861	1,795	1,077	746	1,138
Plant operations	2,625	2,619	1,237	924	1,015
Food service	622	568	419	396	412
Transportation	1,086	1,100	535	369	452
Student support	982	1,149	630	582	593
Instruction support	1,374	1,334	308	448	528

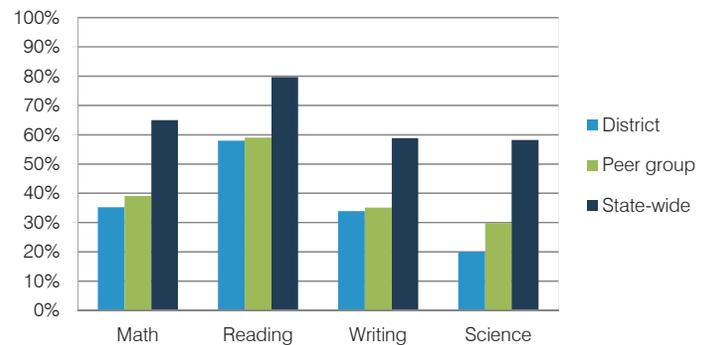
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	65%	69%	77%
Poverty rate (2012)	48%	42%	25%
Students per teacher	14.1	15.1	18.3
Average teacher salary	\$45,563	\$42,614	\$45,264
Amount from Proposition 301	\$2,158	\$3,663	\$3,784
Average years of teacher experience	8.5	12.2	10.9
Percentage of teachers in first 3 years	28%	15%	19%

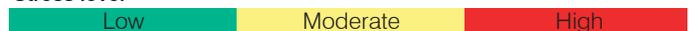
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

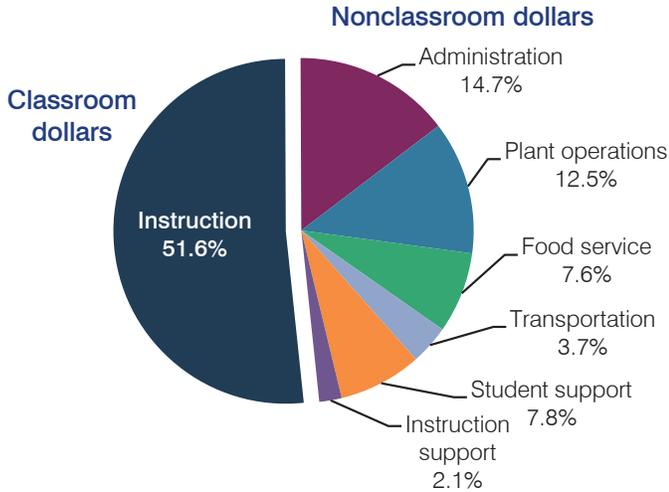
116

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 56.2 to 51.6 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 substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,208	\$2,572	\$746
	Students per administrator	46	30	67
Plant operations	Cost per square foot	\$4.15	\$6.59	\$6.03
	Square footage per student	249	343	153
Food service	Cost per meal equivalent	\$3.73	\$4.93	\$2.58
Transportation	Cost per mile	\$3.68	\$1.64	\$3.55
	Cost per rider	\$546	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,500	\$8,255	\$15,203	\$7,496	\$10,658
Classroom dollars	4,580	4,263	7,647	4,031	6,520
Nonclassroom dollars:	3,920	3,992	7,556	3,465	4,138
Administration	1,050	1,208	2,572	746	1,138
Plant operations	1,011	1,032	2,148	924	1,015
Food service	656	625	851	396	412
Transportation	316	306	1,056	369	452
Student support	668	645	548	582	593
Instruction support	219	176	381	448	528

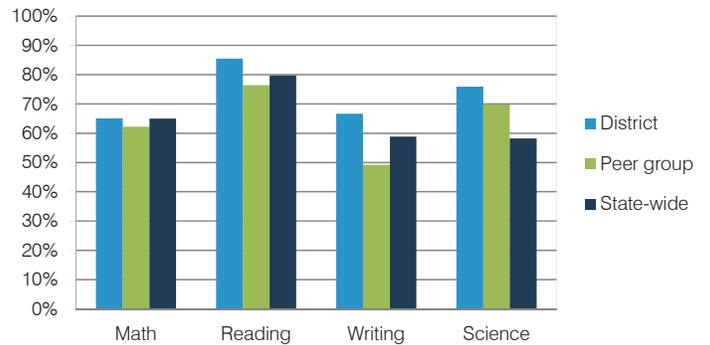
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	11%	25%
Students per teacher	16.6	11.0	18.3
Average teacher salary	\$42,417	\$45,308	\$45,264
Amount from Proposition 301	\$2,891	\$2,639	\$3,784
Average years of teacher experience	8.0	11.7	10.9
Percentage of teachers in first 3 years	17%	7%	19%

Financial stress assessment

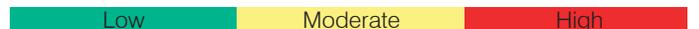
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



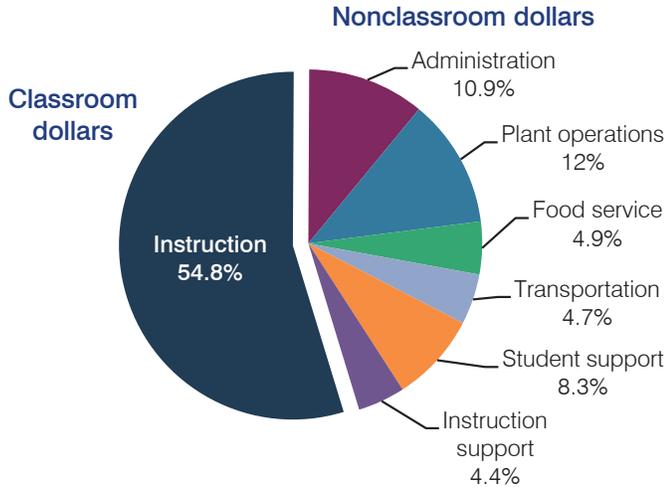
Prescott Unified School District

Yavapai County
 Efficiency peer groups 3 and T-3, Achievement peer group 2
 Legislative district(s): 1

District size, location: Medium-Large, City
 Students attending: 4,854
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 62.2 to 54.8 percent. Overall, spending on administration increased substantially and spending on student support and instruction support increased. Spending on plant operations, transportation, and food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$744	\$746
	Students per administrator	65	68	67
Plant operations	Cost per square foot	\$5.28	\$5.74	\$6.03
	Square footage per student	149	163	153
Food service	Cost per meal equivalent	\$3.07	\$2.84	\$2.58
Transportation	Cost per mile	\$3.21	\$4.05	\$3.55
	Cost per rider	\$942	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,459	\$6,553	\$7,062	\$7,496	\$10,658
Classroom dollars	3,599	3,590	3,779	4,031	6,520
Nonclassroom dollars:	2,860	2,963	3,283	3,465	4,138
Administration	628	716	744	746	1,138
Plant operations	858	788	929	924	1,015
Food service	326	322	329	396	412
Transportation	309	307	430	369	452
Student support	500	547	543	582	593
Instruction support	239	283	308	448	528

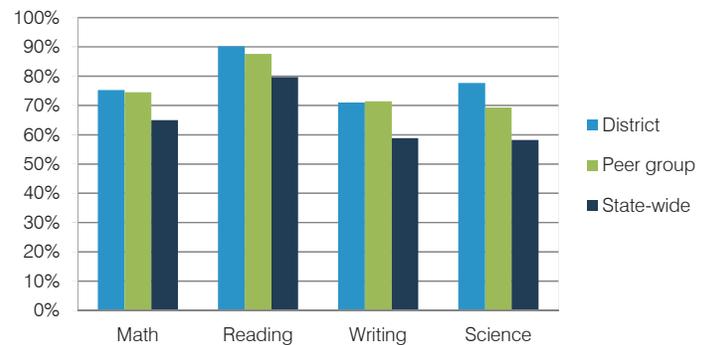
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	84%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	18.7	18.3	18.3
Average teacher salary	\$39,492	\$44,386	\$45,264
Amount from Proposition 301	\$4,162	\$4,054	\$3,784
Average years of teacher experience	11.2	11.0	10.9
Percentage of teachers in first 3 years	21%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Quartzsite Elementary School District

La Paz County

Efficiency peer groups 10 and T-7, Achievement peer group 17

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

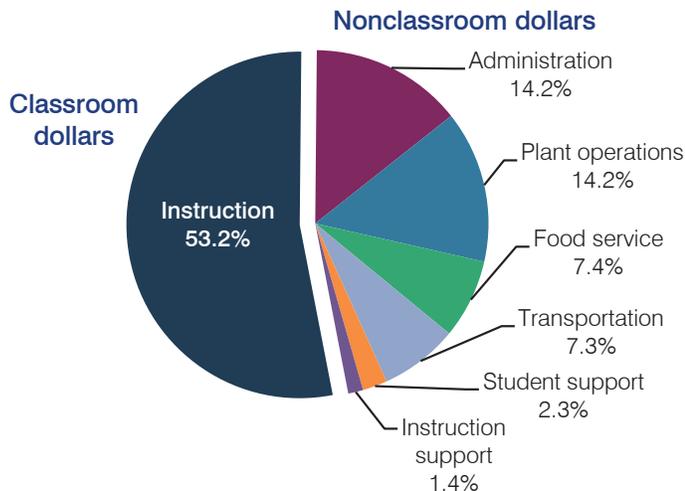
209

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom increased from 48.8 to 53.2 percent. Overall, spending on instruction support decreased substantially and spending on plant operations and student support decreased. Spending on transportation increased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,302	\$1,130	\$746
	Students per administrator	56	55	67
Plant operations	Cost per square foot	\$5.10	\$6.14	\$6.03
	Square footage per student	254	157	153
Food service	Cost per meal equivalent	\$2.82	\$2.74	\$2.58
Transportation	Cost per mile	\$2.43	\$3.06	\$3.55
	Cost per rider	\$602	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,324	\$9,143	\$8,518	\$7,496	\$10,658
Classroom dollars	4,261	4,865	4,624	4,031	6,520
Nonclassroom dollars:	5,063	4,278	3,894	3,465	4,138
Administration	1,486	1,302	1,130	746	1,138
Plant operations	1,651	1,294	976	924	1,015
Food service	616	676	511	396	412
Transportation	714	670	537	369	452
Student support	285	211	499	582	593
Instruction support	311	125	241	448	528

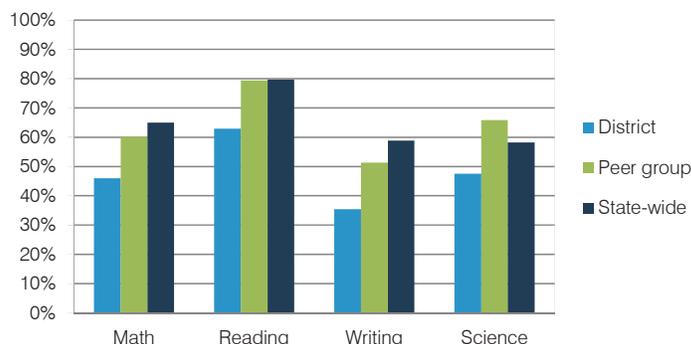
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	13.1	11.0	18.3
Average teacher salary	\$42,861	\$42,053	\$45,264
Amount from Proposition 301	\$4,032	\$2,981	\$3,784
Average years of teacher experience	7.6	12.6	10.9
Percentage of teachers in first 3 years	24%	11%	19%

Financial stress assessment

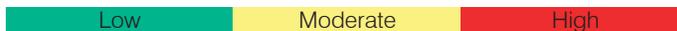
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



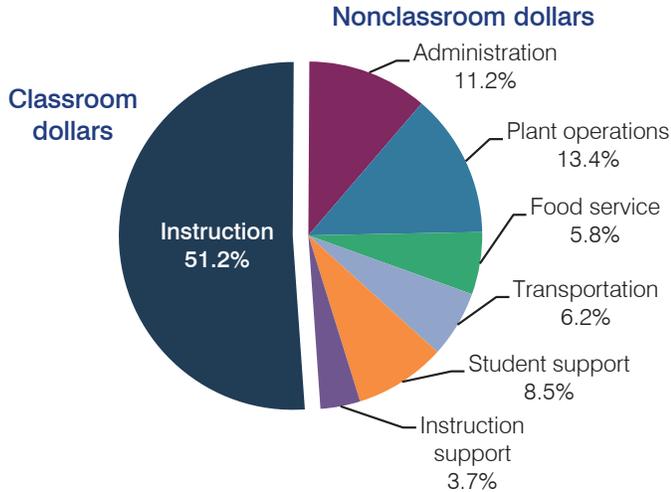
Queen Creek Unified School District

Maricopa County
 Efficiency peer groups 3 and T-3, Achievement peer group 2
 Legislative district(s): 12 and 16

District size, location: Medium-Large, Suburb
 Students attending: 4,789
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased from 60.7 to 51.2 percent. Overall, spending on plant operations and student support increased substantially, spending on administration and instruction support increased, and spending on food service and transportation increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$823	\$744	\$746
	Students per administrator	68	68	67
Plant operations	Cost per square foot	\$6.32	\$5.74	\$6.03
	Square footage per student	156	163	153
Food service	Cost per meal equivalent	\$3.18	\$2.84	\$2.58
Transportation	Cost per mile	\$3.80	\$4.05	\$3.55
	Cost per rider	\$759	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,922	\$7,353	\$7,062	\$7,496	\$10,658
Classroom dollars	3,710	3,761	3,779	4,031	6,520
Nonclassroom dollars:	3,212	3,592	3,283	3,465	4,138
Administration	719	823	744	746	1,138
Plant operations	917	988	929	924	1,015
Food service	411	429	329	396	412
Transportation	388	455	430	369	452
Student support	616	623	543	582	593
Instruction support	161	274	308	448	528

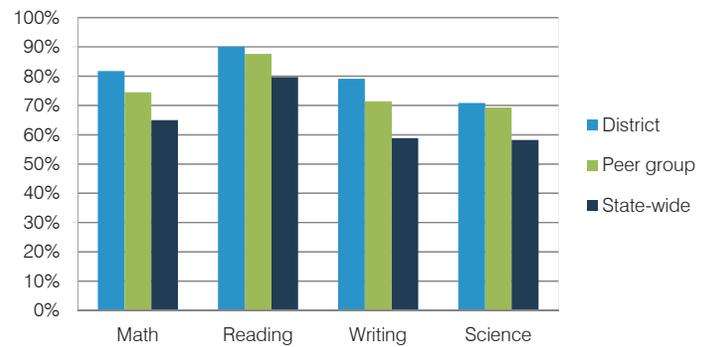
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	86%
B	1	14%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	90%	88%	77%
Poverty rate (2012)	11%	14%	25%
Students per teacher	18.6	18.3	18.3
Average teacher salary	\$42,523	\$44,386	\$45,264
Amount from Proposition 301	\$4,574	\$4,054	\$3,784
Average years of teacher experience	9.6	11.0	10.9
Percentage of teachers in first 3 years	12%	16%	19%

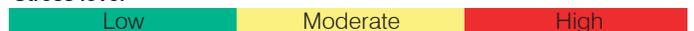
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



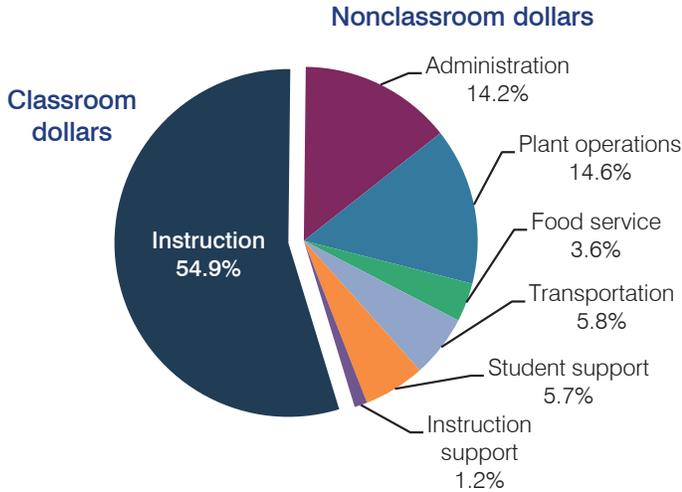
Ray Unified School District

Pinal County
 Efficiency peer groups 6 and T-10, Achievement peer group 4
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 516
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 55.5 to 54.9 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly. Spending on administration and instruction support decreased and spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,264	\$1,571	\$746
	Students per administrator	39	43	67
Plant operations	Cost per square foot	\$3.53	\$4.94	\$6.03
	Square footage per student	371	318	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.58
Transportation	Cost per mile	\$2.15	\$1.97	\$3.55
	Cost per rider	\$988	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,455	\$8,933	\$10,188	\$7,496	\$10,658
Classroom dollars	4,901	4,909	4,979	4,031	6,520
Nonclassroom dollars:	4,554	4,024	5,209	3,465	4,138
Administration	1,488	1,264	1,571	746	1,138
Plant operations	1,479	1,307	1,558	924	1,015
Food service	378	319	463	396	412
Transportation	478	519	509	369	452
Student support	532	507	647	582	593
Instruction support	199	108	461	448	528

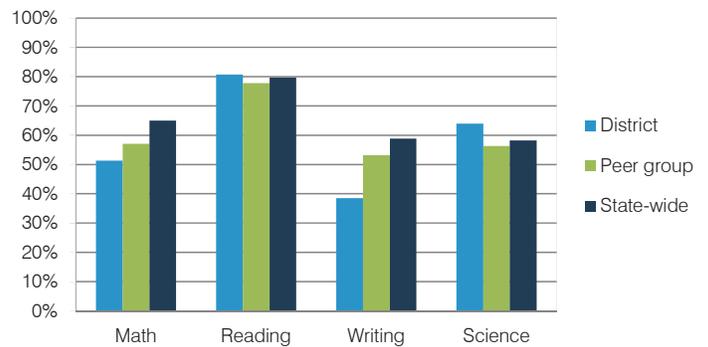
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	86%	82%	77%
Poverty rate (2012)	17%	15%	25%
Students per teacher	14.1	16.5	18.3
Average teacher salary	\$43,474	\$40,197	\$45,264
Amount from Proposition 301	\$3,997	\$4,027	\$3,784
Average years of teacher experience	14.3	11.1	10.9
Percentage of teachers in first 3 years	17%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



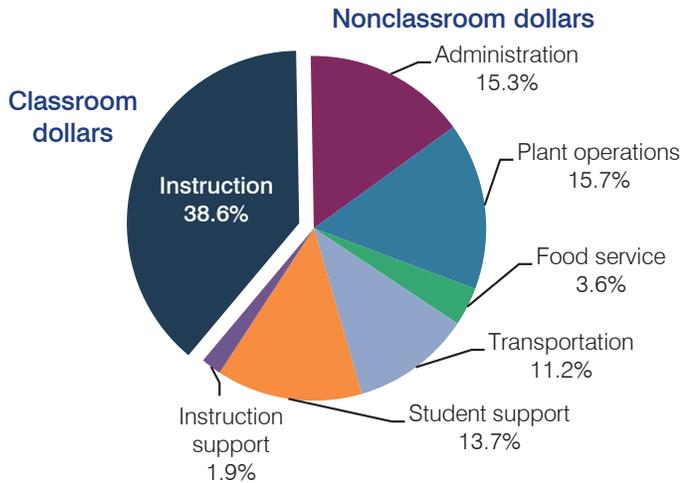
Red Mesa Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 698
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 13 percent, which contributed to the 21 percent increase in total spending per pupil. Spending in the classroom was fairly stable and was 38.6 percent in both fiscal years 2008 and 2013. Overall, spending on student support increased and spending on administration decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,659	\$1,077	\$746
	Students per administrator	27	56	67
Plant operations	Cost per square foot	\$8.32	\$4.83	\$6.03
	Square footage per student	326	260	153
Food service	Cost per meal equivalent	\$3.47	\$3.14	\$2.58
Transportation	Cost per mile	\$3.39	\$1.97	\$3.55
	Cost per rider	\$2,069	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,489	\$17,354	\$8,465	\$7,496	\$10,658
Classroom dollars	5,783	6,703	4,259	4,031	6,520
Nonclassroom dollars:	8,706	10,651	4,206	3,465	4,138
Administration	1,598	2,659	1,077	746	1,138
Plant operations	2,513	2,716	1,237	924	1,015
Food service	543	618	419	396	412
Transportation	1,554	1,951	535	369	452
Student support	2,112	2,378	630	582	593
Instruction support	386	329	308	448	528

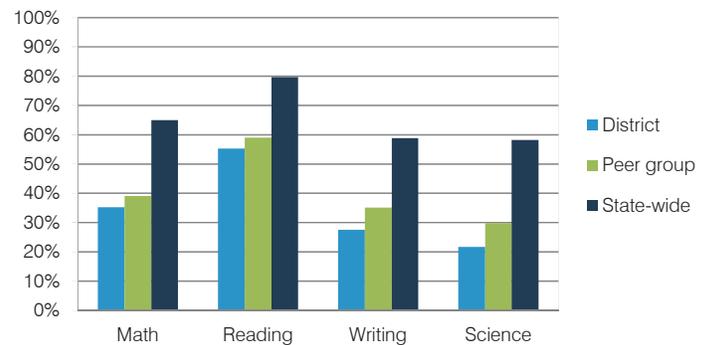
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	2	40%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	56%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	11.8	15.1	18.3
Average teacher salary	\$42,427	\$42,614	\$45,264
Amount from Proposition 301	\$4,617	\$3,663	\$3,784
Average years of teacher experience	14.8	12.2	10.9
Percentage of teachers in first 3 years	11%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant



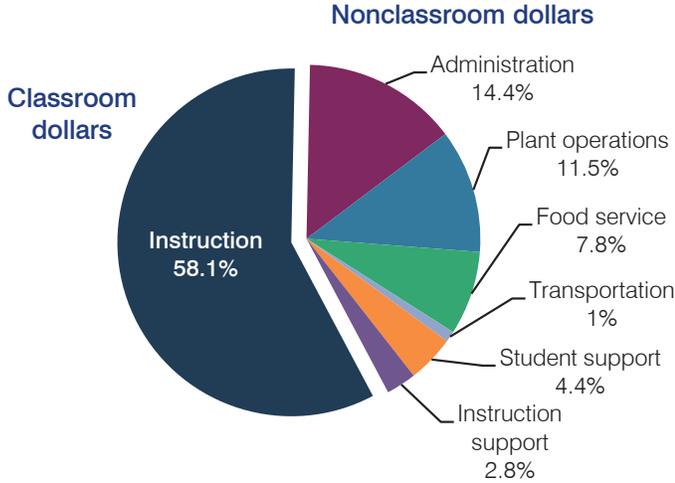
Red Rock Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 17
 Legislative district(s): 11

District size, location: Small, Rural
 Students attending: 281
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment more than doubled, which contributed to the 65 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 66.1 to 58.1 percent. Overall, spending on plant operations, food service, and student support increased substantially, while spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$962	\$1,130	\$746
	Students per administrator	54	55	67
Plant operations	Cost per square foot	\$10.34	\$6.14	\$6.03
	Square footage per student	74	157	153
Food service	Cost per meal equivalent	\$2.66	\$2.74	\$2.58
Transportation	Cost per mile	\$0.74	\$2.52	\$3.55
	Cost per rider	\$151	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,617	\$6,678	\$8,518	\$7,496	\$10,658
Classroom dollars	3,423	3,882	4,624	4,031	6,520
Nonclassroom dollars:	3,194	2,796	3,894	3,465	4,138
Administration	1,161	962	1,130	746	1,138
Plant operations	837	770	976	924	1,015
Food service	483	517	511	396	412
Transportation	54	70	537	369	452
Student support	479	291	499	582	593
Instruction support	180	186	241	448	528

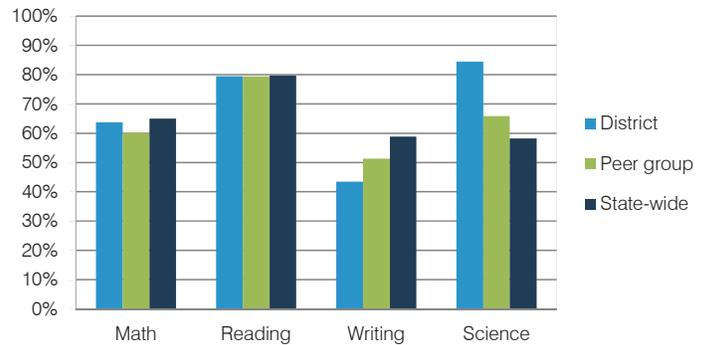
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	17%	19%	25%
Students per teacher	18.8	11.0	18.3
Average teacher salary	\$43,560	\$42,053	\$45,264
Amount from Proposition 301	\$3,427	\$2,981	\$3,784
Average years of teacher experience	13.1	12.6	10.9
Percentage of teachers in first 3 years	7%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



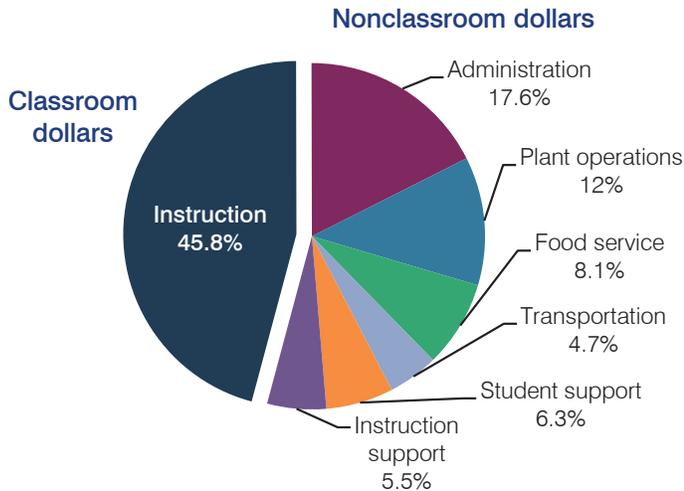
Riverside Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 13
 Legislative district(s): 19

District size, location: Medium, Suburb
 Students attending: 758
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom decreased from 57.5 to 45.8 percent. Overall, spending on administration increased substantially, spending on plant operations, food service, transportation, and instruction support increased, and spending on student support increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,552	\$791	\$746
	Students per administrator	38	69	67
Plant operations	Cost per square foot	\$5.13	\$6.28	\$6.03
	Square footage per student	206	138	153
Food service	Cost per meal equivalent	\$2.53	\$2.54	\$2.58
Transportation	Cost per mile	\$4.36	\$5.18	\$3.55
	Cost per rider	\$635	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,144	\$8,832	\$7,193	\$7,496	\$10,658
Classroom dollars	3,743	4,049	3,672	4,031	6,520
Nonclassroom dollars:	4,401	4,783	3,521	3,465	4,138
Administration	1,621	1,552	791	746	1,138
Plant operations	984	1,059	842	924	1,015
Food service	705	718	541	396	412
Transportation	364	413	273	369	452
Student support	412	560	541	582	593
Instruction support	315	481	533	448	528

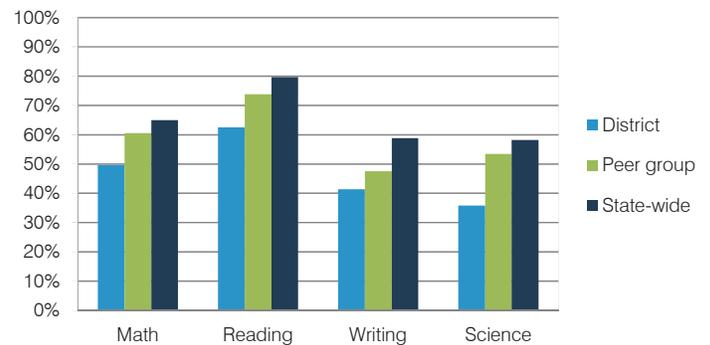
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	0	0%
D	1	50%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	25%	25%
Students per teacher	17.6	19.1	18.3
Average teacher salary	\$40,545	\$40,312	\$45,264
Amount from Proposition 301	\$2,962	\$3,530	\$3,784
Average years of teacher experience	7.9	7.4	10.9
Percentage of teachers in first 3 years	28%	31%	19%

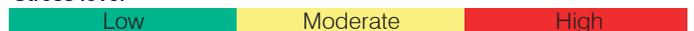
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



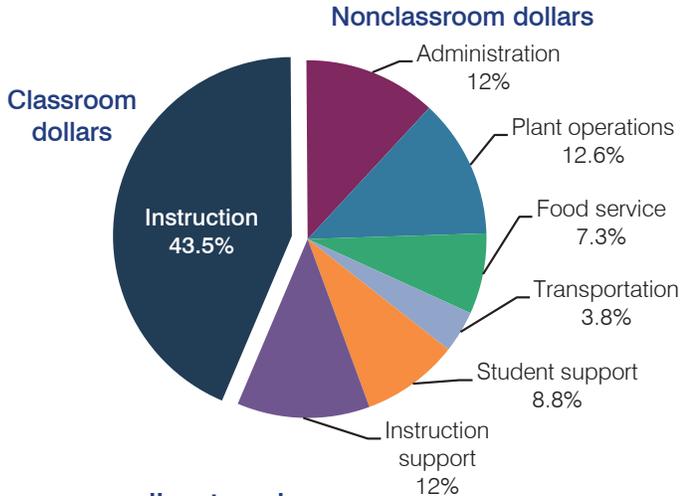
Roosevelt Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 14
 Legislative district(s): 27

District size, location: Large, City
 Students attending: 9,557
 Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 56.4 to 43.5 percent. Overall, spending on plant operations, student support, and instruction support increased substantially and spending on food service and transportation increased. Spending on administration varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,061	\$664	\$746
	Students per administrator	52	76	67
Plant operations	Cost per square foot	\$6.90	\$6.19	\$6.03
	Square footage per student	163	130	153
Food service	Cost per meal equivalent	\$2.66	\$2.52	\$2.58
Transportation	Cost per mile	\$5.83	\$5.18	\$3.55
	Cost per rider	\$1,150	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,627	\$8,861	\$7,109	\$7,496	\$10,658
Classroom dollars	4,005	3,853	3,883	4,031	6,520
Nonclassroom dollars:	4,622	5,008	3,226	3,465	4,138
Administration	973	1,061	664	746	1,138
Plant operations	1,008	1,122	766	924	1,015
Food service	607	644	501	396	412
Transportation	321	335	298	369	452
Student support	723	784	520	582	593
Instruction support	990	1,062	477	448	528

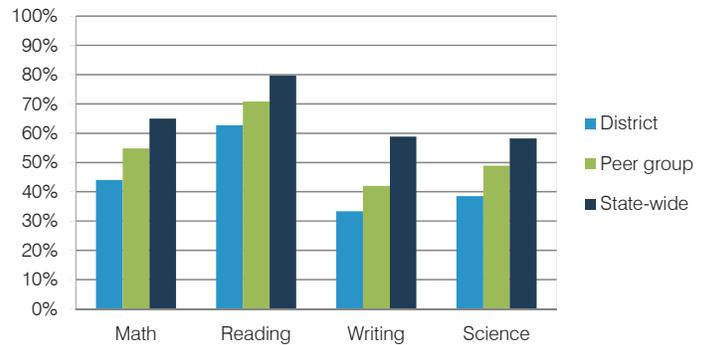
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	6%
B	2	11%
C	6	33%
D	8	44%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	38%	37%	25%
Students per teacher	18.9	17.1	18.3
Average teacher salary	\$37,446	\$42,646	\$45,264
Amount from Proposition 301	\$1,050	\$2,598	\$3,784
Average years of teacher experience	8.0	9.5	10.9
Percentage of teachers in first 3 years	30%	24%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



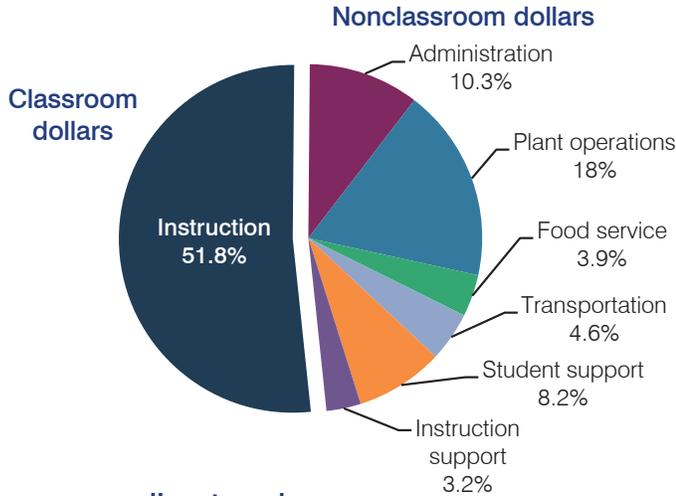
Round Valley Unified School District

Apache County
 Efficiency peer groups 5 and T-9, Achievement peer group 5
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,277
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased overall from 54.3 to 51.8 percent. Overall, spending on plant operations increased substantially, spending on administration increased, and spending on student support increased slightly. Spending on transportation decreased and spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$816	\$1,077	\$746
	Students per administrator	58	56	67
Plant operations	Cost per square foot	\$3.46	\$4.83	\$6.03
	Square footage per student	416	260	153
Food service	Cost per meal equivalent	\$4.22	\$3.14	\$2.58
Transportation	Cost per mile	\$2.27	\$2.42	\$3.55
	Cost per rider	\$729	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,439	\$7,952	\$8,465	\$7,496	\$10,658
Classroom dollars	4,441	4,116	4,259	4,031	6,520
Nonclassroom dollars:	3,998	3,836	4,206	3,465	4,138
Administration	774	816	1,077	746	1,138
Plant operations	1,538	1,437	1,237	924	1,015
Food service	247	307	419	396	412
Transportation	390	368	535	369	452
Student support	787	655	630	582	593
Instruction support	262	253	308	448	528

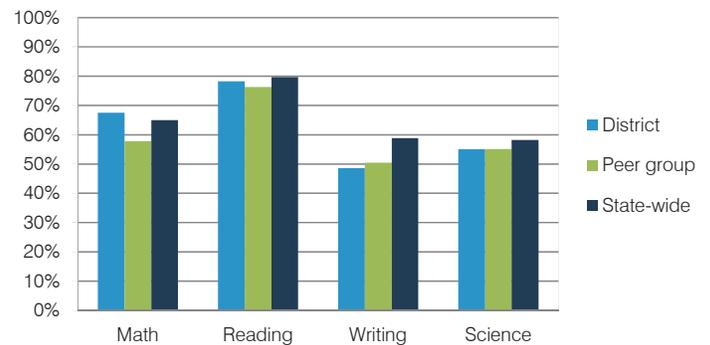
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	67%
C	0	0%
D	1	33%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	77%	83%	77%
Poverty rate (2012)	24%	24%	25%
Students per teacher	18.4	16.6	18.3
Average teacher salary	\$42,758	\$41,866	\$45,264
Amount from Proposition 301	\$7,373	\$4,192	\$3,784
Average years of teacher experience	13.5	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



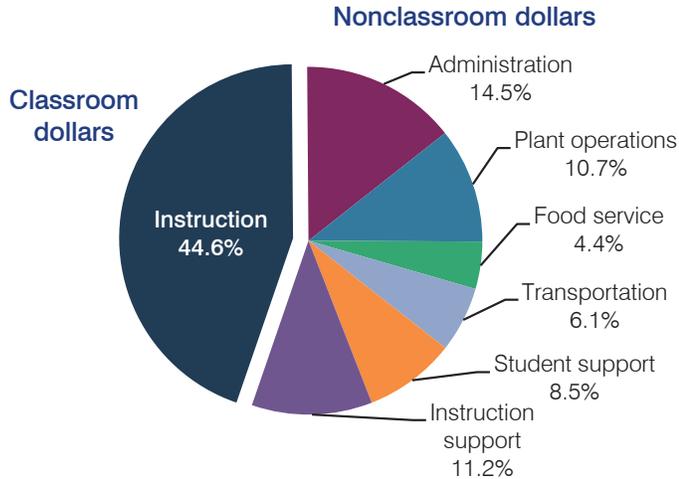
Sacaton Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 21
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 420
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing overall from 47.2 to 44.6 percent. Overall, spending on instruction support increased substantially and spending on student support increased slightly, while spending on plant operations decreased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,029	\$1,130	\$746
	Students per administrator	32	55	67
Plant operations	Cost per square foot	\$6.28	\$6.14	\$6.03
	Square footage per student	355	157	153
Food service	Cost per meal equivalent	\$3.59	\$2.74	\$2.58
Transportation	Cost per mile	\$4.64	\$2.52	\$3.55
	Cost per rider	\$1,346	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$21,018	\$20,892	\$8,518	\$7,496	\$10,658
Classroom dollars	9,770	9,314	4,624	4,031	6,520
Nonclassroom dollars:	11,248	11,578	3,894	3,465	4,138
Administration	2,809	3,029	1,130	746	1,138
Plant operations	2,706	2,226	976	924	1,015
Food service	800	928	511	396	412
Transportation	1,250	1,269	537	369	452
Student support	1,438	1,783	499	582	593
Instruction support	2,245	2,343	241	448	528

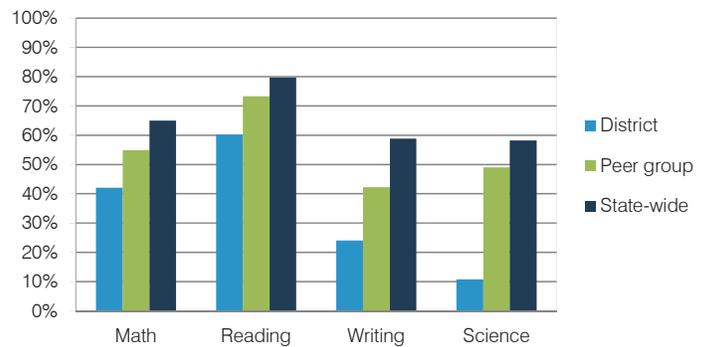
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	50%
D	0	0%
F	1	50%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	54%	52%	25%
Students per teacher	10.0	12.4	18.3
Average teacher salary	\$46,966	\$46,086	\$45,264
Amount from Proposition 301	\$2,342	\$2,755	\$3,784
Average years of teacher experience	7.4	11.5	10.9
Percentage of teachers in first 3 years	8%	16%	19%

Financial stress assessment

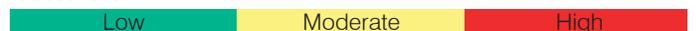
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



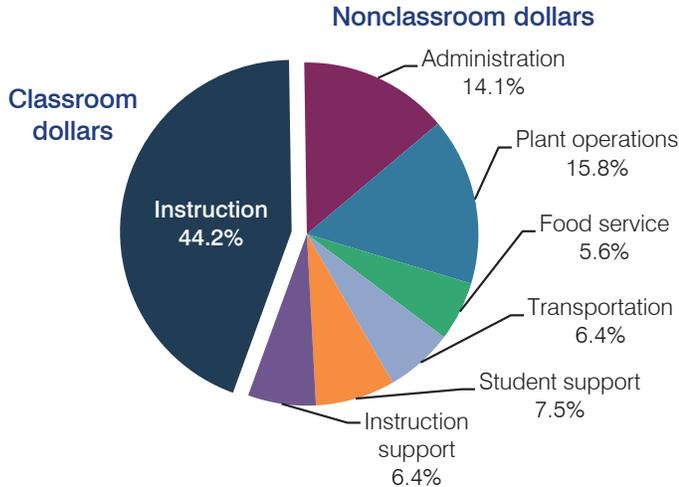
Saddle Mountain Unified School District

Maricopa County
 Efficiency peer groups 5 and T-8, Achievement peer group 4
 Legislative district(s): 13

District size, location: Medium, Rural
 Students attending: 1,317
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.1 to 44.2 percent. Overall, spending on instruction support increased substantially and spending on student support increased, while spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,155	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$5.22	\$4.83	\$6.03
	Square footage per student	248	260	153
Food service	Cost per meal equivalent	\$2.58	\$3.14	\$2.58
Transportation	Cost per mile	\$2.65	\$2.52	\$3.55
	Cost per rider	\$784	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,532	\$8,183	\$8,465	\$7,496	\$10,658
Classroom dollars	3,960	3,617	4,259	4,031	6,520
Nonclassroom dollars:	4,572	4,566	4,206	3,465	4,138
Administration	1,062	1,155	1,077	746	1,138
Plant operations	1,183	1,295	1,237	924	1,015
Food service	486	460	419	396	412
Transportation	706	523	535	369	452
Student support	578	614	630	582	593
Instruction support	557	519	308	448	528

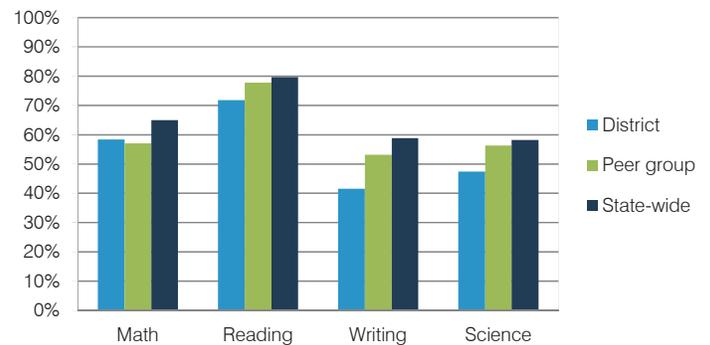
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	67%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2012)	88%	82%	77%
Poverty rate (2012)	16%	15%	25%
Students per teacher	18.8	16.5	18.3
Average teacher salary	\$42,144	\$40,197	\$45,264
Amount from Proposition 301	\$3,867	\$4,027	\$3,784
Average years of teacher experience	8.7	11.1	10.9
Percentage of teachers in first 3 years	26%	15%	19%

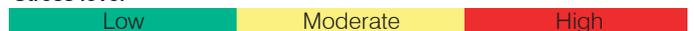
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



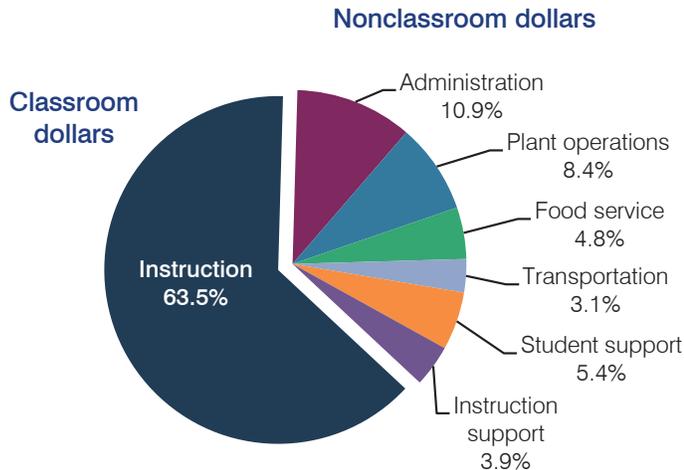
Safford Unified School District

Graham County
 Efficiency peer groups 4 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium-Large, Town
 Students attending: 3,057
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 62.7 to 63.5 percent. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$736	\$764	\$746
	Students per administrator	80	67	67
Plant operations	Cost per square foot	\$3.64	\$5.34	\$6.03
	Square footage per student	157	176	153
Food service	Cost per meal equivalent	\$2.58	\$2.67	\$2.58
Transportation	Cost per mile	\$3.24	\$3.58	\$3.55
	Cost per rider	\$419	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,271	\$6,791	\$7,187	\$7,496	\$10,658
Classroom dollars	3,840	4,314	3,779	4,031	6,520
Nonclassroom dollars:	2,431	2,477	3,408	3,465	4,138
Administration	695	736	764	746	1,138
Plant operations	579	570	921	924	1,015
Food service	353	328	364	396	412
Transportation	219	213	394	369	452
Student support	344	368	561	582	593
Instruction support	241	262	404	448	528

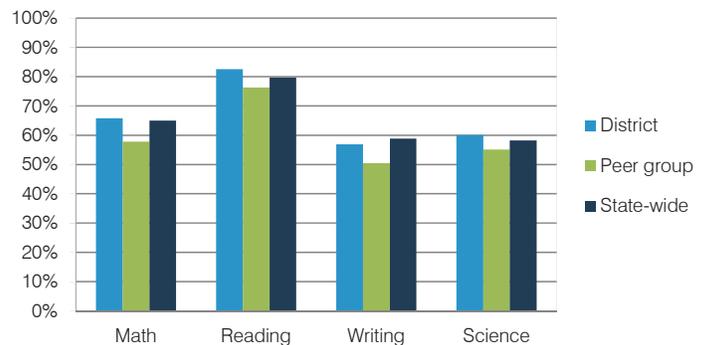
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	66%
C	1	17%
D	0	0%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	70%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	18.8	16.6	18.3
Average teacher salary	\$54,017	\$41,866	\$45,264
Amount from Proposition 301	\$8,085	\$4,192	\$3,784
Average years of teacher experience	12.9	11.7	10.9
Percentage of teachers in first 3 years	16%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



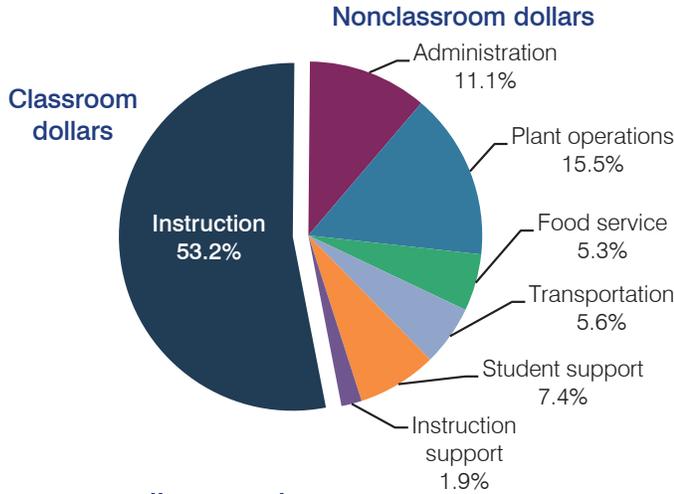
Sahuarita Unified School District

Pima County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 2 and 14

District size, location: Medium-Large, Rural
 Students attending: 5,198
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 54.7 to 53.2 percent. Overall, spending on administration and plant operations increased, while spending on food service decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$712	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$6.77	\$5.34	\$6.03
	Square footage per student	146	176	153
Food service	Cost per meal equivalent	\$2.48	\$2.67	\$2.58
Transportation	Cost per mile	\$2.99	\$3.06	\$3.55
	Cost per rider	\$666	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,451	\$6,405	\$7,187	\$7,496	\$10,658
Classroom dollars	3,471	3,409	3,779	4,031	6,520
Nonclassroom dollars:	2,980	2,996	3,408	3,465	4,138
Administration	622	712	764	746	1,138
Plant operations	1,023	989	921	924	1,015
Food service	321	342	364	396	412
Transportation	347	359	394	369	452
Student support	490	474	561	582	593
Instruction support	177	120	404	448	528

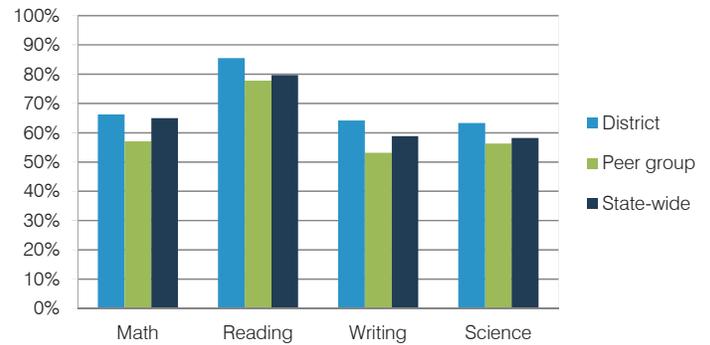
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	3	38%
C	2	25%
D	1	12%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	78%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	18.4	16.5	18.3
Average teacher salary	\$38,469	\$40,197	\$45,264
Amount from Proposition 301	\$3,462	\$4,027	\$3,784
Average years of teacher experience	9.9	11.1	10.9
Percentage of teachers in first 3 years	23%	15%	19%

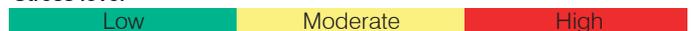
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Salome Consolidated Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

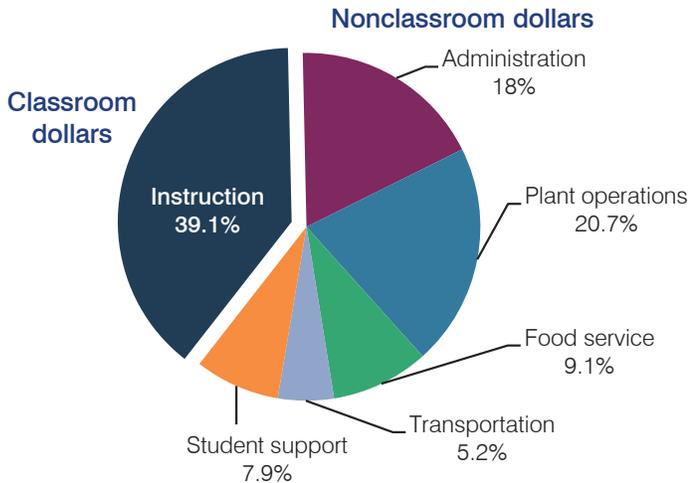
96

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, ranging from a high of 49.5 percent to a low of 34.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased and spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,069	\$2,572	\$746
	Students per administrator	39	30	67
Plant operations	Cost per square foot	\$7.99	\$6.59	\$6.03
	Square footage per student	299	343	153
Food service	Cost per meal equivalent	\$3.79	\$4.93	\$2.58
Transportation	Cost per mile	\$1.88	\$1.64	\$3.55
	Cost per rider	\$836	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,165	\$11,518	\$15,203	\$7,496	\$10,658
Classroom dollars	4,538	4,499	7,647	4,031	6,520
Nonclassroom dollars:	8,627	7,019	7,556	3,465	4,138
Administration	2,700	2,069	2,572	746	1,138
Plant operations	2,667	2,386	2,148	924	1,015
Food service	1,265	1,050	851	396	412
Transportation	567	601	1,056	369	452
Student support	1,326	913	548	582	593
Instruction support	102	0	381	448	528

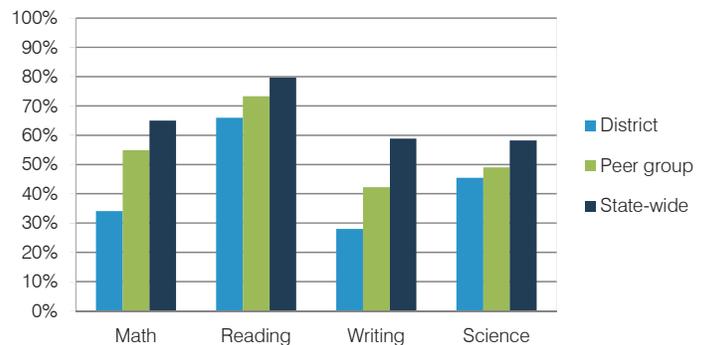
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	52%	52%	25%
Students per teacher	17.3	12.4	18.3
Average teacher salary	\$39,986	\$46,086	\$45,264
Amount from Proposition 301	\$2,325	\$2,755	\$3,784
Average years of teacher experience	12.0	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



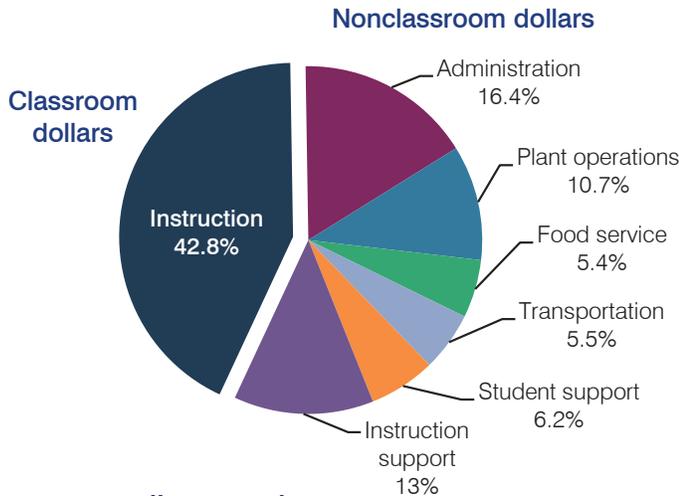
San Carlos Unified School District

Gila County
 Efficiency peer groups 5 and T-7, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,339
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 16 percent. Spending in the classroom decreased from 50.7 to 42.8 percent. Overall, spending on administration and instruction support increased substantially and spending on plant operations and student support decreased substantially. Spending on food service decreased, while spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,323	\$1,077	\$746
	Students per administrator	67	56	67
Plant operations	Cost per square foot	\$5.03	\$4.83	\$6.03
	Square footage per student	302	260	153
Food service	Cost per meal equivalent	\$2.98	\$3.14	\$2.58
Transportation	Cost per mile	\$4.44	\$3.06	\$3.55
	Cost per rider	\$1,015	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,070	\$14,187	\$8,465	\$7,496	\$10,658
Classroom dollars	5,425	6,067	4,259	4,031	6,520
Nonclassroom dollars:	7,645	8,120	4,206	3,465	4,138
Administration	1,890	2,323	1,077	746	1,138
Plant operations	1,331	1,522	1,237	924	1,015
Food service	653	770	419	396	412
Transportation	785	780	535	369	452
Student support	956	883	630	582	593
Instruction support	2,030	1,842	308	448	528

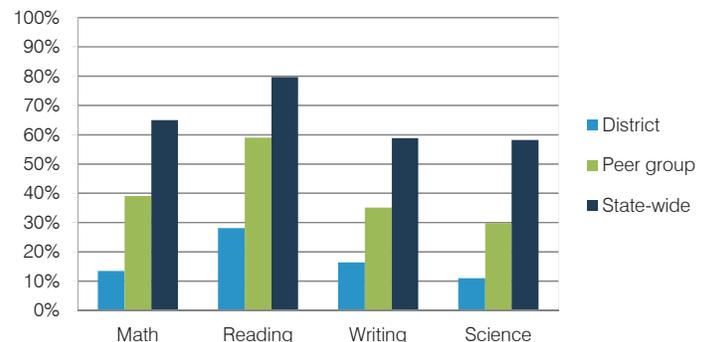
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	0	0%
F	2	67%
Not rated	1	33%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	92%	94%
Graduation rate (2012)	54%	69%	77%
Poverty rate (2012)	41%	42%	25%
Students per teacher	14.2	15.1	18.3
Average teacher salary	\$45,858	\$42,614	\$45,264
Amount from Proposition 301	\$427	\$3,663	\$3,784
Average years of teacher experience	9.6	12.2	10.9
Percentage of teachers in first 3 years	11%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

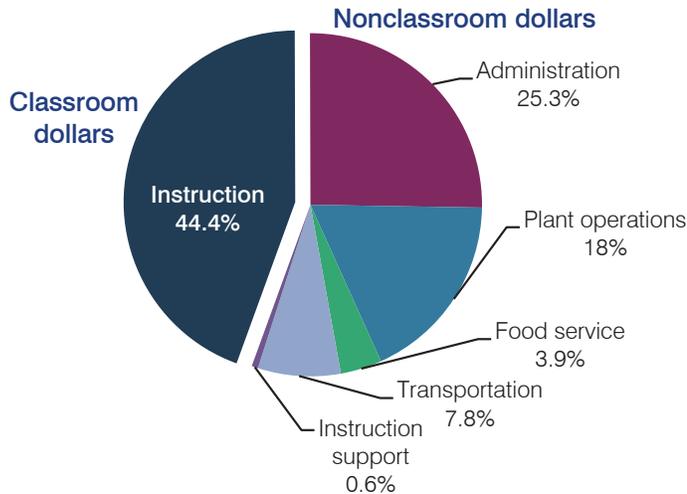
23

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased overall from 51.2 to 44.4 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and food service increased substantially and spending on plant operations and transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,139	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$6.65	\$6.59	\$6.03
	Square footage per student	337	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.81	\$1.64	\$3.55
	Cost per rider	\$7,266	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$23,513	\$12,404	\$15,203	\$7,496	\$10,658
Classroom dollars	11,730	5,509	7,647	4,031	6,520
Nonclassroom dollars:	11,783	6,895	7,556	3,465	4,138
Administration	4,912	3,139	2,572	746	1,138
Plant operations	4,252	2,236	2,148	924	1,015
Food service	528	483	851	396	412
Transportation	1,594	961	1,056	369	452
Student support	7	0	548	582	593
Instruction support	490	76	381	448	528

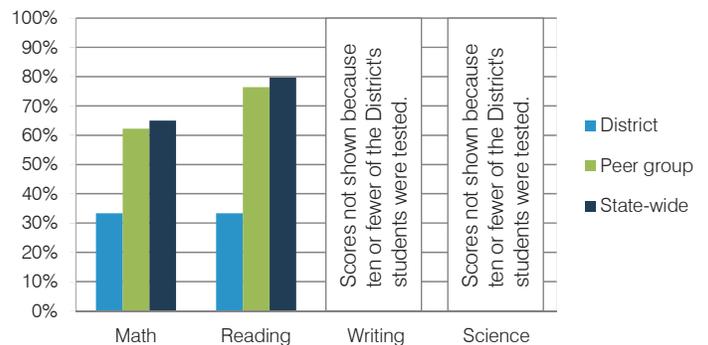
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	0%	11%	25%
Students per teacher	11.3	11.0	18.3
Average teacher salary	N/A	\$45,308	\$45,264
Amount from Proposition 301	N/A	\$2,639	\$3,784
Average years of teacher experience	N/A	11.7	10.9
Percentage of teachers in first 3 years	N/A	7%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



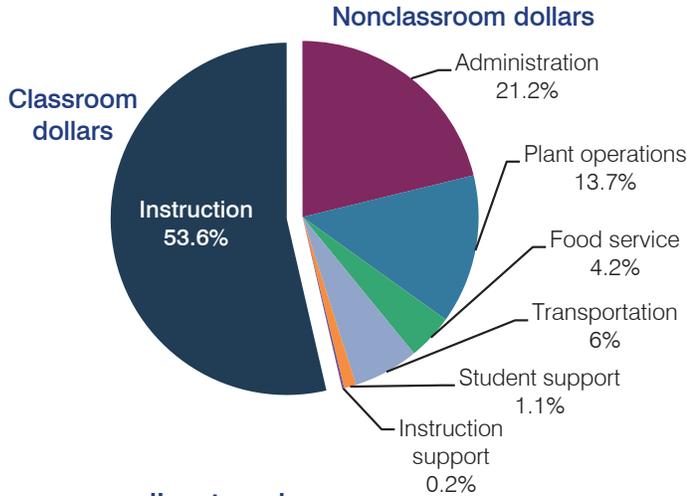
San Simon Unified School District

Cochise County
 Efficiency peer groups 11 and T-11, Achievement peer group 5
 Legislative district(s): 14

District size, location: Very small, Rural
 Students attending: 110
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased overall from 54.3 to 53.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased and spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,781	\$2,572	\$746
	Students per administrator	27	30	67
Plant operations	Cost per square foot	\$5.99	\$6.59	\$6.03
	Square footage per student	410	343	153
Food service	Cost per meal equivalent	\$4.48	\$4.93	\$2.58
Transportation	Cost per mile	\$1.05	\$1.64	\$3.55
	Cost per rider	\$1,332	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$21,646	\$17,876	\$15,203	\$7,496	\$10,658
Classroom dollars	11,301	9,577	7,647	4,031	6,520
Nonclassroom dollars:	10,345	8,299	7,556	3,465	4,138
Administration	4,063	3,781	2,572	746	1,138
Plant operations	3,744	2,457	2,148	924	1,015
Food service	973	756	851	396	412
Transportation	909	1,068	1,056	369	452
Student support	416	202	548	582	593
Instruction support	240	35	381	448	528

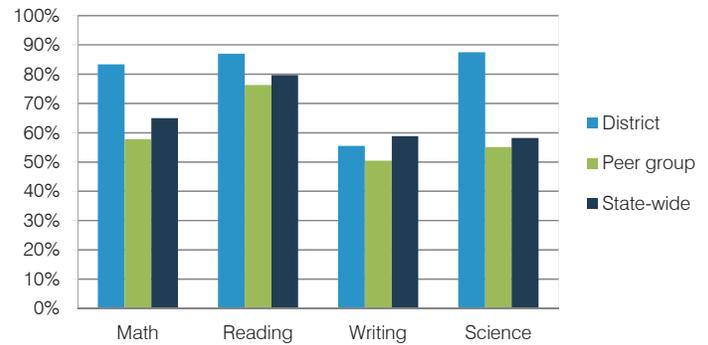
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	8.4	16.6	18.3
Average teacher salary	\$49,941	\$41,866	\$45,264
Amount from Proposition 301	\$1,898	\$4,192	\$3,784
Average years of teacher experience	15.5	11.7	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

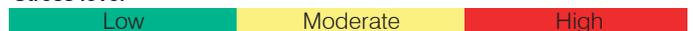
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



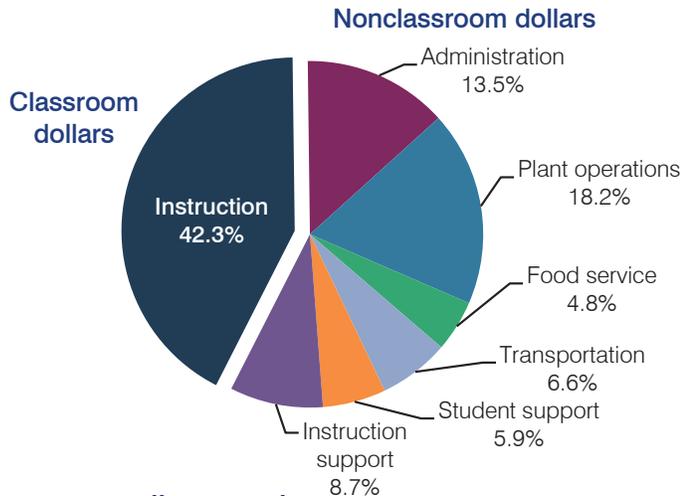
Sanders Unified School District

Apache County
 Efficiency peer groups 5 and T-9, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 756
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 26 percent, which contributed to the 47 percent increase in total spending per pupil. Spending in the classroom decreased from 49.1 to 42.3 percent. Overall, spending on instruction support increased substantially and spending on plant operations and student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,195	\$1,077	\$746
	Students per administrator	32	56	67
Plant operations	Cost per square foot	\$6.50	\$4.83	\$6.03
	Square footage per student	455	260	153
Food service	Cost per meal equivalent	\$3.02	\$3.14	\$2.58
Transportation	Cost per mile	\$2.43	\$2.42	\$3.55
	Cost per rider	\$1,324	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,642	\$16,237	\$8,465	\$7,496	\$10,658
Classroom dollars	6,161	6,875	4,259	4,031	6,520
Nonclassroom dollars:	8,481	9,362	4,206	3,465	4,138
Administration	2,053	2,195	1,077	746	1,138
Plant operations	2,548	2,954	1,237	924	1,015
Food service	681	774	419	396	412
Transportation	982	1,074	535	369	452
Student support	853	951	630	582	593
Instruction support	1,364	1,414	308	448	528

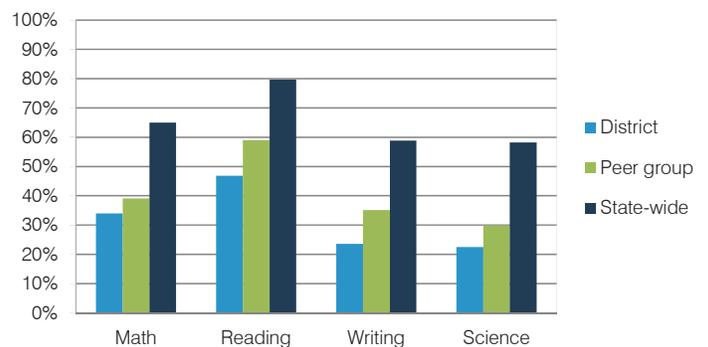
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	2	67%
F	1	33%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2012)	69%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	11.1	15.1	18.3
Average teacher salary	\$41,185	\$42,614	\$45,264
Amount from Proposition 301	\$2,624	\$3,663	\$3,784
Average years of teacher experience	9.4	12.2	10.9
Percentage of teachers in first 3 years	39%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Santa Cruz Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

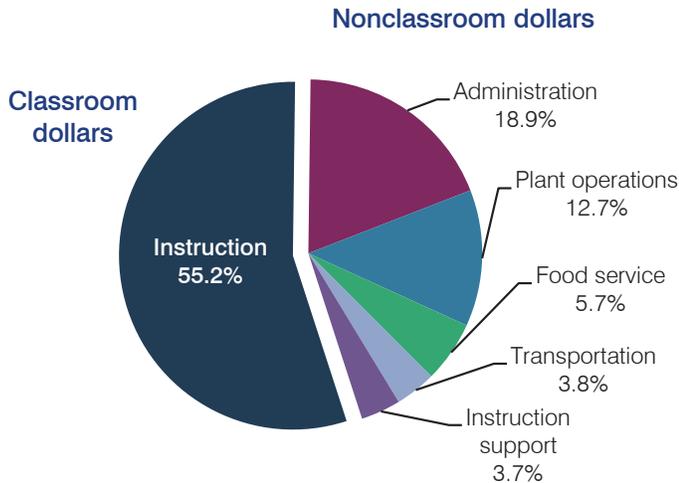
167

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, decreasing overall from 58.8 to 55.2 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support increased substantially and spending on transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,216	\$2,572	\$746
	Students per administrator	42	30	67
Plant operations	Cost per square foot	\$11.03	\$6.59	\$6.03
	Square footage per student	134	343	153
Food service	Cost per meal equivalent	\$3.55	\$4.93	\$2.58
Transportation	Cost per mile	\$0.88	\$1.64	\$3.55
	Cost per rider	\$585	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,408	\$11,715	\$15,203	\$7,496	\$10,658
Classroom dollars	4,332	6,465	7,647	4,031	6,520
Nonclassroom dollars:	4,076	5,250	7,556	3,465	4,138
Administration	1,322	2,216	2,572	746	1,138
Plant operations	1,187	1,483	2,148	924	1,015
Food service	592	671	851	396	412
Transportation	439	448	1,056	369	452
Student support	2	0	548	582	593
Instruction support	534	432	381	448	528

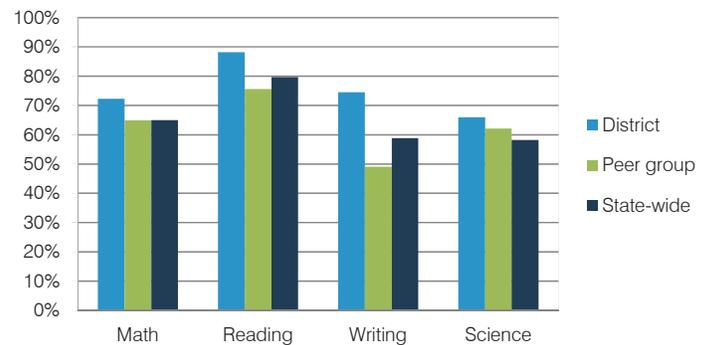
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	30%	25%
Students per teacher	13.9	13.9	18.3
Average teacher salary	\$51,695	\$41,809	\$45,264
Amount from Proposition 301	\$4,414	\$3,665	\$3,784
Average years of teacher experience	13.0	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

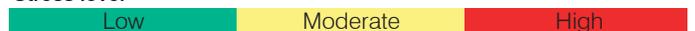
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



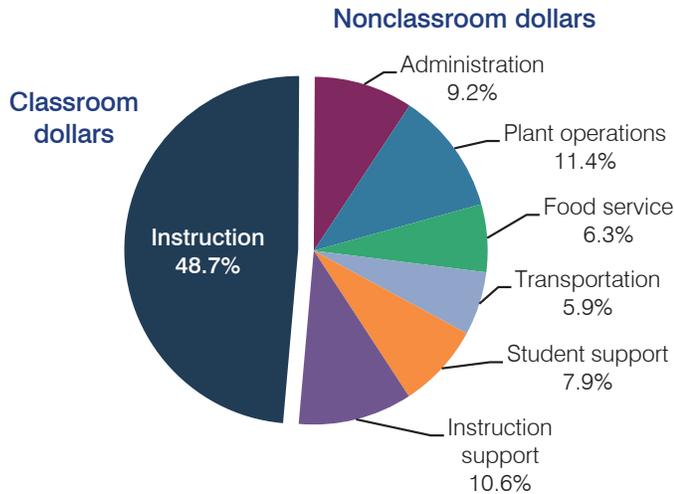
Santa Cruz Valley Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-7, Achievement peer group 6
 Legislative district(s): 2

District size, location: Medium-Large, Rural
 Students attending: 3,234
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 56.7 to 48.7 percent. Overall, spending on student support and instruction support increased substantially and spending on plant operations increased. Spending on transportation decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$675	\$764	\$746
	Students per administrator	62	67	67
Plant operations	Cost per square foot	\$5.40	\$5.34	\$6.03
	Square footage per student	154	176	153
Food service	Cost per meal equivalent	\$2.69	\$2.67	\$2.58
Transportation	Cost per mile	\$2.74	\$3.06	\$3.55
	Cost per rider	\$633	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,470	\$7,305	\$7,187	\$7,496	\$10,658
Classroom dollars	4,000	3,555	3,779	4,031	6,520
Nonclassroom dollars:	3,470	3,750	3,408	3,465	4,138
Administration	602	675	764	746	1,138
Plant operations	789	831	921	924	1,015
Food service	464	460	364	396	412
Transportation	522	435	394	369	452
Student support	468	575	561	582	593
Instruction support	625	774	404	448	528

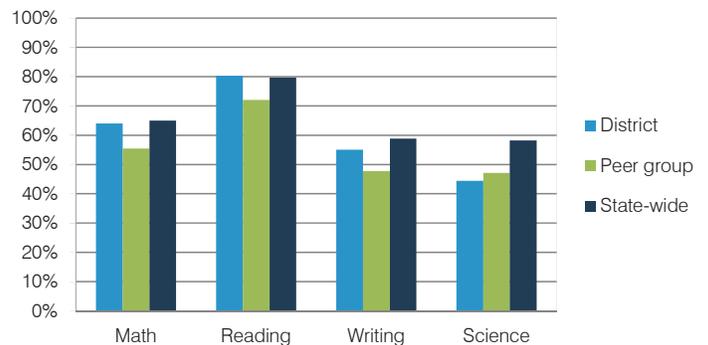
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	33%
B	4	67%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	17.3	15.3	18.3
Average teacher salary	\$39,949	\$43,207	\$45,264
Amount from Proposition 301	\$3,829	\$3,525	\$3,784
Average years of teacher experience	8.5	11.9	10.9
Percentage of teachers in first 3 years	28%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Santa Cruz Valley Union High School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 10

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

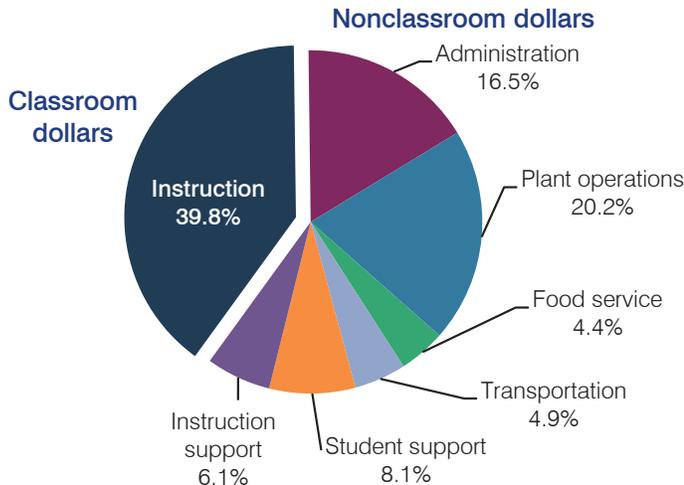
356

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 32 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 41.5 to 39.8 percent. Overall, spending on administration decreased substantially, while spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,833	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$5.28	\$4.94	\$6.03
	Square footage per student	426	318	153
Food service	Cost per meal equivalent	\$3.13	\$3.28	\$2.58
Transportation	Cost per mile	\$2.66	\$1.97	\$3.55
	Cost per rider	\$1,372	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,403	\$11,147	\$10,188	\$7,496	\$10,658
Classroom dollars	4,924	4,440	4,979	4,031	6,520
Nonclassroom dollars:	6,479	6,707	5,209	3,465	4,138
Administration	1,897	1,833	1,571	746	1,138
Plant operations	2,180	2,252	1,558	924	1,015
Food service	487	494	463	396	412
Transportation	523	544	509	369	452
Student support	836	897	647	582	593
Instruction support	556	687	461	448	528

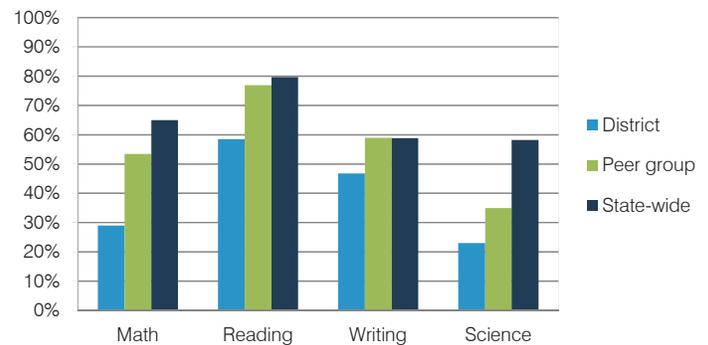
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	0	0%
D	1	100%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	67%	74%	77%
Poverty rate (2012)	28%	25%	25%
Students per teacher	19.8	16.6	18.3
Average teacher salary	\$47,297	\$44,454	\$45,264
Amount from Proposition 301	\$7,941	\$5,749	\$3,784
Average years of teacher experience	12.3	11.4	10.9
Percentage of teachers in first 3 years	6%	21%	19%

Financial stress assessment

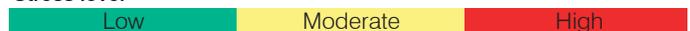
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



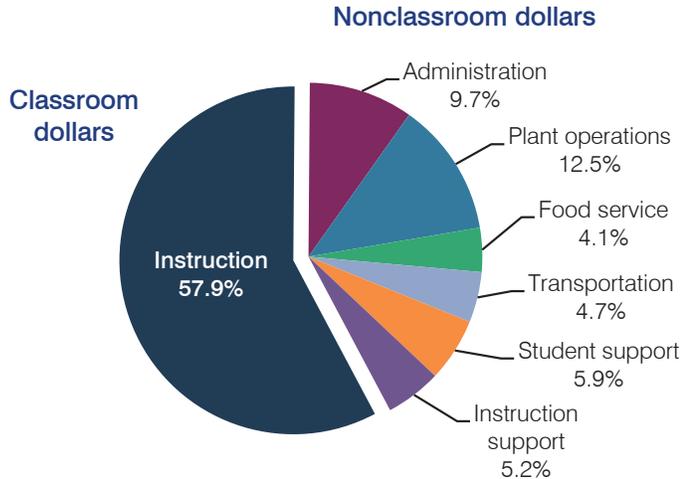
Scottsdale Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 23, 24, 26 and 28

District size, location: Very large, City
 Students attending: 24,544
 Number of schools: 30

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 60.4 to 57.9 percent. Overall, spending on plant operations increased substantially and spending on administration increased. Spending on student support and instruction support decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$731	\$640	\$746
	Students per administrator	63	80	67
Plant operations	Cost per square foot	\$5.11	\$5.91	\$6.03
	Square footage per student	185	145	153
Food service	Cost per meal equivalent	\$2.52	\$2.62	\$2.58
Transportation	Cost per mile	\$4.11	\$3.54	\$3.55
	Cost per rider	\$1,678	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,449	\$7,570	\$7,185	\$7,496	\$10,658
Classroom dollars	4,373	4,387	4,074	4,031	6,520
Nonclassroom dollars:	3,076	3,183	3,111	3,465	4,138
Administration	679	731	640	746	1,138
Plant operations	884	947	855	924	1,015
Food service	318	313	325	396	412
Transportation	371	358	346	369	452
Student support	459	442	571	582	593
Instruction support	365	392	374	448	528

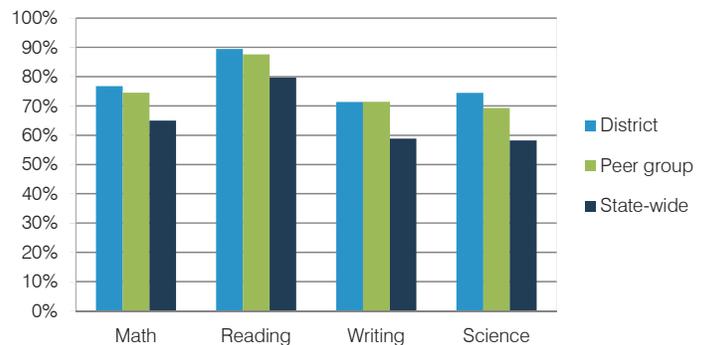
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	15	50%
B	10	33%
C	5	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	90%	88%	77%
Poverty rate (2012)	13%	14%	25%
Students per teacher	16.4	18.3	18.3
Average teacher salary	\$46,150	\$44,386	\$45,264
Amount from Proposition 301	\$3,222	\$4,054	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	10%	16%	19%

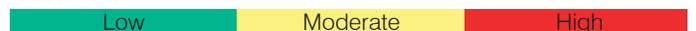
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



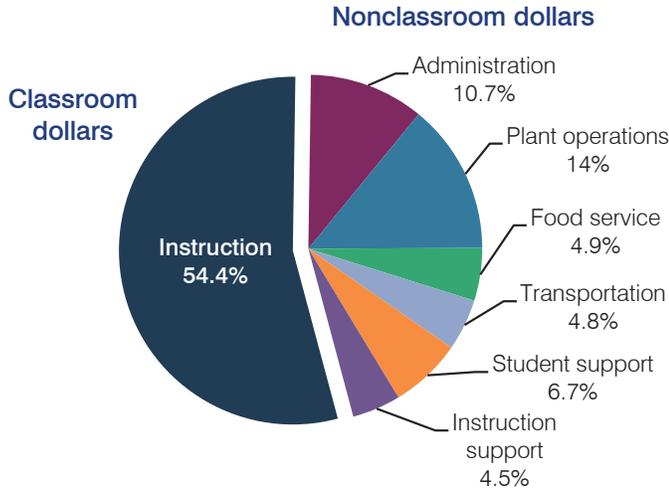
Sedona-Oak Creek Joint Unified School District

Yavapai County
 Efficiency peer groups 5 and T-7, Achievement peer group 5
 Legislative district(s): 6

District size, location: Medium, Town
 Students attending: 1,222
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 55.1 to 54.4 percent. Overall, spending on instruction support increased slightly and spending on plant operations decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$1,077	\$746
	Students per administrator	64	56	67
Plant operations	Cost per square foot	\$3.56	\$4.83	\$6.03
	Square footage per student	310	260	153
Food service	Cost per meal equivalent	\$3.64	\$3.14	\$2.58
Transportation	Cost per mile	\$4.68	\$3.06	\$3.55
	Cost per rider	\$780	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,209	\$7,910	\$8,465	\$7,496	\$10,658
Classroom dollars	3,848	4,304	4,259	4,031	6,520
Nonclassroom dollars:	3,361	3,606	4,206	3,465	4,138
Administration	781	850	1,077	746	1,138
Plant operations	1,034	1,105	1,237	924	1,015
Food service	380	385	419	396	412
Transportation	357	378	535	369	452
Student support	519	532	630	582	593
Instruction support	290	356	308	448	528

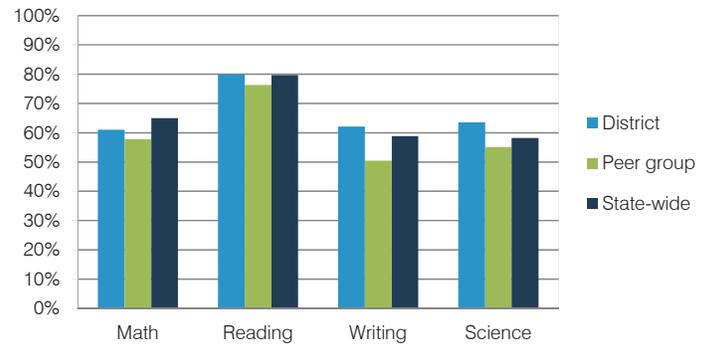
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	33%
B	1	33%
C	1	33%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	83%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	17.6	16.6	18.3
Average teacher salary	\$42,009	\$41,866	\$45,264
Amount from Proposition 301	\$5,240	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	31%	16%	19%

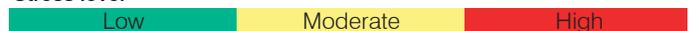
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 4

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

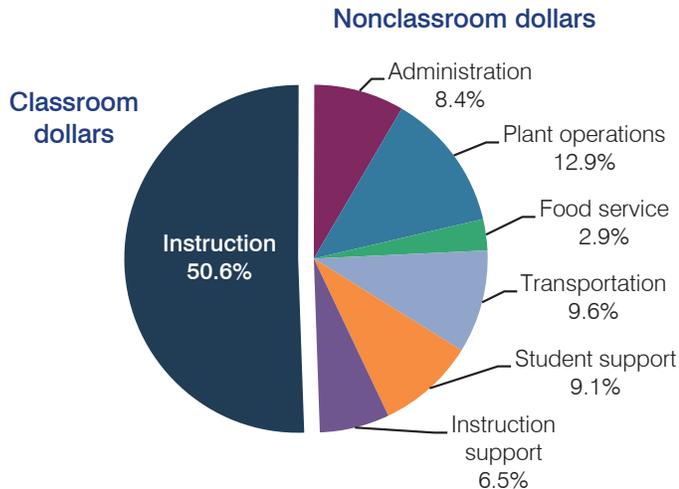
150

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 23 percent. Spending in the classroom decreased overall from 54.2 to 50.6 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,683	\$2,572	\$746
	Students per administrator	24	30	67
Plant operations	Cost per square foot	\$4.29	\$6.59	\$6.03
	Square footage per student	604	343	153
Food service	Cost per meal equivalent	\$3.40	\$4.93	\$2.58
Transportation	Cost per mile	\$1.42	\$1.64	\$3.55
	Cost per rider	\$1,537	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,920	\$20,123	\$15,203	\$7,496	\$10,658
Classroom dollars	9,793	10,183	7,647	4,031	6,520
Nonclassroom dollars:	9,127	9,940	7,556	3,465	4,138
Administration	1,901	1,683	2,572	746	1,138
Plant operations	2,300	2,590	2,148	924	1,015
Food service	552	590	851	396	412
Transportation	1,412	1,942	1,056	369	452
Student support	1,911	1,828	548	582	593
Instruction support	1,051	1,307	381	448	528

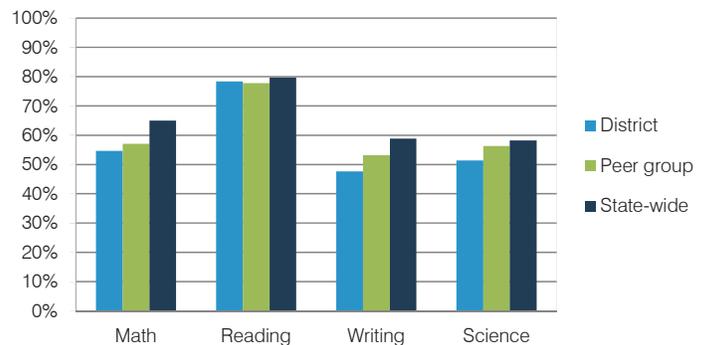
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	50%
B	0	0%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	61%	82%	77%
Poverty rate (2012)	12%	15%	25%
Students per teacher	7.9	16.5	18.3
Average teacher salary	\$42,661	\$40,197	\$45,264
Amount from Proposition 301	\$3,239	\$4,027	\$3,784
Average years of teacher experience	11.4	11.1	10.9
Percentage of teachers in first 3 years	7%	15%	19%

Financial stress assessment

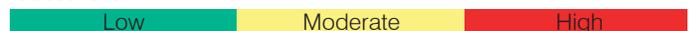
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Sentinel Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

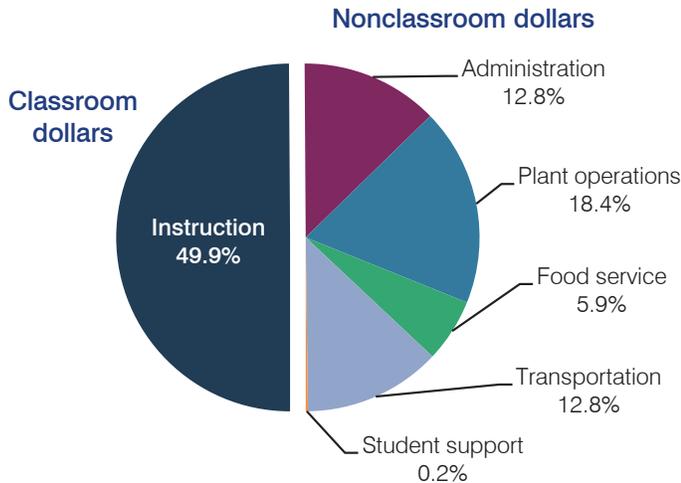
32

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 23 percent. Spending in the classroom decreased overall from 53 to 49.9 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially, spending on administration increased, and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,746	\$2,572	\$746
	Students per administrator	27	30	67
Plant operations	Cost per square foot	\$12.63	\$6.59	\$6.03
	Square footage per student	427	343	153
Food service	Cost per meal equivalent	\$7.60	\$4.93	\$2.58
Transportation	Cost per mile	\$2.18	\$1.64	\$3.55
	Cost per rider	\$3,725	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$28,756	\$29,244	\$15,203	\$7,496	\$10,658
Classroom dollars	14,436	14,581	7,647	4,031	6,520
Nonclassroom dollars:	14,320	14,663	7,556	3,465	4,138
Administration	3,836	3,746	2,572	746	1,138
Plant operations	5,171	5,387	2,148	924	1,015
Food service	1,600	1,720	851	396	412
Transportation	3,637	3,745	1,056	369	452
Student support	76	65	548	582	593
Instruction support	0	0	381	448	528

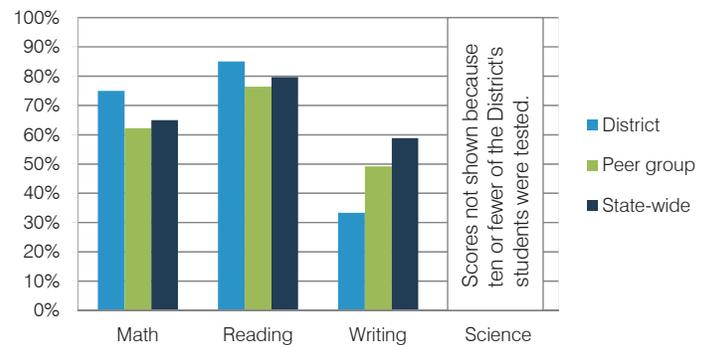
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	12%	11%	25%
Students per teacher	7.6	11.0	18.3
Average teacher salary	\$53,874	\$45,308	\$45,264
Amount from Proposition 301	\$1,311	\$2,639	\$3,784
Average years of teacher experience	12.7	11.7	10.9
Percentage of teachers in first 3 years	22%	7%	19%

Financial stress assessment

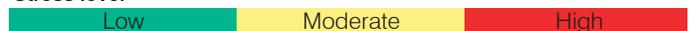
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



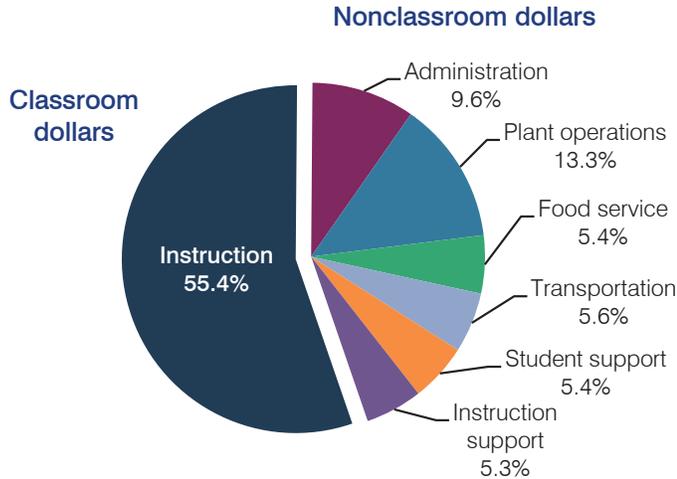
Show Low Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 6
 Legislative district(s): 6 and 7

District size, location: Medium-Large, Town
 Students attending: 2,357
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 55.4 percent. Overall, spending on student support decreased substantially and spending on plant operations and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$671	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$4.98	\$5.34	\$6.03
	Square footage per student	186	176	153
Food service	Cost per meal equivalent	\$3.25	\$2.67	\$2.58
Transportation	Cost per mile	\$2.55	\$2.52	\$3.55
	Cost per rider	\$869	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,044	\$6,962	\$7,187	\$7,496	\$10,658
Classroom dollars	3,720	3,855	3,779	4,031	6,520
Nonclassroom dollars:	3,324	3,107	3,408	3,465	4,138
Administration	740	671	764	746	1,138
Plant operations	944	929	921	924	1,015
Food service	392	374	364	396	412
Transportation	369	393	394	369	452
Student support	364	374	561	582	593
Instruction support	515	366	404	448	528

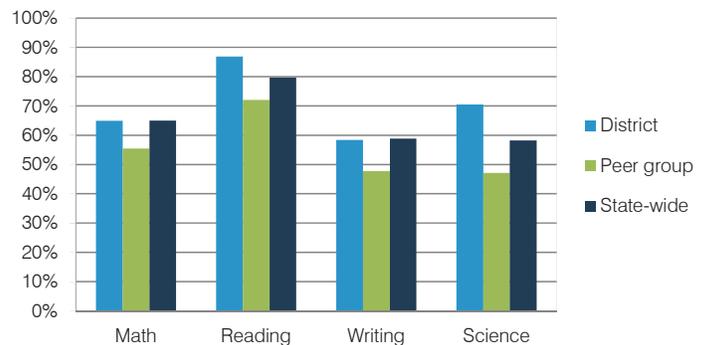
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	3	60%
C	1	20%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



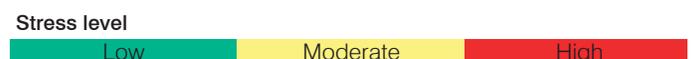
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	21.4	15.3	18.3
Average teacher salary	\$45,807	\$43,207	\$45,264
Amount from Proposition 301	\$3,255	\$3,525	\$3,784
Average years of teacher experience	13.6	11.9	10.9
Percentage of teachers in first 3 years	13%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



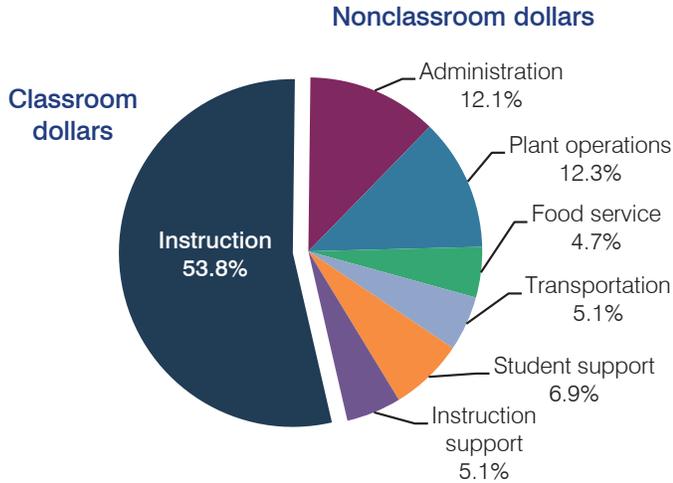
Sierra Vista Unified School District

Cochise County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium-Large, Town
 Students attending: 5,511
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 54.3 to 53.8 percent. Overall, spending on administration increased and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$822	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$5.36	\$5.34	\$6.03
	Square footage per student	155	176	153
Food service	Cost per meal equivalent	\$2.99	\$2.67	\$2.58
Transportation	Cost per mile	\$3.48	\$3.06	\$3.55
	Cost per rider	\$971	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,631	\$6,772	\$7,187	\$7,496	\$10,658
Classroom dollars	3,529	3,645	3,779	4,031	6,520
Nonclassroom dollars:	3,102	3,127	3,408	3,465	4,138
Administration	792	822	764	746	1,138
Plant operations	904	833	921	924	1,015
Food service	288	317	364	396	412
Transportation	342	345	394	369	452
Student support	461	466	561	582	593
Instruction support	315	344	404	448	528

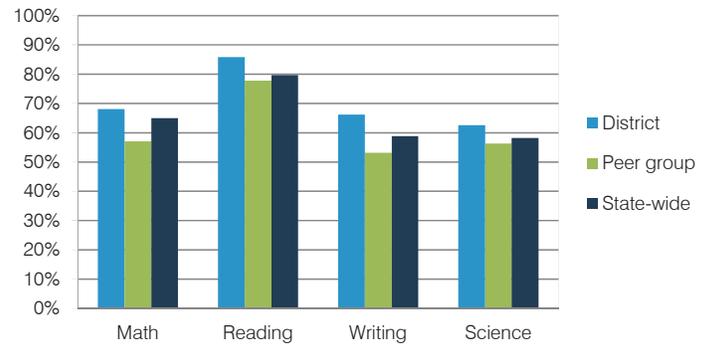
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	13%
B	6	75%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	89%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	19.5	16.5	18.3
Average teacher salary	\$45,159	\$40,197	\$45,264
Amount from Proposition 301	\$5,677	\$4,027	\$3,784
Average years of teacher experience	12.0	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

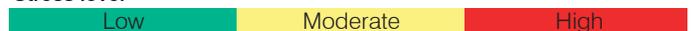
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Skull Valley Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

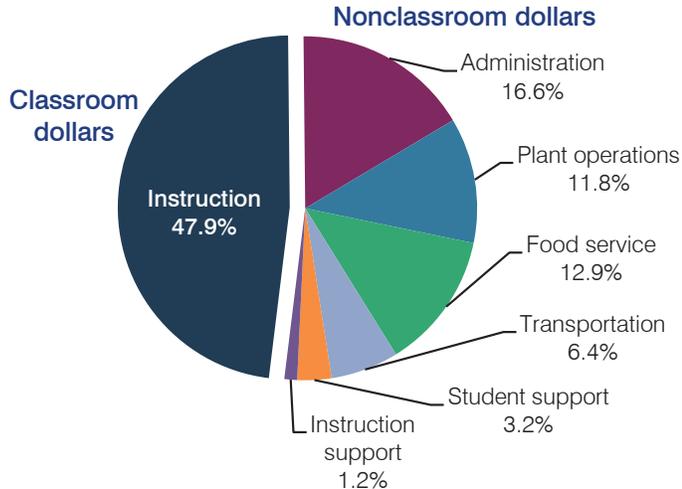
23

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 23 percent. Spending in the classroom varied year to year, decreasing from 57.1 to 47.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,713	\$2,572	\$746
	Students per administrator	19	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	371	343	153
Food service	Cost per meal equivalent	\$15.27	\$4.93	\$2.58
Transportation	Cost per mile	\$1.08	\$1.64	\$3.55
	Cost per rider	\$490	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,392	\$16,336	\$15,203	\$7,496	\$10,658
Classroom dollars	8,360	7,825	7,647	4,031	6,520
Nonclassroom dollars:	7,032	8,511	7,556	3,465	4,138
Administration	1,576	2,713	2,572	746	1,138
Plant operations	1,633	1,937	2,148	924	1,015
Food service	1,668	2,103	851	396	412
Transportation	1,062	1,042	1,056	369	452
Student support	600	518	548	582	593
Instruction support	493	198	381	448	528

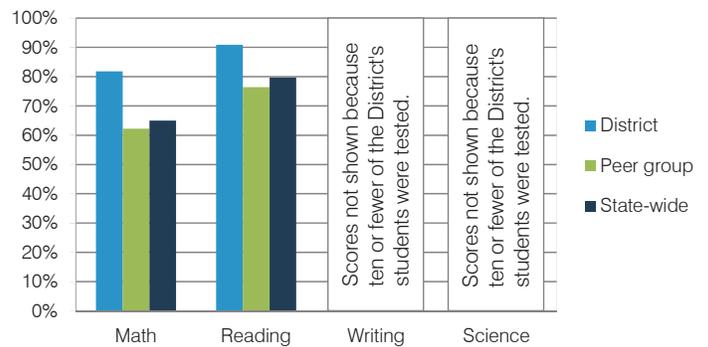
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	16%	11%	25%
Students per teacher	9.2	11.0	18.3
Average teacher salary	\$41,892	\$45,308	\$45,264
Amount from Proposition 301	\$1,668	\$2,639	\$3,784
Average years of teacher experience	14.3	11.7	10.9
Percentage of teachers in first 3 years	0%	7%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



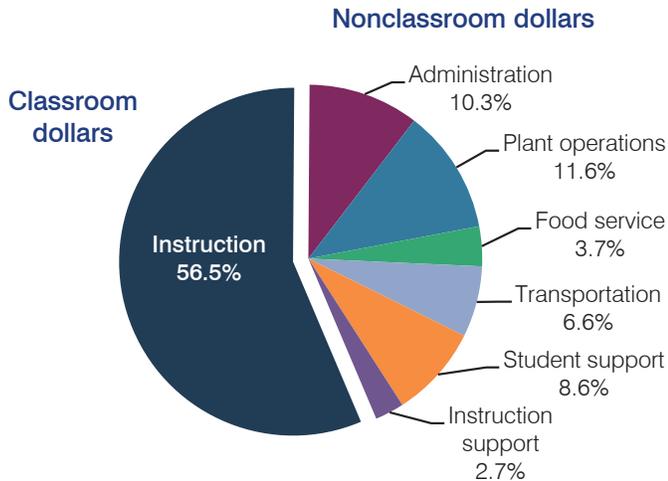
Snowflake Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 6

District size, location: Medium-Large, Town
 Students attending: 2,413
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased from 59.6 to 56.5 percent. Overall, spending on administration increased substantially and spending on transportation increased slightly, while spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$650	\$764	\$746
	Students per administrator	63	67	67
Plant operations	Cost per square foot	\$4.13	\$5.34	\$6.03
	Square footage per student	177	176	153
Food service	Cost per meal equivalent	\$3.10	\$2.67	\$2.58
Transportation	Cost per mile	\$4.98	\$2.52	\$3.55
	Cost per rider	\$1,055	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,176	\$6,319	\$7,187	\$7,496	\$10,658
Classroom dollars	3,468	3,573	3,779	4,031	6,520
Nonclassroom dollars:	2,708	2,746	3,408	3,465	4,138
Administration	675	650	764	746	1,138
Plant operations	716	732	921	924	1,015
Food service	231	232	364	396	412
Transportation	399	417	394	369	452
Student support	554	547	561	582	593
Instruction support	133	168	404	448	528

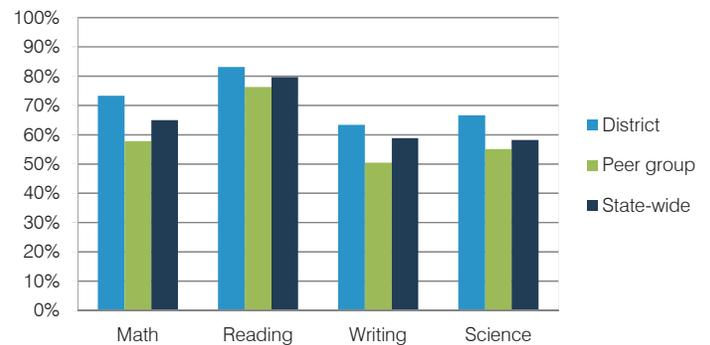
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	83%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	94%	83%	77%
Poverty rate (2012)	22%	24%	25%
Students per teacher	21.7	16.6	18.3
Average teacher salary	\$41,990	\$41,866	\$45,264
Amount from Proposition 301	\$4,668	\$4,192	\$3,784
Average years of teacher experience	15.9	11.7	10.9
Percentage of teachers in first 3 years	6%	16%	19%

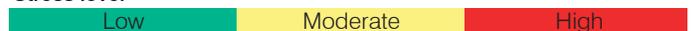
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Solomon Elementary School District

Graham County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

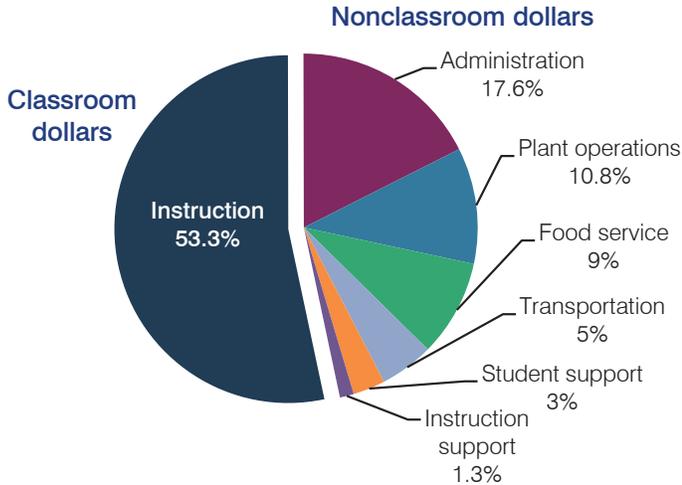
178

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, ranging from a high of 54.1 to a low of 51.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,388	\$2,572	\$746
	Students per administrator	59	30	67
Plant operations	Cost per square foot	\$3.41	\$6.59	\$6.03
	Square footage per student	249	343	153
Food service	Cost per meal equivalent	\$3.29	\$4.93	\$2.58
Transportation	Cost per mile	\$1.72	\$1.64	\$3.55
	Cost per rider	\$321	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,348	\$7,889	\$15,203	\$7,496	\$10,658
Classroom dollars	4,365	4,206	7,647	4,031	6,520
Nonclassroom dollars:	3,983	3,683	7,556	3,465	4,138
Administration	1,368	1,388	2,572	746	1,138
Plant operations	1,038	849	2,148	924	1,015
Food service	679	710	851	396	412
Transportation	403	392	1,056	369	452
Student support	325	240	548	582	593
Instruction support	170	104	381	448	528

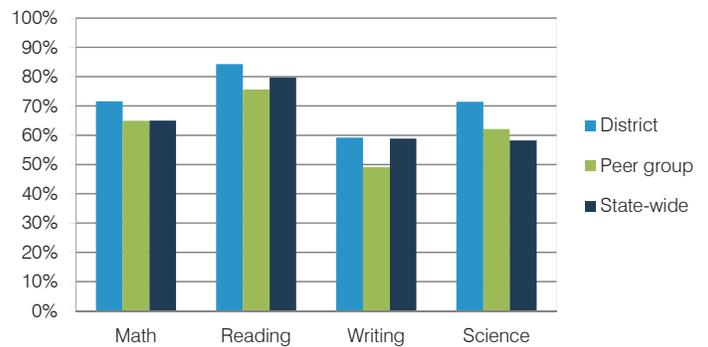
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	15.7	13.9	18.3
Average teacher salary	\$38,726	\$41,809	\$45,264
Amount from Proposition 301	\$3,184	\$3,665	\$3,784
Average years of teacher experience	12.9	12.3	10.9
Percentage of teachers in first 3 years	10%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Somerton Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 19

Legislative district(s): 4

District size, location:

Medium-Large, Town

Students attending:

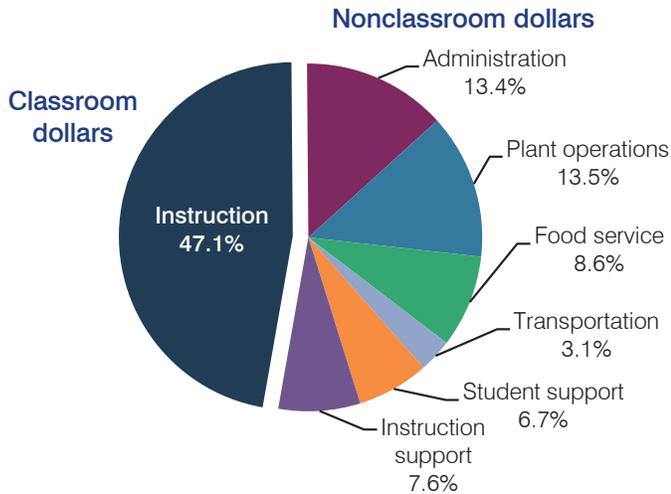
2,586

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 47.9 to 47.1 percent. Overall, spending on plant operations increased substantially, while spending on administration and student support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$932	\$883	\$746
	Students per administrator	65	65	67
Plant operations	Cost per square foot	\$7.74	\$6.31	\$6.03
	Square footage per student	121	135	153
Food service	Cost per meal equivalent	\$2.68	\$2.63	\$2.58
Transportation	Cost per mile	\$2.91	\$3.58	\$3.55
	Cost per rider	\$567	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,875	\$6,929	\$7,185	\$7,496	\$10,658
Classroom dollars	3,207	3,263	3,621	4,031	6,520
Nonclassroom dollars:	3,668	3,666	3,564	3,465	4,138
Administration	951	932	883	746	1,138
Plant operations	911	934	836	924	1,015
Food service	554	597	535	396	412
Transportation	216	214	431	369	452
Student support	460	464	435	582	593
Instruction support	576	525	444	448	528

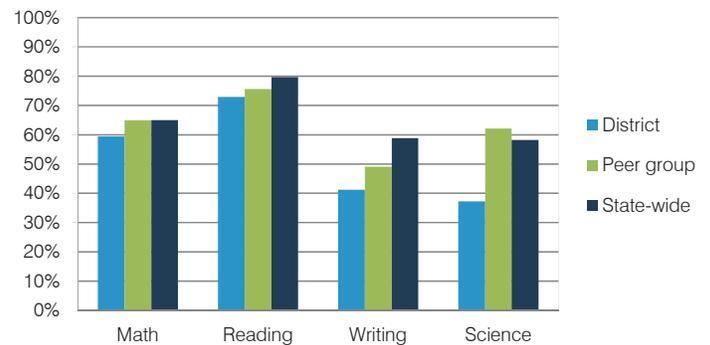
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	1	20%
D	0	0%
F	0	0%
Not rated	1	20%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	19.3	13.9	18.3
Average teacher salary	\$39,085	\$41,809	\$45,264
Amount from Proposition 301	\$2,820	\$3,665	\$3,784
Average years of teacher experience	7.0	12.3	10.9
Percentage of teachers in first 3 years	31%	12%	19%

Financial stress assessment

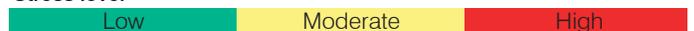
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Sonoita Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

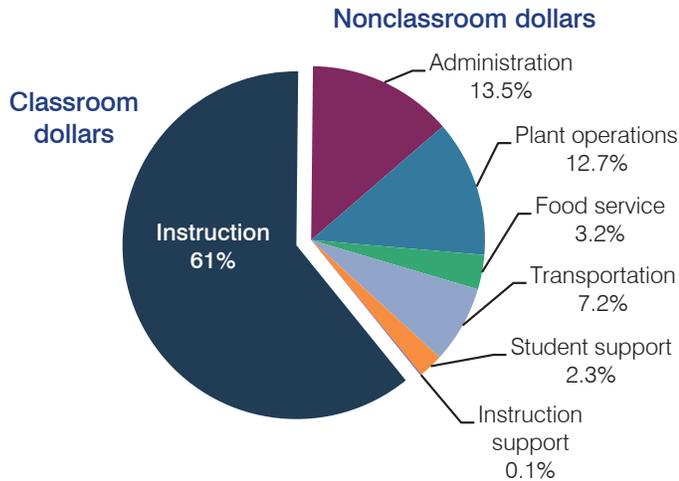
108

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 65.7 to 61 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 transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,304	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$7.41	\$6.59	\$6.03
	Square footage per student	294	343	153
Food service	Cost per meal equivalent	\$3.92	\$4.93	\$2.58
Transportation	Cost per mile	\$1.29	\$1.64	\$3.55
	Cost per rider	\$1,402	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,057	\$17,139	\$15,203	\$7,496	\$10,658
Classroom dollars	11,035	10,457	7,647	4,031	6,520
Nonclassroom dollars:	8,022	6,682	7,556	3,465	4,138
Administration	2,635	2,304	2,572	746	1,138
Plant operations	3,006	2,177	2,148	924	1,015
Food service	616	548	851	396	412
Transportation	1,142	1,231	1,056	369	452
Student support	554	398	548	582	593
Instruction support	69	24	381	448	528

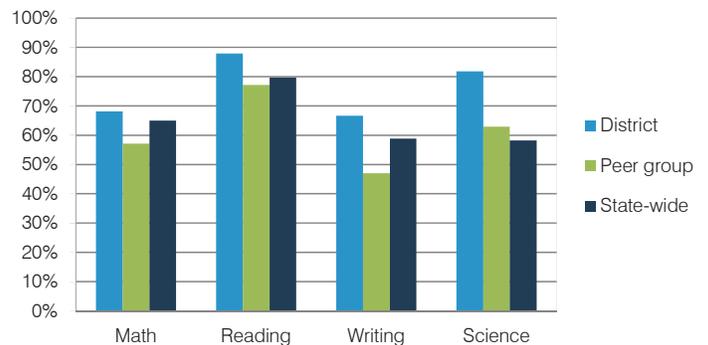
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	24%	25%
Students per teacher	8.3	12.4	18.3
Average teacher salary	\$49,679	\$45,242	\$45,264
Amount from Proposition 301	\$474	\$2,827	\$3,784
Average years of teacher experience	12.9	13.6	10.9
Percentage of teachers in first 3 years	8%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



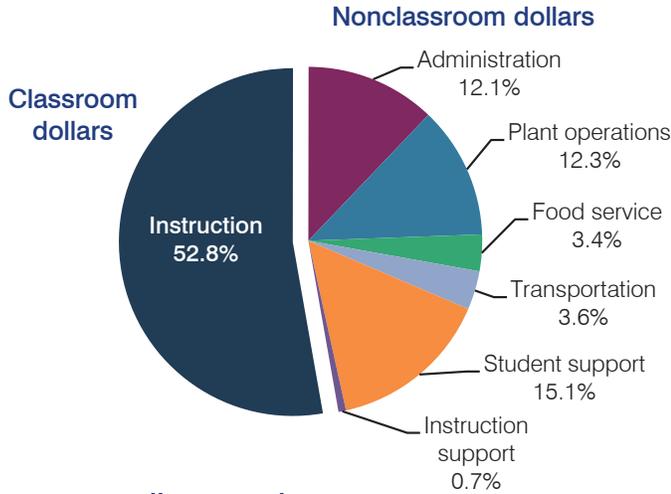
St. David Unified School District

Cochise County
 Efficiency peer groups 6 and T-6, Achievement peer group 6
 Legislative district(s): 14

District size, location: Small, Rural
 Students attending: 401
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 57.5 to 52.8 percent. Overall, spending on student support increased substantially and spending on food service increased, while spending on plant operations decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,110	\$1,571	\$746
	Students per administrator	46	43	67
Plant operations	Cost per square foot	\$5.80	\$4.94	\$6.03
	Square footage per student	195	318	153
Food service	Cost per meal equivalent	\$3.69	\$3.28	\$2.58
Transportation	Cost per mile	\$2.77	\$3.58	\$3.55
	Cost per rider	\$445	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,736	\$9,180	\$10,188	\$7,496	\$10,658
Classroom dollars	4,792	4,849	4,979	4,031	6,520
Nonclassroom dollars:	3,944	4,331	5,209	3,465	4,138
Administration	1,017	1,110	1,571	746	1,138
Plant operations	1,009	1,132	1,558	924	1,015
Food service	335	313	463	396	412
Transportation	328	333	509	369	452
Student support	1,244	1,382	647	582	593
Instruction support	11	61	461	448	528

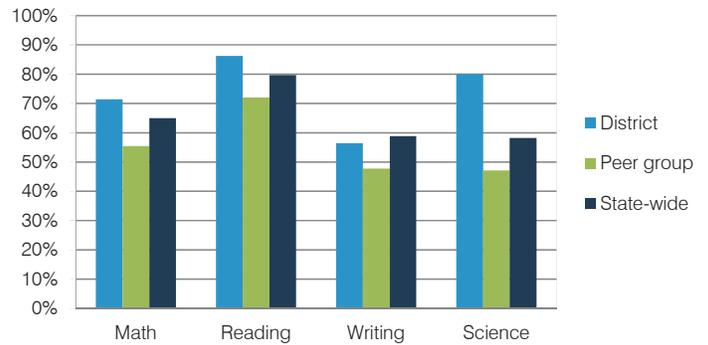
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	100%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	13.4	15.3	18.3
Average teacher salary	\$44,476	\$43,207	\$45,264
Amount from Proposition 301	\$3,710	\$3,525	\$3,784
Average years of teacher experience	12.8	11.9	10.9
Percentage of teachers in first 3 years	20%	20%	19%

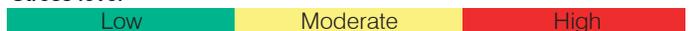
Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant

Stress level



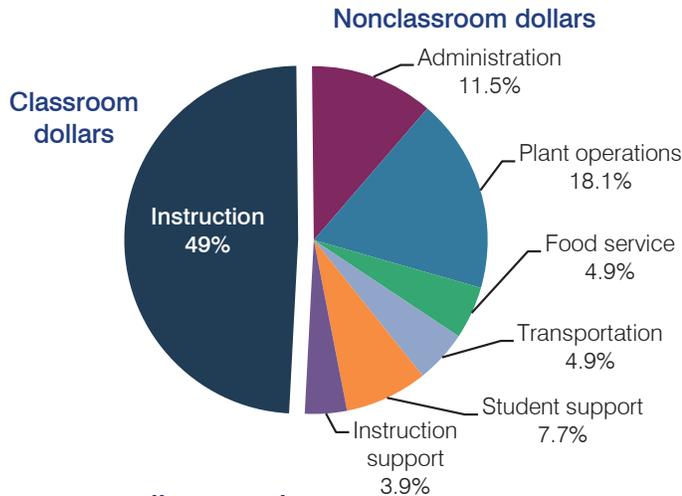
St. Johns Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium, Town
 Students attending: 808
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 53.6 to 49 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,052	\$1,077	\$746
	Students per administrator	42	56	67
Plant operations	Cost per square foot	\$4.50	\$4.83	\$6.03
	Square footage per student	368	260	153
Food service	Cost per meal equivalent	\$4.60	\$3.14	\$2.58
Transportation	Cost per mile	\$1.81	\$1.97	\$3.55
	Cost per rider	\$973	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,874	\$9,148	\$8,465	\$7,496	\$10,658
Classroom dollars	4,346	4,480	4,259	4,031	6,520
Nonclassroom dollars:	4,528	4,668	4,206	3,465	4,138
Administration	997	1,052	1,077	746	1,138
Plant operations	1,570	1,653	1,237	924	1,015
Food service	459	453	419	396	412
Transportation	479	451	535	369	452
Student support	635	707	630	582	593
Instruction support	388	352	308	448	528

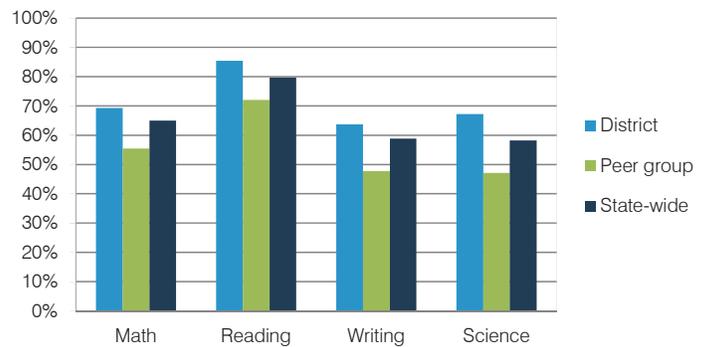
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	0	0%
D	1	25%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



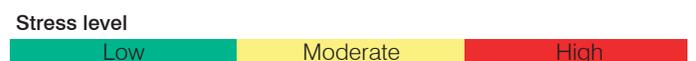
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	14.8	15.3	18.3
Average teacher salary	\$41,128	\$43,207	\$45,264
Amount from Proposition 301	\$3,908	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



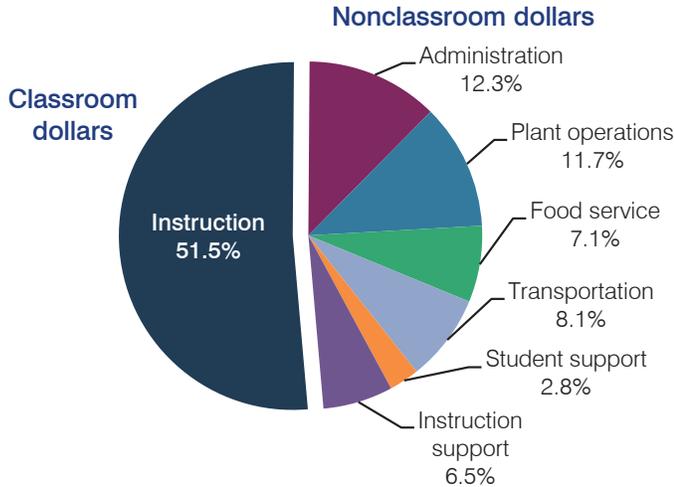
Stanfield Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 19
 Legislative district(s): 4 and 11

District size, location: Small, Rural
 Students attending: 555
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom increased from 47.2 to 51.5 percent. Overall, spending on student support decreased substantially and spending on transportation decreased. Spending on instruction support increased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,110	\$1,130	\$746
	Students per administrator	65	55	67
Plant operations	Cost per square foot	\$5.99	\$6.14	\$6.03
	Square footage per student	175	157	153
Food service	Cost per meal equivalent	\$2.74	\$2.74	\$2.58
Transportation	Cost per mile	\$2.66	\$2.52	\$3.55
	Cost per rider	\$894	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,593	\$9,014	\$8,518	\$7,496	\$10,658
Classroom dollars	4,452	4,643	4,624	4,031	6,520
Nonclassroom dollars:	4,141	4,371	3,894	3,465	4,138
Administration	919	1,110	1,130	746	1,138
Plant operations	1,015	1,050	976	924	1,015
Food service	622	643	511	396	412
Transportation	665	728	537	369	452
Student support	212	251	499	582	593
Instruction support	708	589	241	448	528

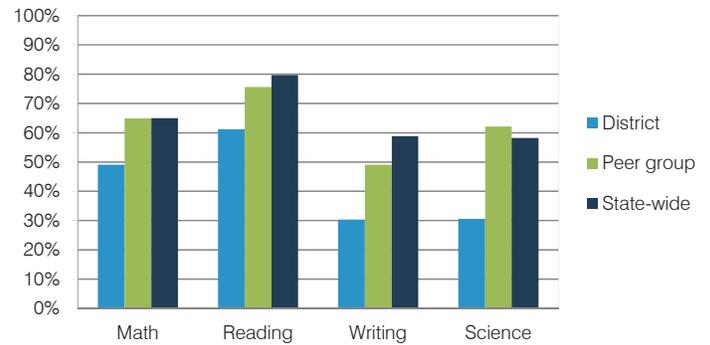
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	13.9	13.9	18.3
Average teacher salary	\$41,843	\$41,809	\$45,264
Amount from Proposition 301	\$3,687	\$3,665	\$3,784
Average years of teacher experience	9.2	12.3	10.9
Percentage of teachers in first 3 years	20%	12%	19%

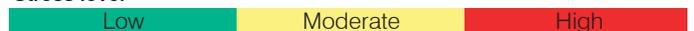
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



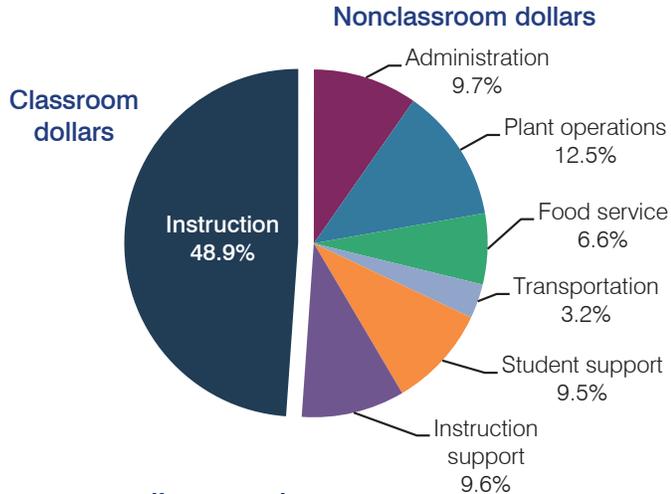
Sunnyside Unified School District

Pima County
 Efficiency peer groups 2 and T-1, Achievement peer group 7
 Legislative district(s): 2, 3 and 4

District size, location: Large, City
 Students attending: 16,638
 Number of schools: 21

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 16 percent. Spending in the classroom decreased from 55.2 to 48.9 percent. Overall, spending on instruction support increased substantially, spending on administration and plant operations increased, and spending on food service increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$654	\$658	\$746
	Students per administrator	62	68	67
Plant operations	Cost per square foot	\$7.59	\$6.23	\$6.03
	Square footage per student	112	145	153
Food service	Cost per meal equivalent	\$2.62	\$2.58	\$2.58
Transportation	Cost per mile	\$2.99	\$6.28	\$3.55
	Cost per rider	\$559	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,004	\$6,759	\$7,059	\$7,496	\$10,658
Classroom dollars	3,527	3,304	3,824	4,031	6,520
Nonclassroom dollars:	3,477	3,455	3,235	3,465	4,138
Administration	625	654	658	746	1,138
Plant operations	853	848	896	924	1,015
Food service	464	446	332	396	412
Transportation	202	216	351	369	452
Student support	673	643	524	582	593
Instruction support	660	648	474	448	528

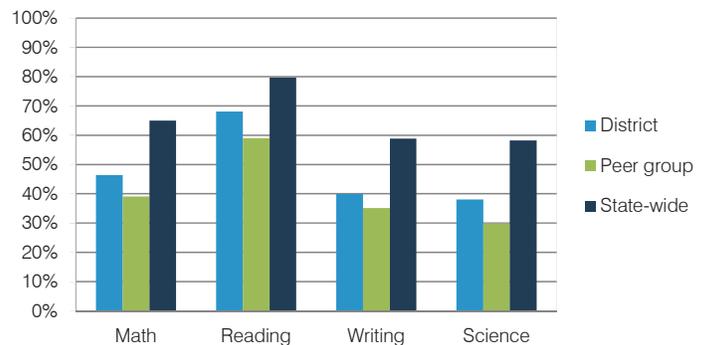
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	7	33%
C	6	29%
D	7	33%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



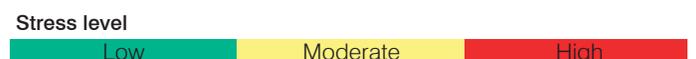
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	19.6	15.1	18.3
Average teacher salary	\$41,611	\$42,614	\$45,264
Amount from Proposition 301	\$3,979	\$3,663	\$3,784
Average years of teacher experience	11.2	12.2	10.9
Percentage of teachers in first 3 years	20%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



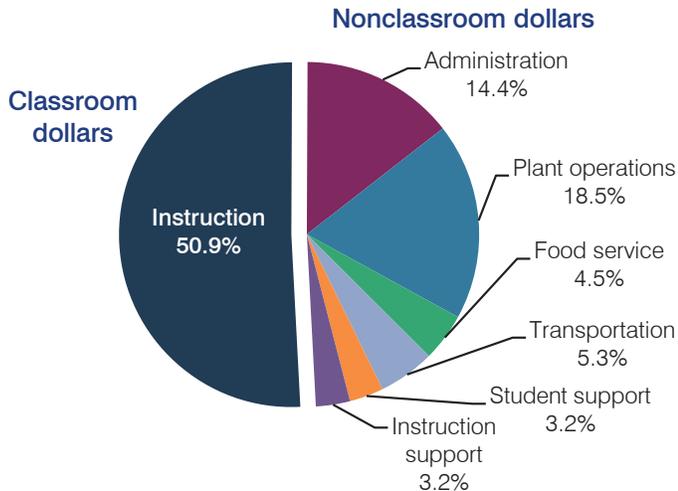
Superior Unified School District

Pinal County
 Efficiency peer groups 6 and T-6, Achievement peer group 5
 Legislative district(s): 8

District size, location: Small, Town
 Students attending: 411
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 54.2 to 50.9 percent. Overall, spending on plant operations increased substantially and spending on transportation increased, while spending on food service and student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,397	\$1,571	\$746
	Students per administrator	46	43	67
Plant operations	Cost per square foot	\$5.95	\$4.94	\$6.03
	Square footage per student	301	318	153
Food service	Cost per meal equivalent	\$3.28	\$3.28	\$2.58
Transportation	Cost per mile	\$5.31	\$3.58	\$3.55
	Cost per rider	\$693	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,710	\$9,693	\$10,188	\$7,496	\$10,658
Classroom dollars	4,550	4,933	4,979	4,031	6,520
Nonclassroom dollars:	4,160	4,760	5,209	3,465	4,138
Administration	1,157	1,397	1,571	746	1,138
Plant operations	1,343	1,790	1,558	924	1,015
Food service	395	439	463	396	412
Transportation	515	518	509	369	452
Student support	285	307	647	582	593
Instruction support	465	309	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

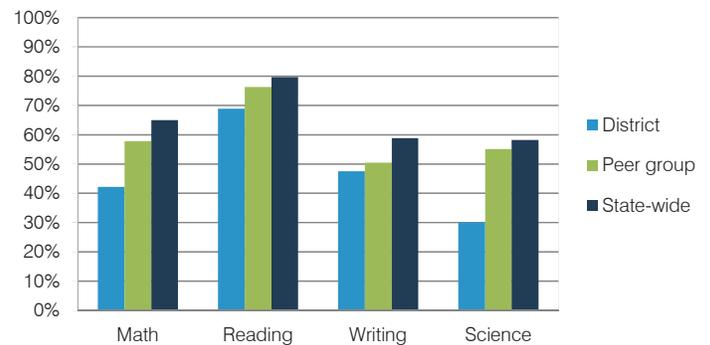
ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	0	0%
C	2	67%
D	1	33%
F	0	0%
Not rated	0	0%

¹ Includes schools that share a campus and on-line schools.

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	97%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	17.1	16.6	18.3
Average teacher salary	\$42,378	\$41,866	\$45,264
Amount from Proposition 301	\$2,725	\$4,192	\$3,784
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	14%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



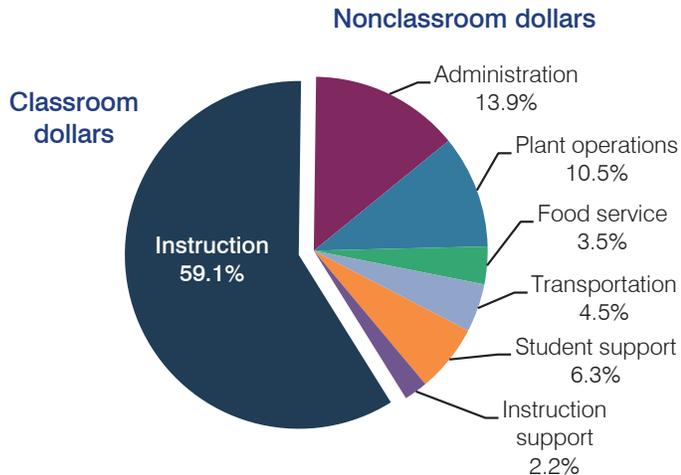
Tanque Verde Unified School District

Pima County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 10 and 14

District size, location: Medium, Suburb
 Students attending: 1,837
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment increased by 41 percent, which contributed to the 26 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, ranging from a high of 60.8 percent to a low of 55 percent. Overall, spending on administration increased and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$960	\$744	\$746
	Students per administrator	68	68	67
Plant operations	Cost per square foot	\$4.23	\$5.74	\$6.03
	Square footage per student	171	163	153
Food service	Cost per meal equivalent	\$2.64	\$2.84	\$2.58
Transportation	Cost per mile	\$2.71	\$3.41	\$3.55
	Cost per rider	\$926	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,261	\$6,897	\$7,062	\$7,496	\$10,658
Classroom dollars	4,207	4,078	3,779	4,031	6,520
Nonclassroom dollars:	3,054	2,819	3,283	3,465	4,138
Administration	1,001	960	744	746	1,138
Plant operations	734	724	929	924	1,015
Food service	281	243	329	396	412
Transportation	368	307	430	369	452
Student support	460	434	543	582	593
Instruction support	210	151	308	448	528

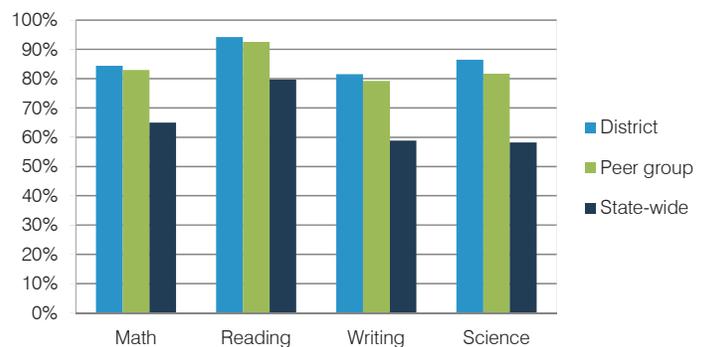
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	3	75%
B	1	25%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	93%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	15.6	18.2	18.3
Average teacher salary	\$40,389	\$42,657	\$45,264
Amount from Proposition 301	\$3,237	\$3,841	\$3,784
Average years of teacher experience	14.1	11.0	10.9
Percentage of teachers in first 3 years	9%	17%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Tempe Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 14

Legislative district(s): 18, 26 and 27

District size, location:

Students attending:

Number of schools:

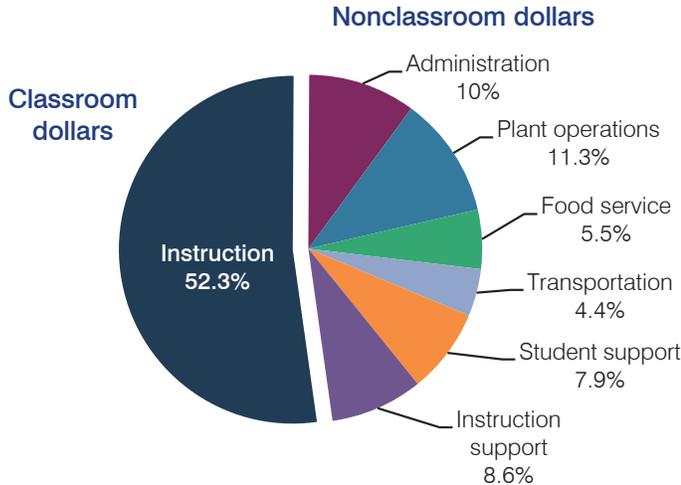
Large, City

11,044

20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 55.3 to 52.3 percent. Overall, spending on plant operations and instruction support increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$842	\$664	\$746
	Students per administrator	63	76	67
Plant operations	Cost per square foot	\$6.41	\$6.19	\$6.03
	Square footage per student	148	130	153
Food service	Cost per meal equivalent	\$2.46	\$2.52	\$2.58
Transportation	Cost per mile	\$4.45	\$5.18	\$3.55
	Cost per rider	\$703	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,436	\$8,419	\$7,109	\$7,496	\$10,658
Classroom dollars	4,444	4,404	3,883	4,031	6,520
Nonclassroom dollars:	3,992	4,015	3,226	3,465	4,138
Administration	874	842	664	746	1,138
Plant operations	925	950	766	924	1,015
Food service	435	464	501	396	412
Transportation	387	370	298	369	452
Student support	699	668	520	582	593
Instruction support	672	721	477	448	528

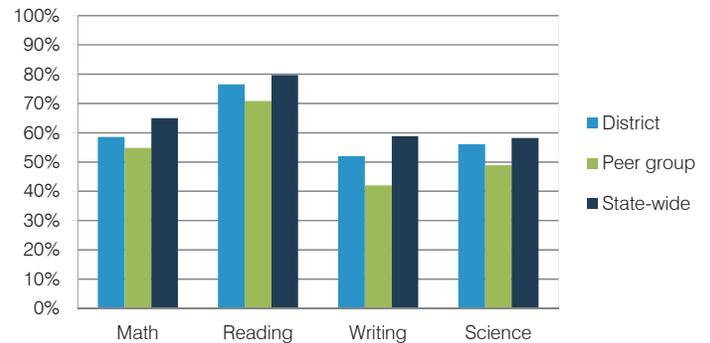
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	5	25%
B	5	25%
C	9	45%
D	0	0%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	37%	25%
Students per teacher	15.6	17.1	18.3
Average teacher salary	\$40,242	\$42,646	\$45,264
Amount from Proposition 301	\$3,210	\$2,598	\$3,784
Average years of teacher experience	9.9	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

Financial stress assessment

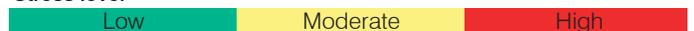
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



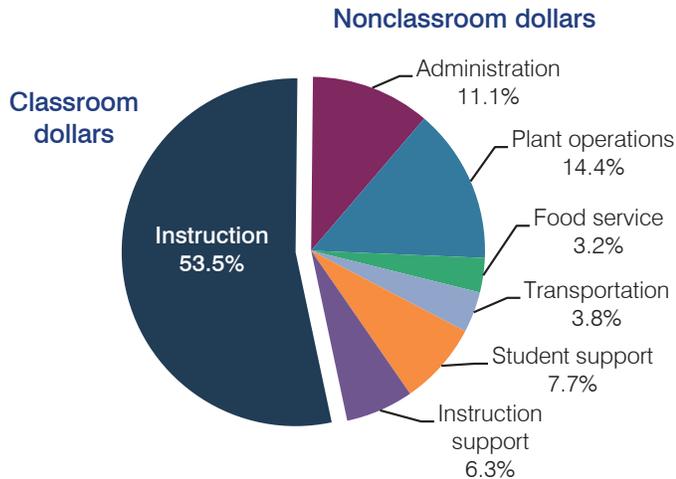
Tempe Union High School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 8
 Legislative district(s): 18, 26 and 27

District size, location: Large, City
 Students attending: 13,680
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 58.2 to 53.5 percent. Overall, spending on administration, plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$805	\$658	\$746
	Students per administrator	71	68	67
Plant operations	Cost per square foot	\$6.14	\$6.23	\$6.03
	Square footage per student	170	145	153
Food service	Cost per meal equivalent	\$2.51	\$2.58	\$2.58
Transportation	Cost per mile	\$3.91	\$4.05	\$3.55
	Cost per rider	\$950	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,953	\$7,239	\$7,059	\$7,496	\$10,658
Classroom dollars	3,739	3,876	3,824	4,031	6,520
Nonclassroom dollars:	3,214	3,363	3,235	3,465	4,138
Administration	718	805	658	746	1,138
Plant operations	1,040	1,045	896	924	1,015
Food service	229	230	332	396	412
Transportation	242	278	351	369	452
Student support	546	558	524	582	593
Instruction support	439	447	474	448	528

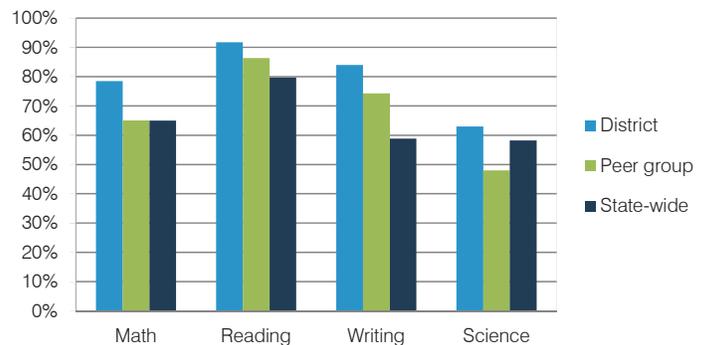
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	5	72%
B	1	14%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	14%

Students who met state standards (AIMS)



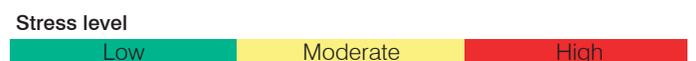
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	90%	85%	77%
Poverty rate (2012)	15%	18%	25%
Students per teacher	21.4	21.4	18.3
Average teacher salary	\$53,387	\$46,473	\$45,264
Amount from Proposition 301	\$5,136	\$4,933	\$3,784
Average years of teacher experience	12.2	9.5	10.9
Percentage of teachers in first 3 years	13%	21%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



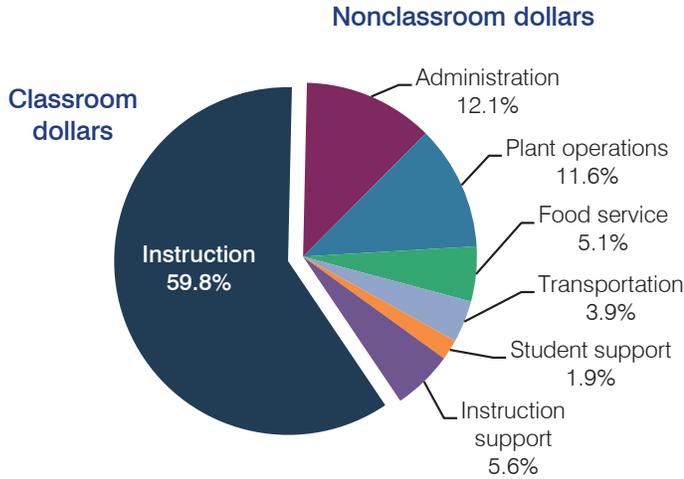
Thatcher Unified School District

Graham County
 Efficiency peer groups 5 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,521
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom decreased overall from 62.2 to 59.8 percent. Overall, spending on instruction support increased substantially, spending on food service increased slightly, and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$686	\$1,077	\$746
	Students per administrator	73	56	67
Plant operations	Cost per square foot	\$3.63	\$4.83	\$6.03
	Square footage per student	182	260	153
Food service	Cost per meal equivalent	\$3.69	\$3.14	\$2.58
Transportation	Cost per mile	\$2.92	\$3.58	\$3.55
	Cost per rider	\$434	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,531	\$5,687	\$8,465	\$7,496	\$10,658
Classroom dollars	3,192	3,401	4,259	4,031	6,520
Nonclassroom dollars:	2,339	2,286	4,206	3,465	4,138
Administration	750	686	1,077	746	1,138
Plant operations	586	661	1,237	924	1,015
Food service	289	289	419	396	412
Transportation	248	221	535	369	452
Student support	182	107	630	582	593
Instruction support	284	322	308	448	528

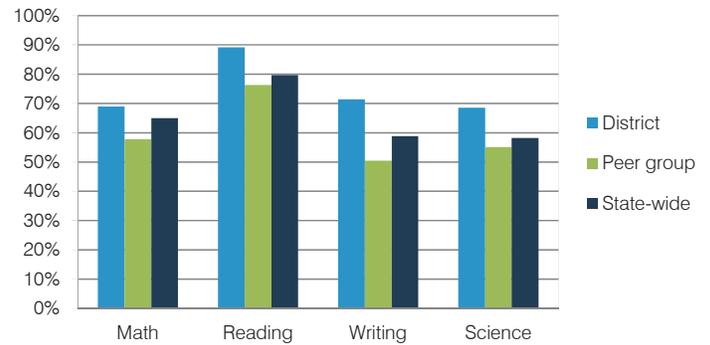
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	3	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	90%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	19.8	16.6	18.3
Average teacher salary	\$38,850	\$41,866	\$45,264
Amount from Proposition 301	\$5,212	\$4,192	\$3,784
Average years of teacher experience	13.5	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

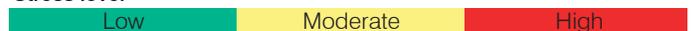
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



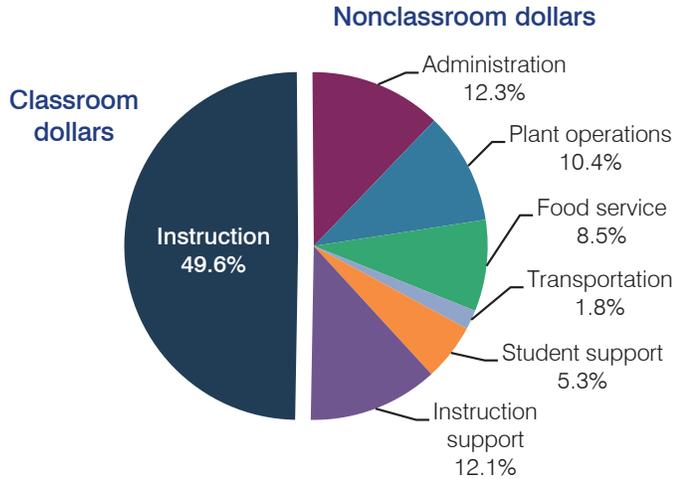
Tolleson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 14
 Legislative district(s): 19

District size, location: Medium-Large, Suburb
 Students attending: 2,534
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 52.3 to 49.6 percent. Overall, spending on instruction support increased substantially and spending on food service increased slightly, while spending on administration decreased substantially and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$895	\$791	\$746
	Students per administrator	77	69	67
Plant operations	Cost per square foot	\$5.83	\$6.28	\$6.03
	Square footage per student	130	138	153
Food service	Cost per meal equivalent	\$2.37	\$2.54	\$2.58
Transportation	Cost per mile	\$5.73	\$5.18	\$3.55
	Cost per rider	\$748	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,572	\$7,277	\$7,193	\$7,496	\$10,658
Classroom dollars	3,302	3,609	3,672	4,031	6,520
Nonclassroom dollars:	3,270	3,668	3,521	3,465	4,138
Administration	952	895	791	746	1,138
Plant operations	709	759	842	924	1,015
Food service	574	618	541	396	412
Transportation	135	133	273	369	452
Student support	452	382	541	582	593
Instruction support	448	881	533	448	528

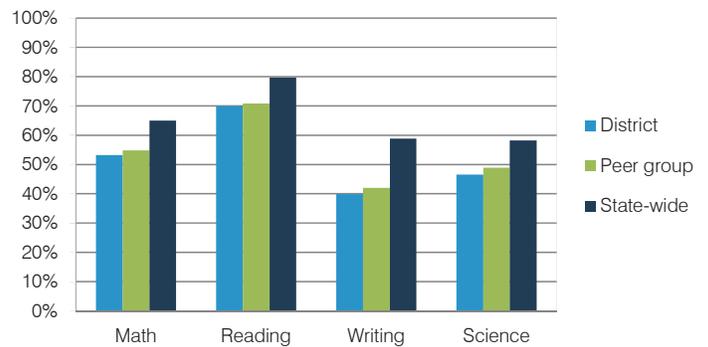
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	50%
C	2	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	37%	25%
Students per teacher	18.2	17.1	18.3
Average teacher salary	\$42,544	\$42,646	\$45,264
Amount from Proposition 301	\$1,997	\$2,598	\$3,784
Average years of teacher experience	8.8	9.5	10.9
Percentage of teachers in first 3 years	27%	24%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



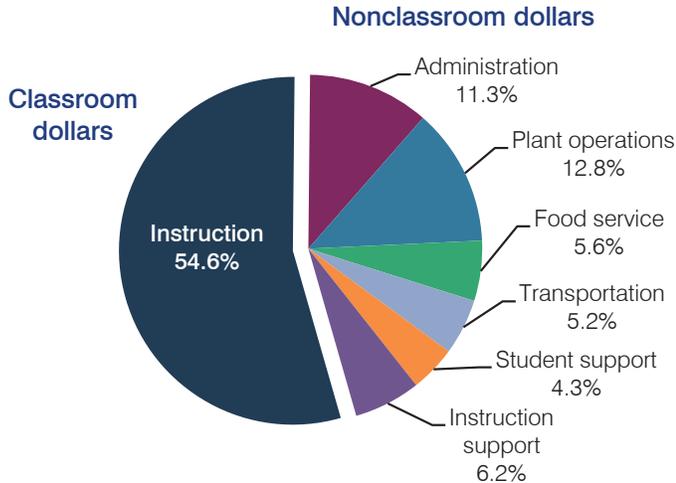
Tolleson Union High School District

Maricopa County
 Efficiency peer groups 2 and T-4, Achievement peer group 8
 Legislative district(s): 19, 27 and 29

District size, location: Large, Suburb
 Students attending: 9,961
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 54.6 percent. Overall, spending on student support decreased substantially, while spending on administration, food service, and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$658	\$746
	Students per administrator	87	68	67
Plant operations	Cost per square foot	\$5.83	\$6.23	\$6.03
	Square footage per student	132	145	153
Food service	Cost per meal equivalent	\$2.30	\$2.58	\$2.58
Transportation	Cost per mile	\$4.03	\$3.41	\$3.55
	Cost per rider	\$1,115	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,316	\$5,990	\$7,059	\$7,496	\$10,658
Classroom dollars	3,563	3,269	3,824	4,031	6,520
Nonclassroom dollars:	2,753	2,721	3,235	3,465	4,138
Administration	684	680	658	746	1,138
Plant operations	799	767	896	924	1,015
Food service	298	333	332	396	412
Transportation	322	312	351	369	452
Student support	244	255	524	582	593
Instruction support	406	374	474	448	528

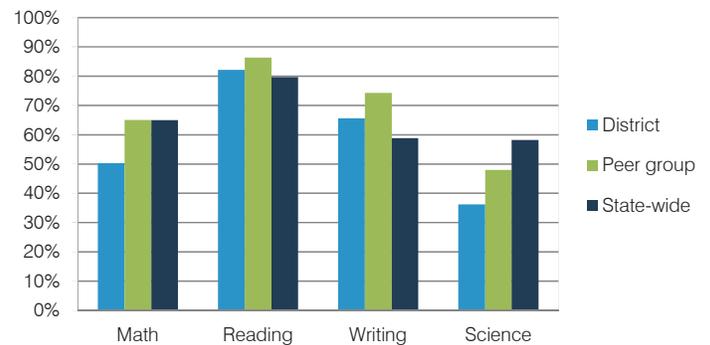
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	0	0%
C	5	83%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	82%	85%	77%
Poverty rate (2012)	23%	18%	25%
Students per teacher	19.7	21.4	18.3
Average teacher salary	\$39,948	\$46,473	\$45,264
Amount from Proposition 301	\$4,396	\$4,933	\$3,784
Average years of teacher experience	7.8	9.5	10.9
Percentage of teachers in first 3 years	27%	21%	19%

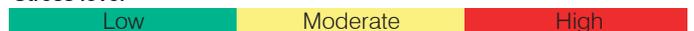
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



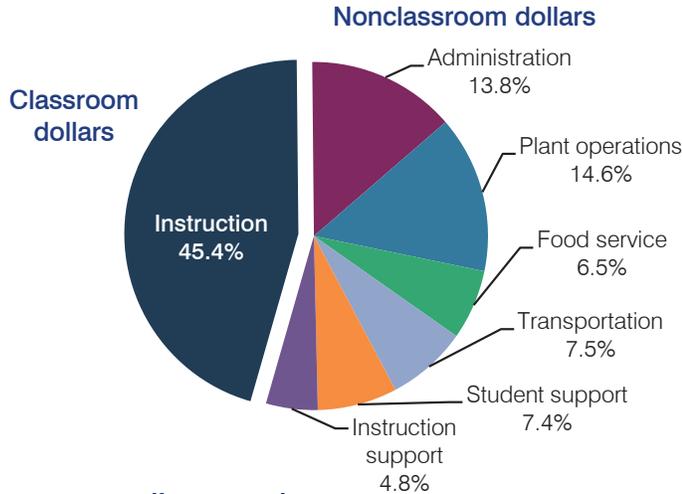
Toltec Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 17
 Legislative district(s): 11

District size, location: Medium, Rural
 Students attending: 1,079
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased overall from 58 to 45.4 percent. Overall, spending on administration, plant operations, and student support increased substantially. Spending on transportation and instruction support increased, while spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$860	\$883	\$746
	Students per administrator	77	65	67
Plant operations	Cost per square foot	\$6.09	\$6.31	\$6.03
	Square footage per student	149	135	153
Food service	Cost per meal equivalent	\$2.51	\$2.63	\$2.58
Transportation	Cost per mile	\$3.57	\$3.58	\$3.55
	Cost per rider	\$355	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,400	\$6,215	\$7,185	\$7,496	\$10,658
Classroom dollars	2,872	2,824	3,621	4,031	6,520
Nonclassroom dollars:	3,528	3,391	3,564	3,465	4,138
Administration	806	860	883	746	1,138
Plant operations	888	905	836	924	1,015
Food service	372	403	535	396	412
Transportation	502	468	431	369	452
Student support	382	457	435	582	593
Instruction support	578	298	444	448	528

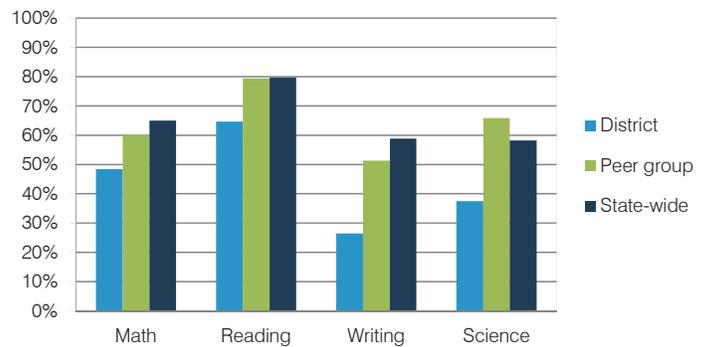
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



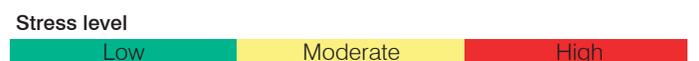
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	18.3	11.0	18.3
Average teacher salary	\$34,149	\$42,053	\$45,264
Amount from Proposition 301	\$1,815	\$2,981	\$3,784
Average years of teacher experience	8.5	12.6	10.9
Percentage of teachers in first 3 years	13%	11%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



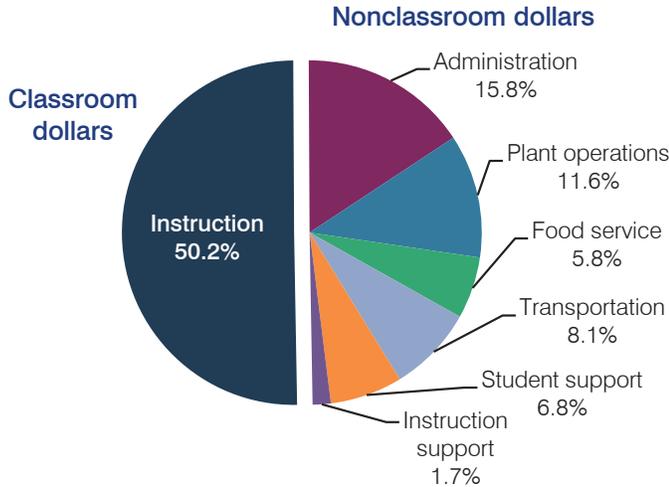
Tombstone Unified School District

Cochise County
 Efficiency peer groups 5 and T-9, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 904
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 47.2 to 50.2 percent. Overall, spending on plant operations and student support decreased substantially, while spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,389	\$1,077	\$746
	Students per administrator	40	56	67
Plant operations	Cost per square foot	\$3.97	\$4.83	\$6.03
	Square footage per student	256	260	153
Food service	Cost per meal equivalent	\$3.31	\$3.14	\$2.58
Transportation	Cost per mile	\$2.13	\$2.42	\$3.55
	Cost per rider	\$870	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,065	\$8,759	\$8,465	\$7,496	\$10,658
Classroom dollars	3,812	4,397	4,259	4,031	6,520
Nonclassroom dollars:	4,253	4,362	4,206	3,465	4,138
Administration	1,302	1,389	1,077	746	1,138
Plant operations	1,049	1,016	1,237	924	1,015
Food service	440	508	419	396	412
Transportation	636	707	535	369	452
Student support	610	597	630	582	593
Instruction support	216	145	308	448	528

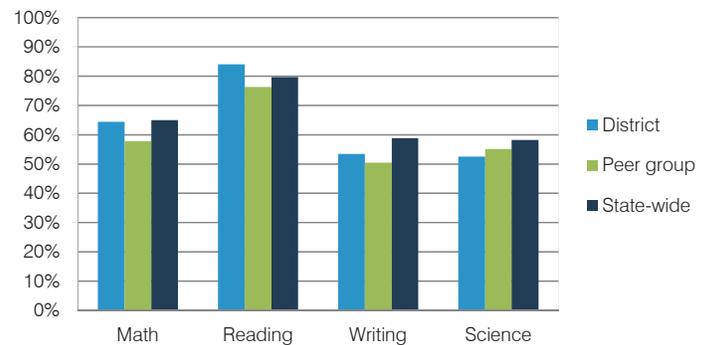
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	92%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	16.3	16.6	18.3
Average teacher salary	\$41,684	\$41,866	\$45,264
Amount from Proposition 301	\$3,110	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Tonto Basin Elementary School District

Gila County

Efficiency peer groups 11 and T-11, Achievement peer group 21

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

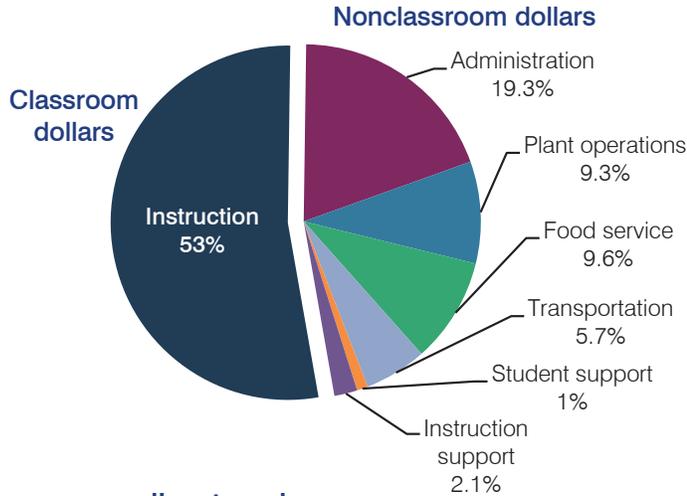
69

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 54 to 53 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and instruction support increased and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,908	\$2,572	\$746
	Students per administrator	23	30	67
Plant operations	Cost per square foot	\$6.02	\$6.59	\$6.03
	Square footage per student	232	343	153
Food service	Cost per meal equivalent	\$4.65	\$4.93	\$2.58
Transportation	Cost per mile	\$1.45	\$1.64	\$3.55
	Cost per rider	\$804	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,468	\$15,093	\$15,203	\$7,496	\$10,658
Classroom dollars	8,039	7,999	7,647	4,031	6,520
Nonclassroom dollars:	7,429	7,094	7,556	3,465	4,138
Administration	3,217	2,908	2,572	746	1,138
Plant operations	1,520	1,398	2,148	924	1,015
Food service	1,474	1,453	851	396	412
Transportation	864	868	1,056	369	452
Student support	205	154	548	582	593
Instruction support	149	313	381	448	528

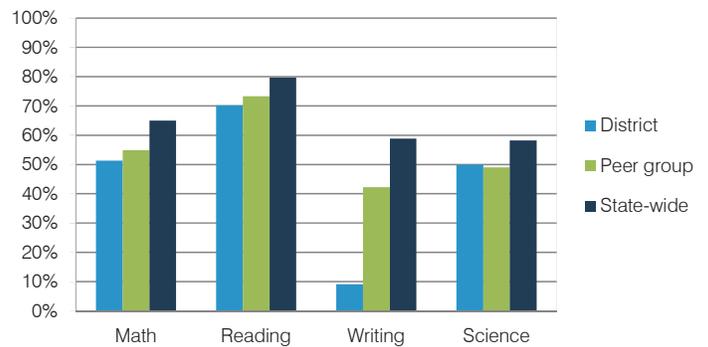
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	55%	52%	25%
Students per teacher	13.7	12.4	18.3
Average teacher salary	\$57,839	\$46,086	\$45,264
Amount from Proposition 301	\$2,534	\$2,755	\$3,784
Average years of teacher experience	17.3	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

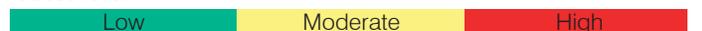
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Topock Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

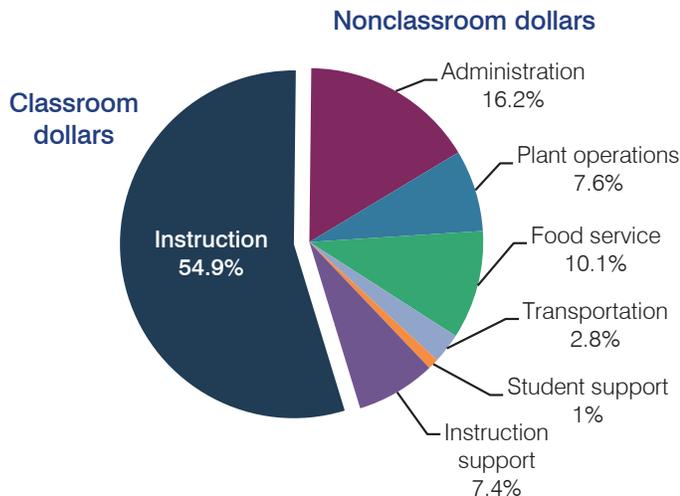
132

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 52.4 to 54.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on food service increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,686	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$3.97	\$6.59	\$6.03
	Square footage per student	199	343	153
Food service	Cost per meal equivalent	\$1.92	\$4.93	\$2.58
Transportation	Cost per mile	\$1.53	\$1.64	\$3.55
	Cost per rider	\$287	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,940	\$10,402	\$15,203	\$7,496	\$10,658
Classroom dollars	5,245	5,709	7,647	4,031	6,520
Nonclassroom dollars:	3,695	4,693	7,556	3,465	4,138
Administration	1,801	1,686	2,572	746	1,138
Plant operations	1,316	790	2,148	924	1,015
Food service	117	1,046	851	396	412
Transportation	317	294	1,056	369	452
Student support	86	107	548	582	593
Instruction support	58	770	381	448	528

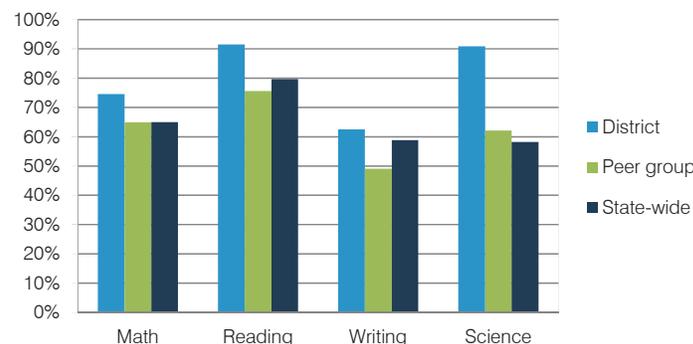
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	14.6	13.9	18.3
Average teacher salary	\$36,239	\$41,809	\$45,264
Amount from Proposition 301	\$6,876	\$3,665	\$3,784
Average years of teacher experience	8.4	12.3	10.9
Percentage of teachers in first 3 years	29%	12%	19%

Financial stress assessment

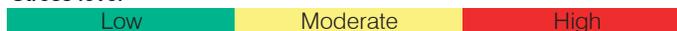
Overall financial stress level: **High**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



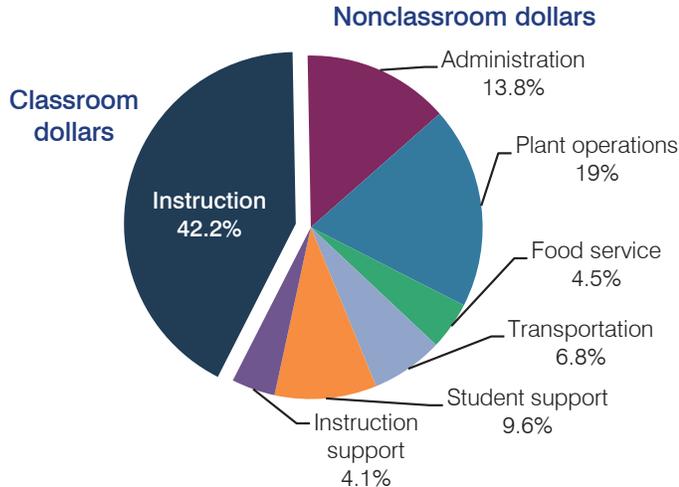
Tuba City Unified School District

Coconino County
 Efficiency peer groups 5 and T-9, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium, Town
 Students attending: 1,659
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 43.7 to 42.2 percent. Overall, spending on administration and plant operations increased substantially and spending on instruction support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,761	\$1,077	\$746
	Students per administrator	37	56	67
Plant operations	Cost per square foot	\$6.27	\$4.83	\$6.03
	Square footage per student	385	260	153
Food service	Cost per meal equivalent	\$2.39	\$3.14	\$2.58
Transportation	Cost per mile	\$2.52	\$2.42	\$3.55
	Cost per rider	\$924	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,374	\$12,751	\$8,465	\$7,496	\$10,658
Classroom dollars	5,713	5,378	4,259	4,031	6,520
Nonclassroom dollars:	7,661	7,373	4,206	3,465	4,138
Administration	1,835	1,761	1,077	746	1,138
Plant operations	2,514	2,418	1,237	924	1,015
Food service	529	573	419	396	412
Transportation	910	864	535	369	452
Student support	1,188	1,229	630	582	593
Instruction support	685	528	308	448	528

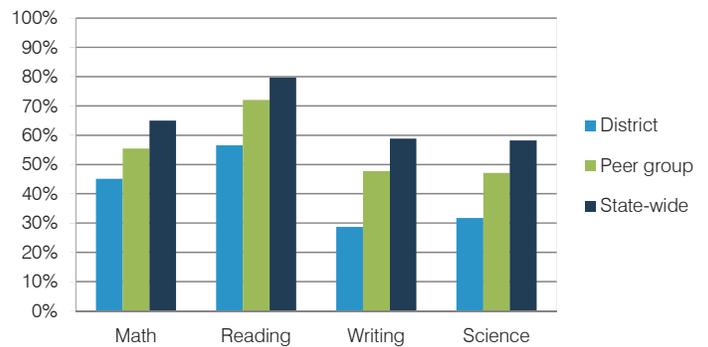
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	5	72%
D	1	14%
F	0	0%
Not rated	1	14%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	94%
Graduation rate (2012)	62%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	15.0	15.3	18.3
Average teacher salary	\$50,037	\$43,207	\$45,264
Amount from Proposition 301	\$2,689	\$3,525	\$3,784
Average years of teacher experience	12.0	11.9	10.9
Percentage of teachers in first 3 years	3%	20%	19%

Financial stress assessment

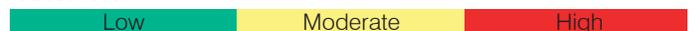
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



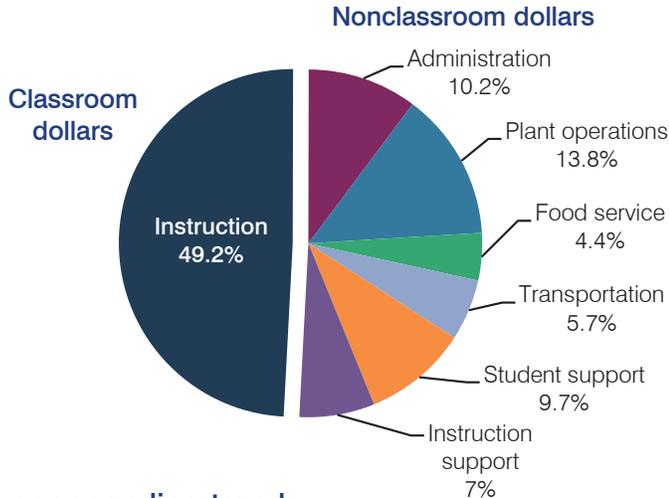
Tucson Unified School District

Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9 and 10

District size, location: Very large, City
 Students attending: 48,189
 Number of schools: 99

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 53.4 to 49.2 percent. Spending on plant operations increased substantially, spending on administration increased, and spending on food service, transportation, and student support increased slightly. Spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$865	\$640	\$746
	Students per administrator	62	80	67
Plant operations	Cost per square foot	\$6.52	\$5.91	\$6.03
	Square footage per student	178	145	153
Food service	Cost per meal equivalent	\$2.76	\$2.62	\$2.58
Transportation	Cost per mile	\$4.42	\$3.54	\$3.55
	Cost per rider	\$2,579	\$1,359	\$1,015

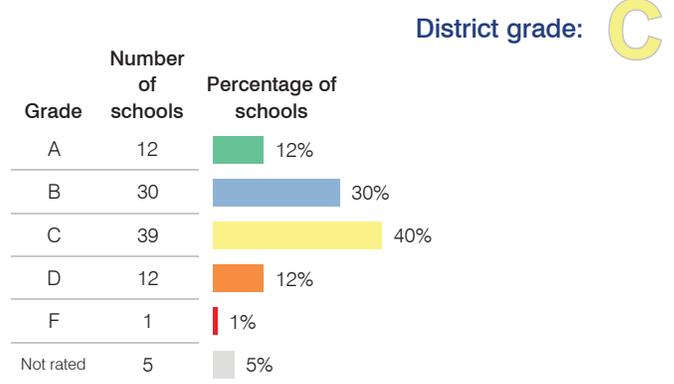
Very low Low Comparable High Very high

Per pupil spending by operational area

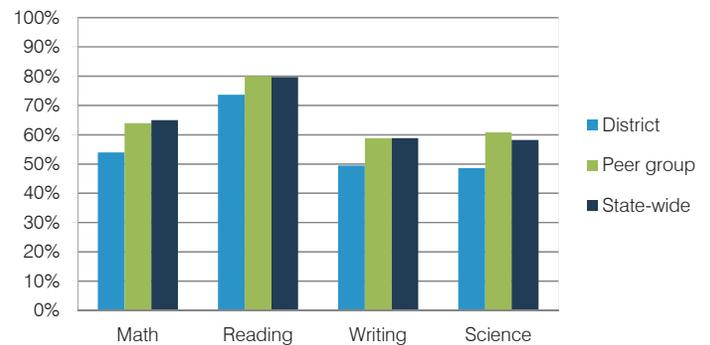
	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,751	\$8,421	\$7,185	\$7,496	\$10,658
Classroom dollars	4,429	4,139	4,074	4,031	6,520
Nonclassroom dollars:	4,322	4,282	3,111	3,465	4,138
Administration	854	865	640	746	1,138
Plant operations	1,156	1,162	855	924	1,015
Food service	371	369	325	396	412
Transportation	479	481	346	369	452
Student support	862	816	571	582	593
Instruction support	600	589	374	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	30%	25%	25%
Students per teacher	17.9	17.9	18.3
Average teacher salary	\$46,592	\$44,916	\$45,264
Amount from Proposition 301	\$3,140	\$3,845	\$3,784
Average years of teacher experience	11.9	12.0	10.9
Percentage of teachers in first 3 years	17%	18%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



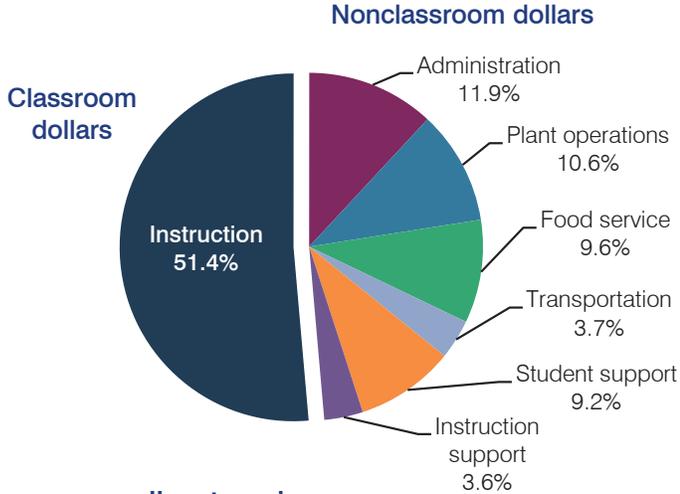
Union Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19

District size, location: Medium, Suburb
 Students attending: 1,657
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55 to 51.4 percent. Spending on food service and student support increased substantially and spending on plant operations increased. Spending on administration decreased substantially and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$791	\$746
	Students per administrator	82	69	67
Plant operations	Cost per square foot	\$5.49	\$6.28	\$6.03
	Square footage per student	122	138	153
Food service	Cost per meal equivalent	\$2.23	\$2.54	\$2.58
Transportation	Cost per mile	\$6.27	\$6.28	\$3.55
	Cost per rider	\$503	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,427	\$6,316	\$7,193	\$7,496	\$10,658
Classroom dollars	3,457	3,247	3,672	4,031	6,520
Nonclassroom dollars:	2,970	3,069	3,521	3,465	4,138
Administration	782	753	791	746	1,138
Plant operations	620	672	842	924	1,015
Food service	625	606	541	396	412
Transportation	241	233	273	369	452
Student support	551	579	541	582	593
Instruction support	151	226	533	448	528

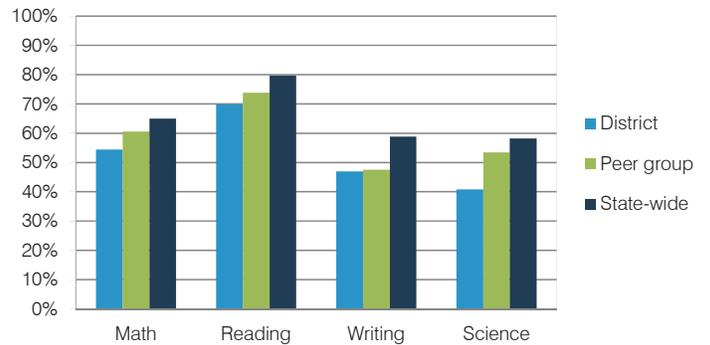
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	50%
C	1	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	25%	25%
Students per teacher	20.7	19.1	18.3
Average teacher salary	\$40,253	\$40,312	\$45,264
Amount from Proposition 301	\$2,506	\$3,530	\$3,784
Average years of teacher experience	6.5	7.4	10.9
Percentage of teachers in first 3 years	32%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



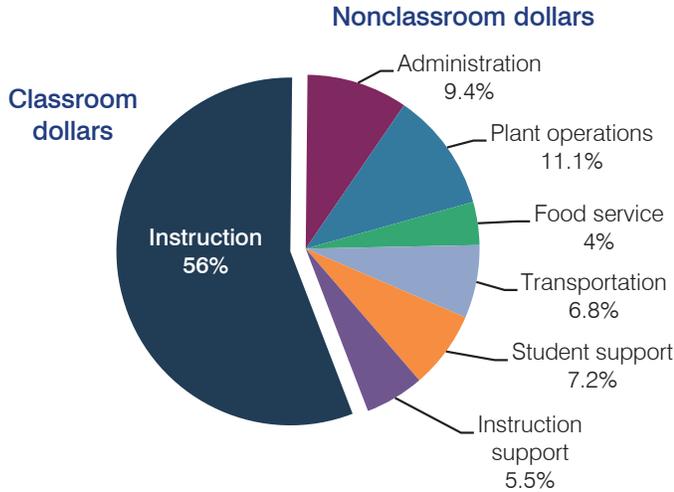
Vail Unified School District

Pima County
 Efficiency peer groups 2 and T-8, Achievement peer group 1
 Legislative district(s): 2, 10 and 14

District size, location: Large, Rural
 Students attending: 11,015
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 59.9 to 56 percent. Spending on instruction support increased substantially and spending on administration and transportation increased. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$629	\$658	\$746
	Students per administrator	57	68	67
Plant operations	Cost per square foot	\$6.98	\$6.23	\$6.03
	Square footage per student	106	145	153
Food service	Cost per meal equivalent	\$1.87	\$2.58	\$2.58
Transportation	Cost per mile	\$2.98	\$2.52	\$3.55
	Cost per rider	\$1,192	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,367	\$6,695	\$7,059	\$7,496	\$10,658
Classroom dollars	3,555	3,750	3,824	4,031	6,520
Nonclassroom dollars:	2,812	2,945	3,235	3,465	4,138
Administration	542	629	658	746	1,138
Plant operations	809	742	896	924	1,015
Food service	281	268	332	396	412
Transportation	414	452	351	369	452
Student support	480	483	524	582	593
Instruction support	286	371	474	448	528

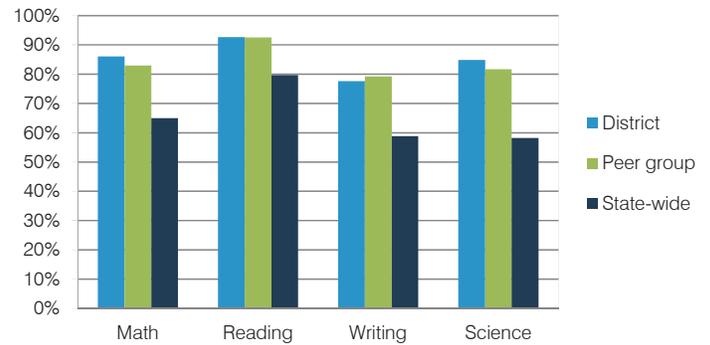
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	94%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	92%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	18.4	18.2	18.3
Average teacher salary	\$40,164	\$42,657	\$45,264
Amount from Proposition 301	\$4,071	\$3,841	\$3,784
Average years of teacher experience	7.9	11.0	10.9
Percentage of teachers in first 3 years	24%	17%	19%

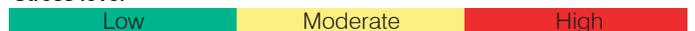
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Valentine Elementary School District

Mohave County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

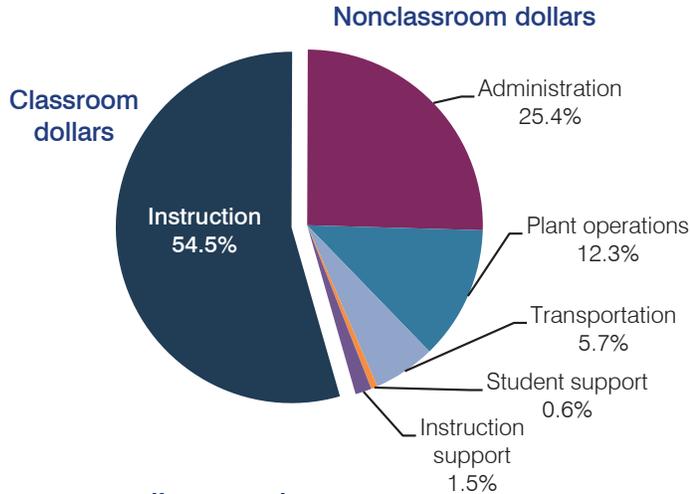
62

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 77.3 to 54.5 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 substantially and spending on instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,585	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$5.81	\$6.59	\$6.03
	Square footage per student	215	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.63	\$1.64	\$3.55
	Cost per rider	\$589	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,546	\$10,161	\$15,203	\$7,496	\$10,658
Classroom dollars	6,573	5,535	7,647	4,031	6,520
Nonclassroom dollars:	2,973	4,626	7,556	3,465	4,138
Administration	1,408	2,585	2,572	746	1,138
Plant operations	716	1,250	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	661	576	1,056	369	452
Student support	81	65	548	582	593
Instruction support	107	150	381	448	528

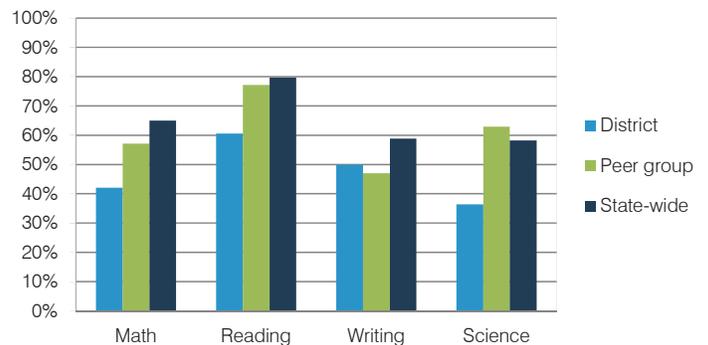
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	24%	25%
Students per teacher	12.5	12.4	18.3
Average teacher salary	\$42,554	\$45,242	\$45,264
Amount from Proposition 301	\$1,500	\$2,827	\$3,784
Average years of teacher experience	7.2	13.6	10.9
Percentage of teachers in first 3 years	40%	12%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



Valley Union High School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 11

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

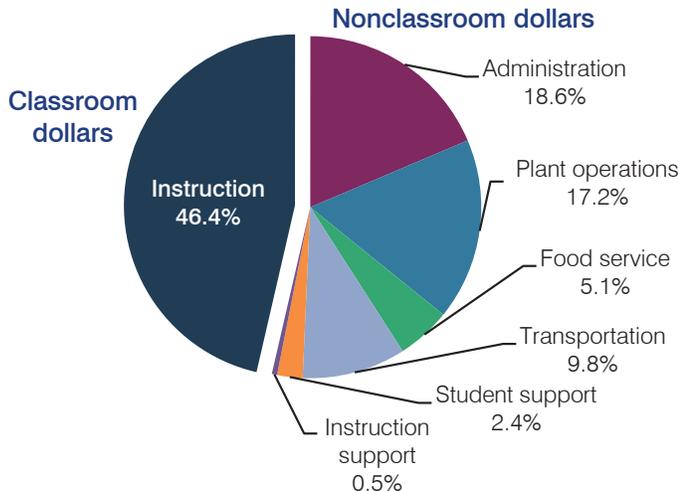
122

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 32 percent, which contributed to the 45 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 50.3 to 46.4 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,685	\$2,572	\$746
	Students per administrator	24	30	67
Plant operations	Cost per square foot	\$5.10	\$6.59	\$6.03
	Square footage per student	489	343	153
Food service	Cost per meal equivalent	\$7.37	\$4.93	\$2.58
Transportation	Cost per mile	\$2.02	\$1.64	\$3.55
	Cost per rider	\$2,663	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,670	\$14,468	\$15,203	\$7,496	\$10,658
Classroom dollars	5,834	6,714	7,647	4,031	6,520
Nonclassroom dollars:	6,836	7,754	7,556	3,465	4,138
Administration	2,174	2,685	2,572	746	1,138
Plant operations	2,113	2,493	2,148	924	1,015
Food service	566	738	851	396	412
Transportation	1,191	1,414	1,056	369	452
Student support	770	350	548	582	593
Instruction support	22	74	381	448	528

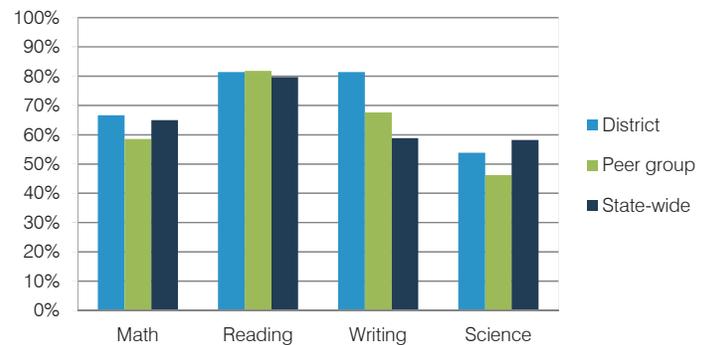
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2012)	91%	79%	77%
Poverty rate (2012)	35%	36%	25%
Students per teacher	9.6	13.2	18.3
Average teacher salary	\$34,461	\$39,347	\$45,264
Amount from Proposition 301	\$4,107	\$3,141	\$3,784
Average years of teacher experience	8.3	8.6	10.9
Percentage of teachers in first 3 years	16%	25%	19%

Financial stress assessment

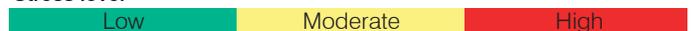
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



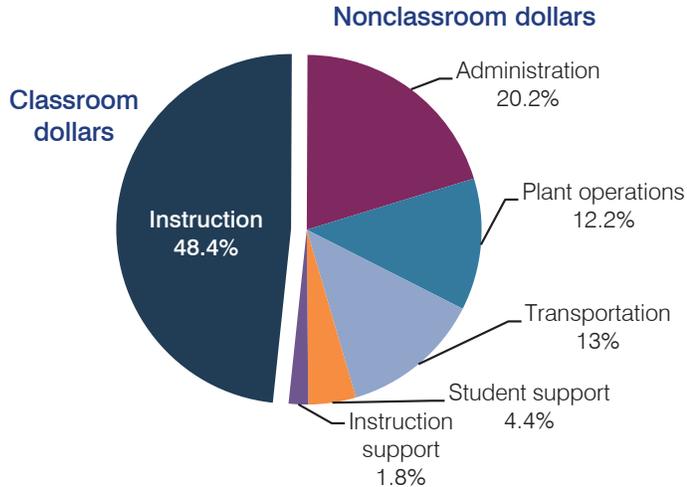
Vernon Elementary School District

Apache County
 Efficiency peer groups 11 and T-11, Achievement peer group 20
 Legislative district(s): 7

District size, location: Very small, Rural
 Students attending: 102
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, increasing overall from 38.3 to 48.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, plant operations decreased substantially and spending on transportation and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,362	\$2,572	\$746
	Students per administrator	21	30	67
Plant operations	Cost per square foot	\$8.86	\$6.59	\$6.03
	Square footage per student	229	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.14	\$1.64	\$3.55
	Cost per rider	\$1,392	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,633	\$16,638	\$15,203	\$7,496	\$10,658
Classroom dollars	6,711	8,047	7,647	4,031	6,520
Nonclassroom dollars:	7,922	8,591	7,556	3,465	4,138
Administration	2,678	3,362	2,572	746	1,138
Plant operations	1,656	2,034	2,148	924	1,015
Food service	2	0	851	396	412
Transportation	1,767	2,161	1,056	369	452
Student support	1,091	726	548	582	593
Instruction support	728	308	381	448	528

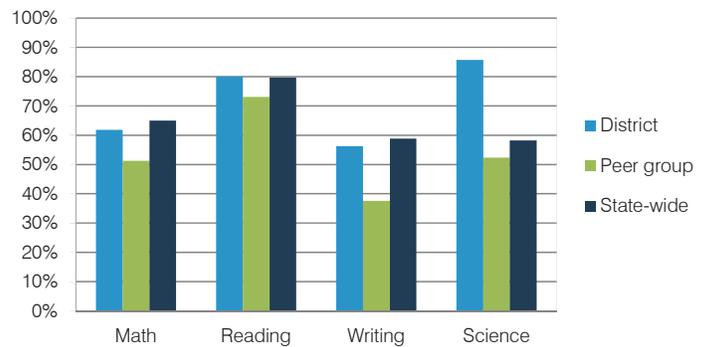
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	38%	25%
Students per teacher	9.3	15.1	18.3
Average teacher salary	\$35,496	\$44,190	\$45,264
Amount from Proposition 301	\$2,200	\$3,324	\$3,784
Average years of teacher experience	11.0	11.1	10.9
Percentage of teachers in first 3 years	0%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



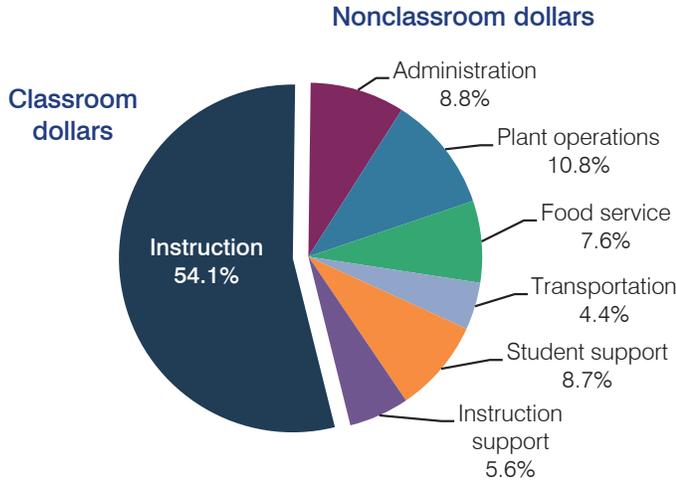
Washington Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 14
 Legislative district(s): 20, 24, 28 and 30

District size, location: Very large, City
 Students attending: 21,284
 Number of schools: 32

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 57.6 to 54.1 percent. Overall, spending on food service increased and spending on administration and instruction support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$664	\$746
	Students per administrator	78	76	67
Plant operations	Cost per square foot	\$6.25	\$6.19	\$6.03
	Square footage per student	137	130	153
Food service	Cost per meal equivalent	\$2.35	\$2.52	\$2.58
Transportation	Cost per mile	\$4.59	\$4.05	\$3.55
	Cost per rider	\$913	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,795	\$7,939	\$7,109	\$7,496	\$10,658
Classroom dollars	4,344	4,299	3,883	4,031	6,520
Nonclassroom dollars:	3,451	3,640	3,226	3,465	4,138
Administration	663	699	664	746	1,138
Plant operations	840	859	766	924	1,015
Food service	568	607	501	396	412
Transportation	339	347	298	369	452
Student support	640	687	520	582	593
Instruction support	401	441	477	448	528

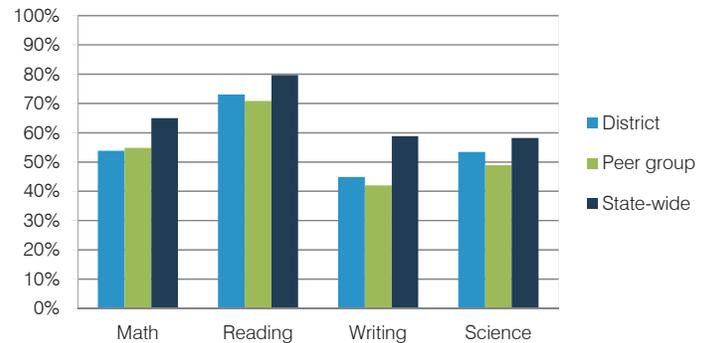
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	9%
B	12	38%
C	16	50%
D	1	3%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	34%	37%	25%
Students per teacher	16.0	17.1	18.3
Average teacher salary	\$41,394	\$42,646	\$45,264
Amount from Proposition 301	\$3,752	\$2,598	\$3,784
Average years of teacher experience	11.1	9.5	10.9
Percentage of teachers in first 3 years	19%	24%	19%

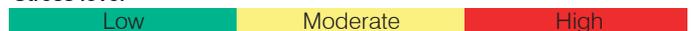
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Wellton Elementary School District

Yuma County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 13

District size, location:

Small, Rural

Students attending:

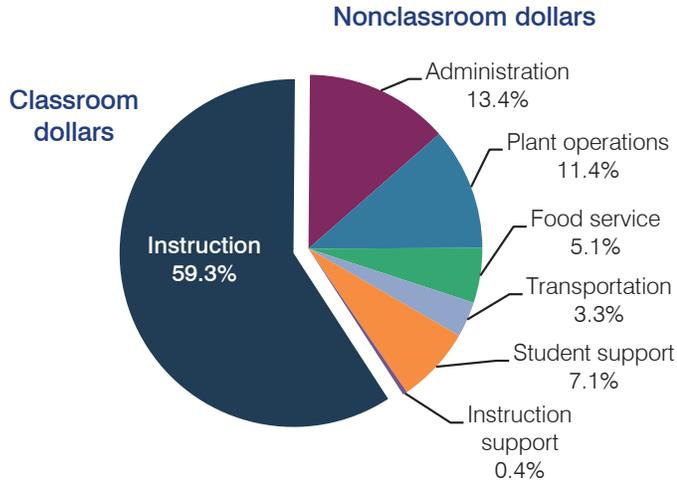
298

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 63.9 to 59.3 percent. Spending on administration and student support increased significantly and spending on plant operations increased. Spending on instruction support decreased significantly and spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,247	\$1,130	\$746
	Students per administrator	66	55	67
Plant operations	Cost per square foot	\$5.19	\$6.14	\$6.03
	Square footage per student	204	157	153
Food service	Cost per meal equivalent	\$2.47	\$2.74	\$2.58
Transportation	Cost per mile	\$1.65	\$3.06	\$3.55
	Cost per rider	\$479	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,445	\$9,278	\$8,518	\$7,496	\$10,658
Classroom dollars	5,094	5,506	4,624	4,031	6,520
Nonclassroom dollars:	3,351	3,772	3,894	3,465	4,138
Administration	1,004	1,247	1,130	746	1,138
Plant operations	933	1,060	976	924	1,015
Food service	409	467	511	396	412
Transportation	291	301	537	369	452
Student support	598	662	499	582	593
Instruction support	116	35	241	448	528

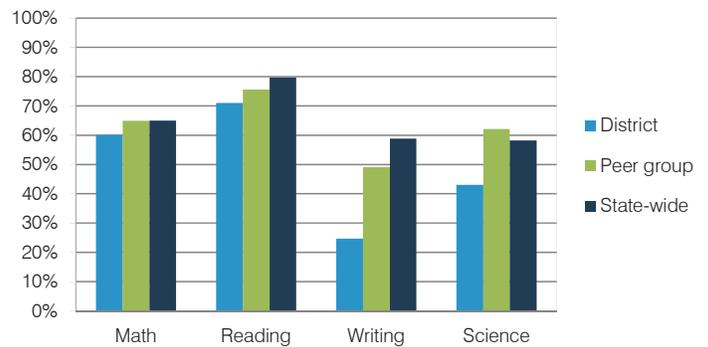
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	30%	25%
Students per teacher	14.2	13.9	18.3
Average teacher salary	\$47,081	\$41,809	\$45,264
Amount from Proposition 301	\$3,308	\$3,665	\$3,784
Average years of teacher experience	13.3	12.3	10.9
Percentage of teachers in first 3 years	22%	12%	19%

Financial stress assessment

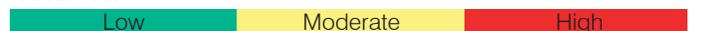
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Wenden Elementary School District

La Paz County

Efficiency peer groups 11 and T-11, Achievement peer group 19

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

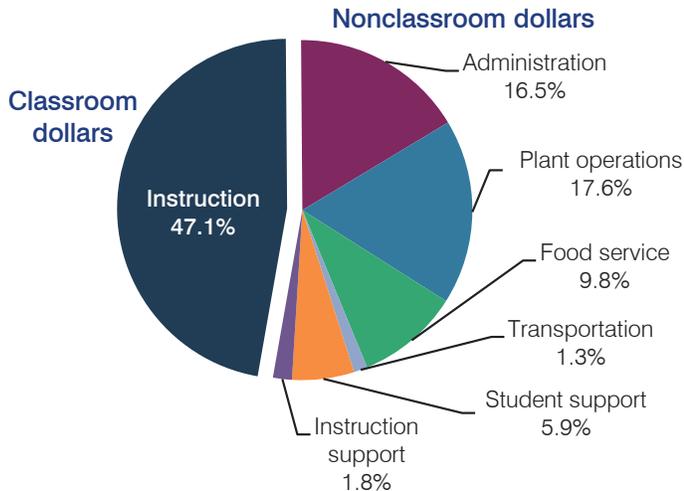
99

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 45.8 to 47.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially and spending on food service decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,544	\$2,572	\$746
	Students per administrator	33	30	67
Plant operations	Cost per square foot	\$10.45	\$6.59	\$6.03
	Square footage per student	258	343	153
Food service	Cost per meal equivalent	\$4.72	\$4.93	\$2.58
Transportation	Cost per mile	\$1.30	\$1.64	\$3.55
	Cost per rider	\$762	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,193	\$15,375	\$15,203	\$7,496	\$10,658
Classroom dollars	6,922	7,248	7,647	4,031	6,520
Nonclassroom dollars:	8,271	8,127	7,556	3,465	4,138
Administration	2,732	2,544	2,572	746	1,138
Plant operations	2,603	2,700	2,148	924	1,015
Food service	1,473	1,509	851	396	412
Transportation	344	192	1,056	369	452
Student support	963	909	548	582	593
Instruction support	156	273	381	448	528

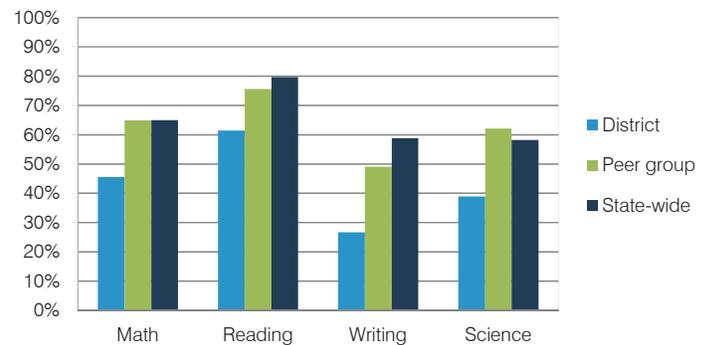
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	30%	25%
Students per teacher	9.9	13.9	18.3
Average teacher salary	\$46,096	\$41,809	\$45,264
Amount from Proposition 301	\$2,989	\$3,665	\$3,784
Average years of teacher experience	11.0	12.3	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

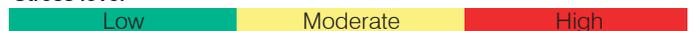
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



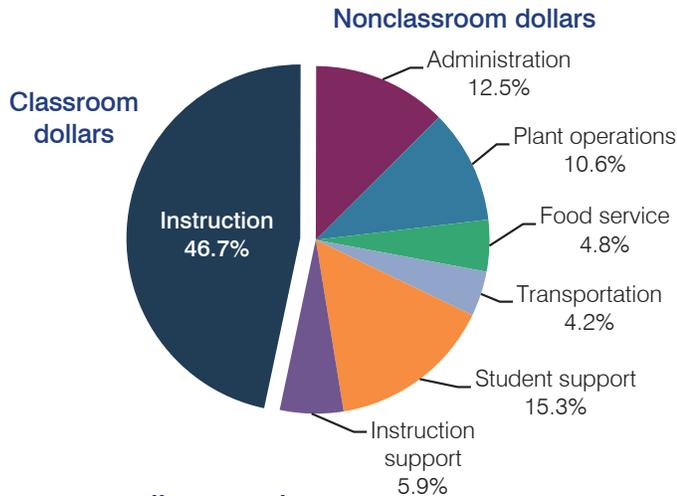
Whiteriver Unified School District

Navajo County
 Efficiency peer groups 4 and T-7, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,043
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 58.7 to 46.7 percent. Overall, spending on student support and instruction support increased substantially, spending on administration increased, and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,458	\$764	\$746
	Students per administrator	62	67	67
Plant operations	Cost per square foot	\$4.02	\$5.34	\$6.03
	Square footage per student	307	176	153
Food service	Cost per meal equivalent	\$2.24	\$2.67	\$2.58
Transportation	Cost per mile	\$2.96	\$3.06	\$3.55
	Cost per rider	\$595	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,672	\$11,623	\$7,187	\$7,496	\$10,658
Classroom dollars	5,568	5,427	3,779	4,031	6,520
Nonclassroom dollars:	6,104	6,196	3,408	3,465	4,138
Administration	1,492	1,458	764	746	1,138
Plant operations	1,186	1,234	921	924	1,015
Food service	490	554	364	396	412
Transportation	501	491	394	369	452
Student support	1,534	1,774	561	582	593
Instruction support	901	685	404	448	528

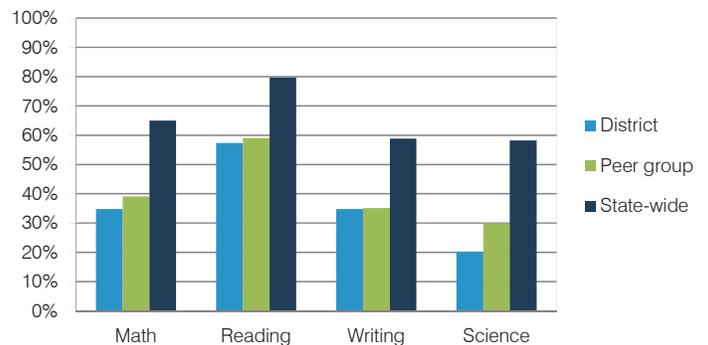
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	2	40%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	57%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	14.4	15.1	18.3
Average teacher salary	\$48,871	\$42,614	\$45,264
Amount from Proposition 301	\$5,517	\$3,663	\$3,784
Average years of teacher experience	12.2	12.2	10.9
Percentage of teachers in first 3 years	18%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



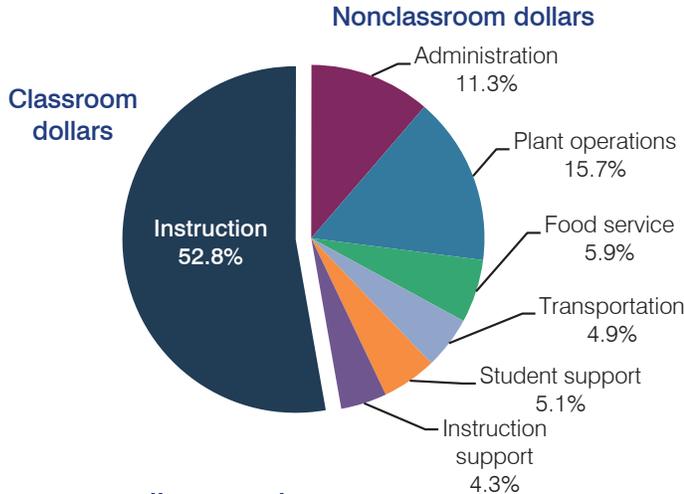
Wickenburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-9, Achievement peer group 4
 Legislative district(s): 1, 13 and 22

District size, location: Medium, Rural
 Students attending: 1,485
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.5 to 52.8 percent. Overall, spending on plant operations increased and spending on transportation increased slightly, while spending on administration decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$4.06	\$4.83	\$6.03
	Square footage per student	288	260	153
Food service	Cost per meal equivalent	\$3.11	\$3.14	\$2.58
Transportation	Cost per mile	\$2.21	\$2.42	\$3.55
	Cost per rider	\$889	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,391	\$7,477	\$8,465	\$7,496	\$10,658
Classroom dollars	3,772	3,945	4,259	4,031	6,520
Nonclassroom dollars:	3,619	3,532	4,206	3,465	4,138
Administration	853	843	1,077	746	1,138
Plant operations	1,199	1,172	1,237	924	1,015
Food service	453	441	419	396	412
Transportation	341	368	535	369	452
Student support	434	386	630	582	593
Instruction support	339	322	308	448	528

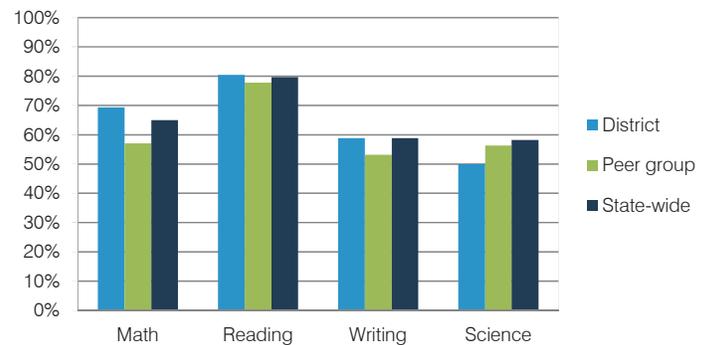
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	25%
B	2	50%
C	1	25%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	17.1	16.5	18.3
Average teacher salary	\$41,770	\$40,197	\$45,264
Amount from Proposition 301	\$4,041	\$4,027	\$3,784
Average years of teacher experience	14.1	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

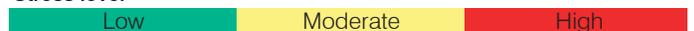
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



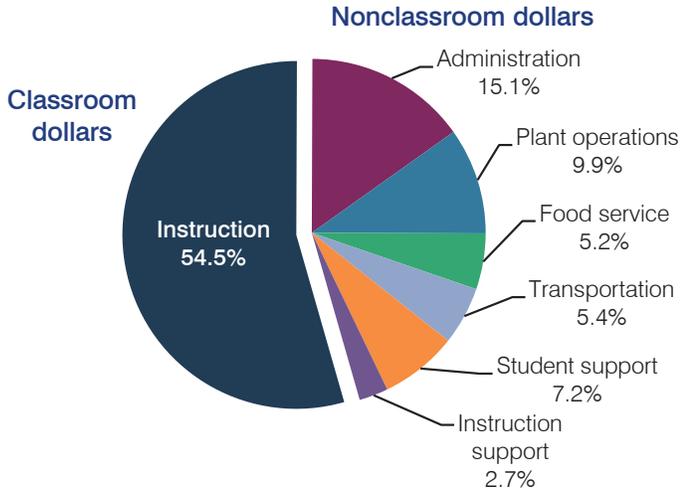
Willcox Unified School District

Cochise County
 Efficiency peer groups 5 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,137
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased overall from 58.4 to 54.5 percent. Overall, spending on administration increased substantially and spending on transportation increased slightly, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,206	\$1,077	\$746
	Students per administrator	NR	56	67
Plant operations	Cost per square foot	\$3.79	\$4.83	\$6.03
	Square footage per student	208	260	153
Food service	Cost per meal equivalent	\$3.47	\$3.14	\$2.58
Transportation	Cost per mile	\$2.96	\$1.97	\$3.55
	Cost per rider	\$1,130	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,150	\$7,985	\$8,465	\$7,496	\$10,658
Classroom dollars	4,306	4,348	4,259	4,031	6,520
Nonclassroom dollars:	3,844	3,637	4,206	3,465	4,138
Administration	1,111	1,206	1,077	746	1,138
Plant operations	999	788	1,237	924	1,015
Food service	413	414	419	396	412
Transportation	436	432	535	369	452
Student support	625	580	630	582	593
Instruction support	260	217	308	448	528

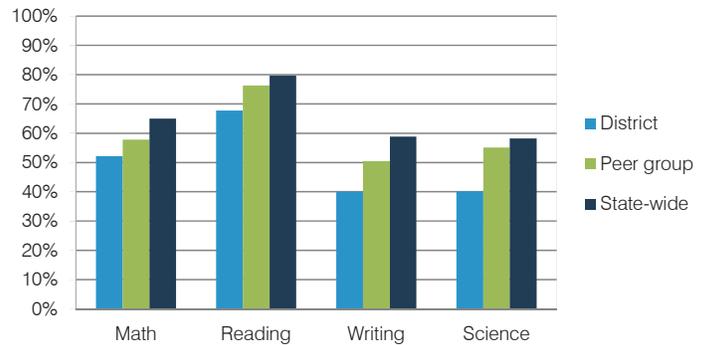
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	33%
C	2	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



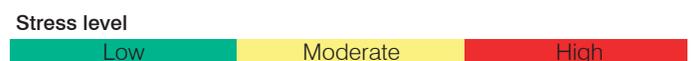
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	15.8	16.6	18.3
Average teacher salary	\$40,348	\$41,866	\$45,264
Amount from Proposition 301	\$2,632	\$4,192	\$3,784
Average years of teacher experience	NR	11.7	10.9
Percentage of teachers in first 3 years	NR	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



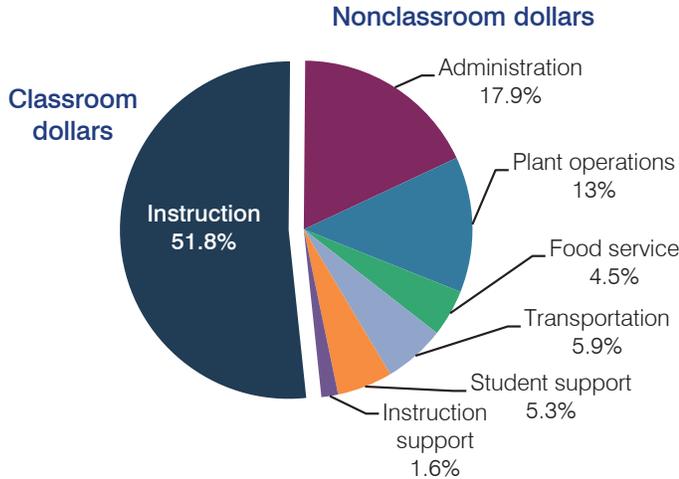
Williams Unified School District

Coconino County
 Efficiency peer groups 6 and T-9, Achievement peer group 6
 Legislative district(s): 6

District size, location: Small, Rural
 Students attending: 593
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 51.8 percent. Overall, spending on plant operations increased substantially and spending on administration and food service increased, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,589	\$1,571	\$746
	Students per administrator	42	43	67
Plant operations	Cost per square foot	\$4.75	\$4.94	\$6.03
	Square footage per student	241	318	153
Food service	Cost per meal equivalent	\$2.97	\$3.28	\$2.58
Transportation	Cost per mile	\$2.40	\$2.42	\$3.55
	Cost per rider	\$1,213	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,102	\$8,854	\$10,188	\$7,496	\$10,658
Classroom dollars	4,841	4,583	4,979	4,031	6,520
Nonclassroom dollars:	4,261	4,271	5,209	3,465	4,138
Administration	1,604	1,589	1,571	746	1,138
Plant operations	1,004	1,147	1,558	924	1,015
Food service	413	402	463	396	412
Transportation	641	526	509	369	452
Student support	569	465	647	582	593
Instruction support	30	142	461	448	528

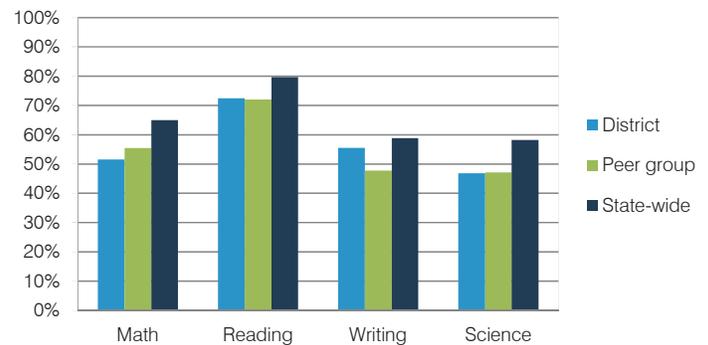
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	15.6	15.3	18.3
Average teacher salary	\$44,855	\$43,207	\$45,264
Amount from Proposition 301	\$4,961	\$3,525	\$3,784
Average years of teacher experience	15.7	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



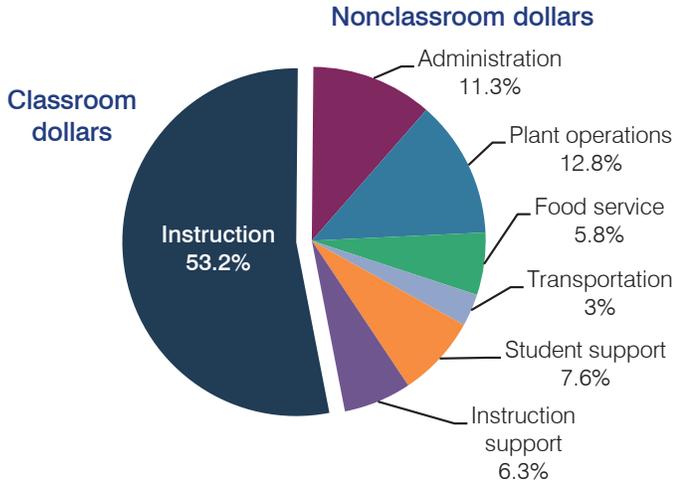
Wilson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 14
 Legislative district(s): 27

District size, location: Medium, City
 Students attending: 1,106
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.9 to 53.2 percent. Overall, spending on transportation increased and spending on administration, student support, and instruction support increased slightly. Spending on food service and plant operations remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,171	\$791	\$746
	Students per administrator	43	69	67
Plant operations	Cost per square foot	\$8.09	\$6.28	\$6.03
	Square footage per student	164	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$5.40	\$5.18	\$3.55
	Cost per rider	\$1,144	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,646	\$10,354	\$7,193	\$7,496	\$10,658
Classroom dollars	5,227	5,506	3,672	4,031	6,520
Nonclassroom dollars:	4,419	4,848	3,521	3,465	4,138
Administration	1,149	1,171	791	746	1,138
Plant operations	1,302	1,330	842	924	1,015
Food service	555	596	541	396	412
Transportation	270	312	273	369	452
Student support	723	791	541	582	593
Instruction support	420	648	533	448	528

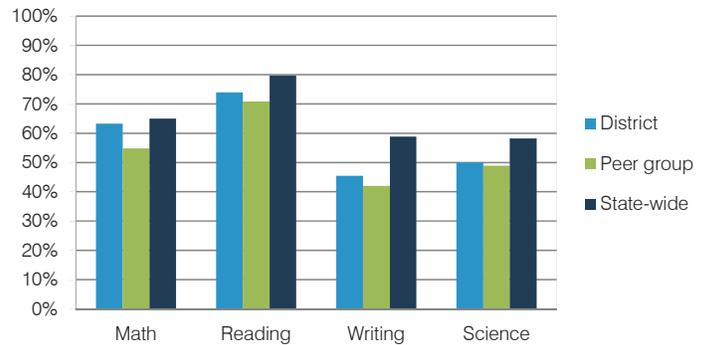
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	40%	37%	25%
Students per teacher	15.4	17.1	18.3
Average teacher salary	\$52,682	\$42,646	\$45,264
Amount from Proposition 301	\$2,495	\$2,598	\$3,784
Average years of teacher experience	11.0	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



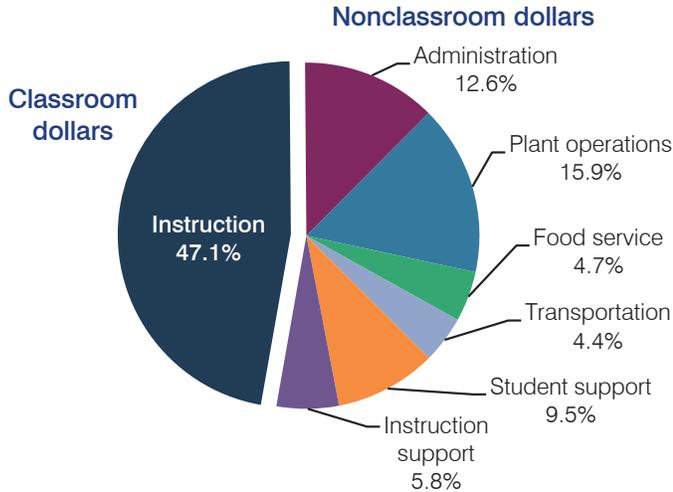
Window Rock Unified School District

Apache County
 Efficiency peer groups 4 and T-7, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,240
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 50.4 to 47.1 percent. Overall, spending on plant operations and student support increased, spending on food service increased slightly, and spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,398	\$764	\$746
	Students per administrator	42	67	67
Plant operations	Cost per square foot	\$6.72	\$5.34	\$6.03
	Square footage per student	262	176	153
Food service	Cost per meal equivalent	NR	\$2.67	\$2.58
Transportation	Cost per mile	\$2.92	\$3.06	\$3.55
	Cost per rider	\$704	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,650	\$11,059	\$7,187	\$7,496	\$10,658
Classroom dollars	5,590	5,206	3,779	4,031	6,520
Nonclassroom dollars:	6,060	5,853	3,408	3,465	4,138
Administration	1,587	1,398	764	746	1,138
Plant operations	1,600	1,758	921	924	1,015
Food service	572	520	364	396	412
Transportation	565	489	394	369	452
Student support	947	1,049	561	582	593
Instruction support	789	639	404	448	528

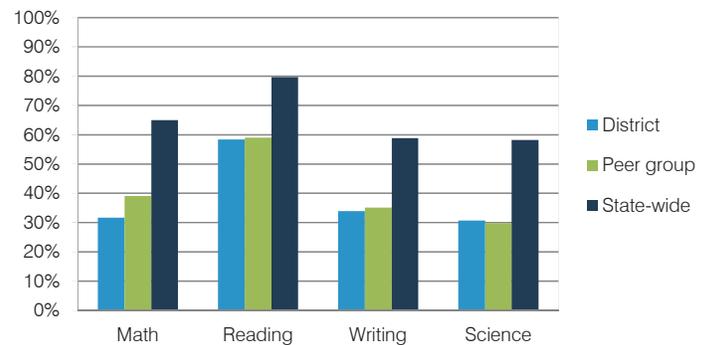
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	33%
D	2	33%
F	2	33%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2012)	71%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	13.4	15.1	18.3
Average teacher salary	\$41,816	\$42,614	\$45,264
Amount from Proposition 301	\$3,689	\$3,663	\$3,784
Average years of teacher experience	11.9	12.2	10.9
Percentage of teachers in first 3 years	9%	15%	19%

Financial stress assessment

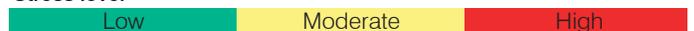
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Stress level



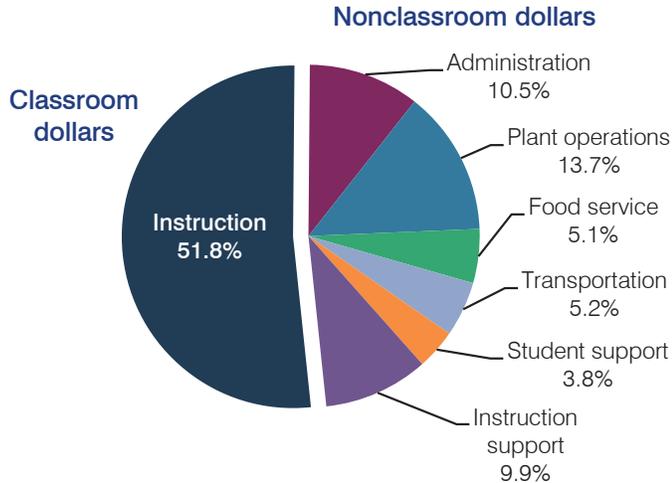
Winslow Unified School District

Navajo County
 Efficiency peer groups 4 and T-6, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,102
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased overall from 53.8 to 51.8 percent. Spending on food service and transportation increased, spending on student support increased slightly, and spending on instruction support decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$764	\$746
	Students per administrator	55	67	67
Plant operations	Cost per square foot	\$5.61	\$5.34	\$6.03
	Square footage per student	193	176	153
Food service	Cost per meal equivalent	\$2.21	\$2.67	\$2.58
Transportation	Cost per mile	\$2.26	\$3.58	\$3.55
	Cost per rider	\$531	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$7,821	\$7,885	\$7,187	\$7,496	\$10,658
Classroom dollars	4,122	4,080	3,779	4,031	6,520
Nonclassroom dollars:	3,699	3,805	3,408	3,465	4,138
Administration	775	827	764	746	1,138
Plant operations	1,042	1,083	921	924	1,015
Food service	409	402	364	396	412
Transportation	404	412	394	369	452
Student support	252	300	561	582	593
Instruction support	817	781	404	448	528

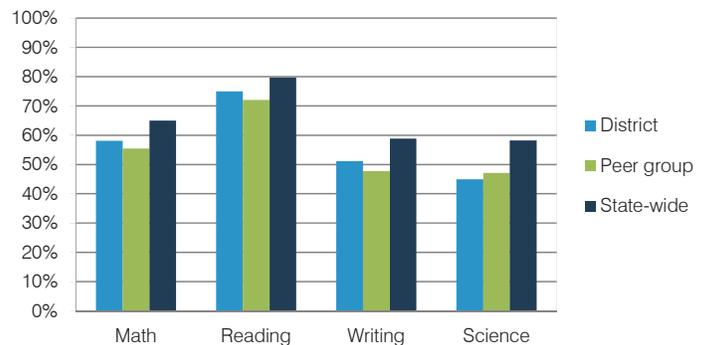
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	1	20%
D	1	20%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	29%	33%	25%
Students per teacher	17.1	15.3	18.3
Average teacher salary	\$41,998	\$43,207	\$45,264
Amount from Proposition 301	\$3,650	\$3,525	\$3,784
Average years of teacher experience	12.1	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

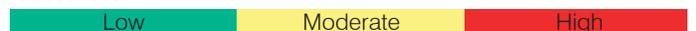
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Yarnell Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 17

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

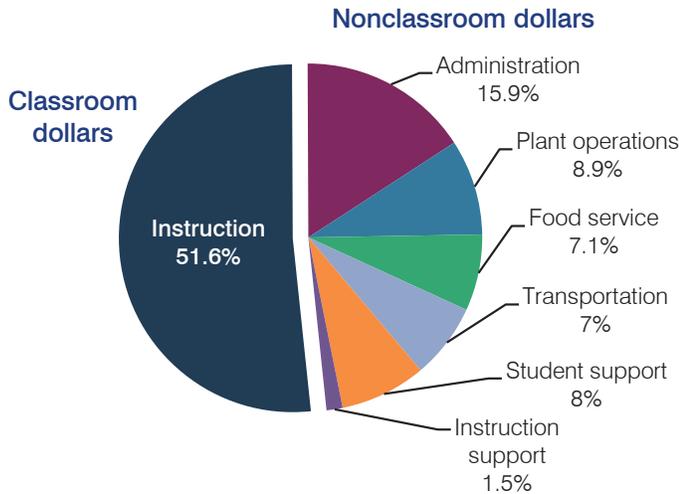
43

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 26 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 50 to 51.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,132	\$2,572	\$746
	Students per administrator	25	30	67
Plant operations	Cost per square foot	\$4.42	\$6.59	\$6.03
	Square footage per student	396	343	153
Food service	Cost per meal equivalent	\$6.15	\$4.93	\$2.58
Transportation	Cost per mile	\$1.15	\$1.64	\$3.55
	Cost per rider	\$1,405	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,850	\$19,668	\$15,203	\$7,496	\$10,658
Classroom dollars	6,899	10,158	7,647	4,031	6,520
Nonclassroom dollars:	6,951	9,510	7,556	3,465	4,138
Administration	2,022	3,132	2,572	746	1,138
Plant operations	1,485	1,753	2,148	924	1,015
Food service	1,027	1,389	851	396	412
Transportation	1,272	1,376	1,056	369	452
Student support	1,087	1,572	548	582	593
Instruction support	58	288	381	448	528

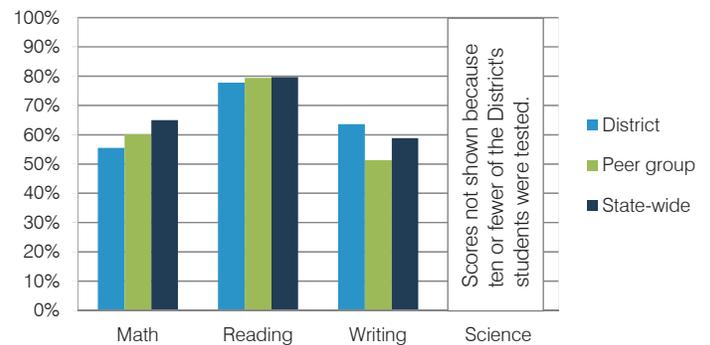
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	18%	19%	25%
Students per teacher	8.6	11.0	18.3
Average teacher salary	\$40,500	\$42,053	\$45,264
Amount from Proposition 301	\$3,875	\$2,981	\$3,784
Average years of teacher experience	16.1	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	19%

Financial stress assessment

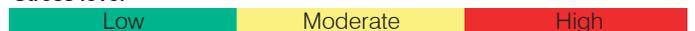
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Young Elementary School District

Gila County

Efficiency peer groups 11 and T-11, Achievement peer group 18

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

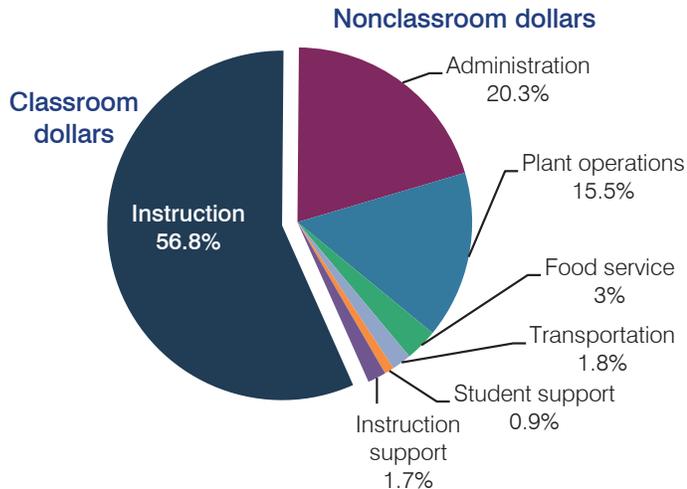
50

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, ranging from a high of 56.8 percent to a low of 51.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,055	\$2,572	\$746
	Students per administrator	16	30	67
Plant operations	Cost per square foot	\$6.20	\$6.59	\$6.03
	Square footage per student	745	343	153
Food service	Cost per meal equivalent	\$5.33	\$4.93	\$2.58
Transportation	Cost per mile	\$2.36	\$1.64	\$3.55
	Cost per rider	\$514	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$25,928	\$29,804	\$15,203	\$7,496	\$10,658
Classroom dollars	13,775	16,941	7,647	4,031	6,520
Nonclassroom dollars:	12,153	12,863	7,556	3,465	4,138
Administration	5,453	6,055	2,572	746	1,138
Plant operations	3,847	4,617	2,148	924	1,015
Food service	1,117	906	851	396	412
Transportation	532	535	1,056	369	452
Student support	271	253	548	582	593
Instruction support	933	497	381	448	528

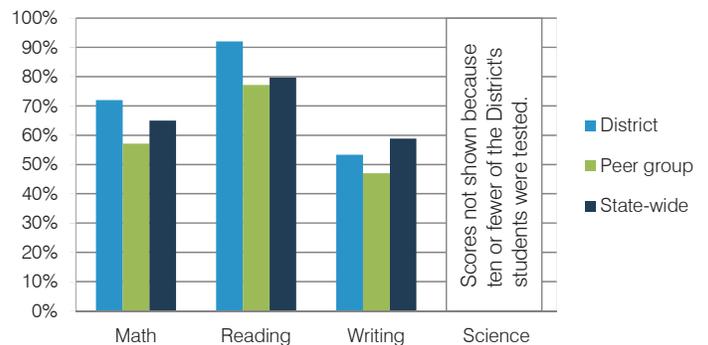
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	1	50%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	50%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	6.3	12.4	18.3
Average teacher salary	\$53,427	\$45,242	\$45,264
Amount from Proposition 301	\$1,361	\$2,827	\$3,784
Average years of teacher experience	17.1	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

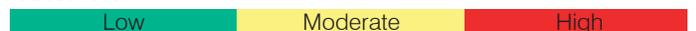
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



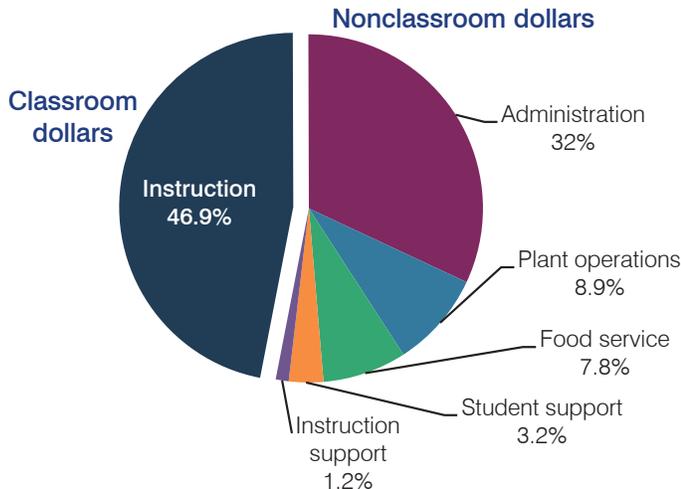
Yucca Elementary School District

Mohave County
 Efficiency peer group 11 and Achievement peer group 20
 Legislative district(s): 5

District size, location: Very small, Rural
 Students attending: 18
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 44 percent, which contributed to the 118 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 61.7 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 substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,826	\$2,572	\$746
	Students per administrator	12	30	67
Plant operations	Cost per square foot	\$5.16	\$6.59	\$6.03
	Square footage per student	420	343	153
Food service	Cost per meal equivalent	\$9.29	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,878	\$24,474	\$15,203	\$7,496	\$10,658
Classroom dollars	7,871	11,487	7,647	4,031	6,520
Nonclassroom dollars:	7,007	12,987	7,556	3,465	4,138
Administration	3,847	7,826	2,572	746	1,138
Plant operations	1,351	2,167	2,148	924	1,015
Food service	981	1,920	851	396	412
Transportation	19	7	1,056	369	452
Student support	608	782	548	582	593
Instruction support	201	285	381	448	528

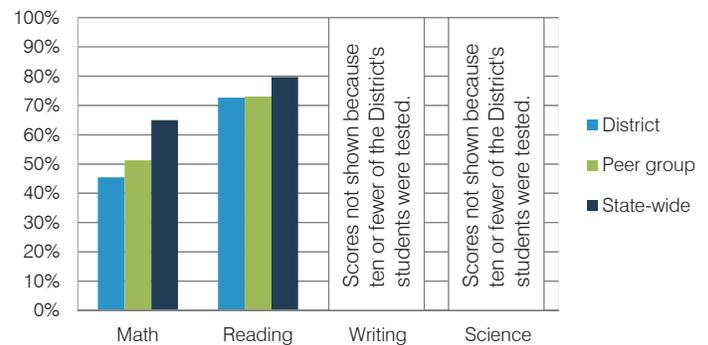
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	100%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	35%	38%	25%
Students per teacher	9.1	15.1	18.3
Average teacher salary	N/A	\$44,190	\$45,264
Amount from Proposition 301	N/A	\$3,324	\$3,784
Average years of teacher experience	N/A	11.1	10.9
Percentage of teachers in first 3 years	N/A	20%	19%

Financial stress assessment

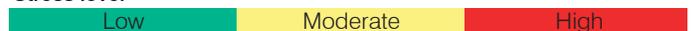
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



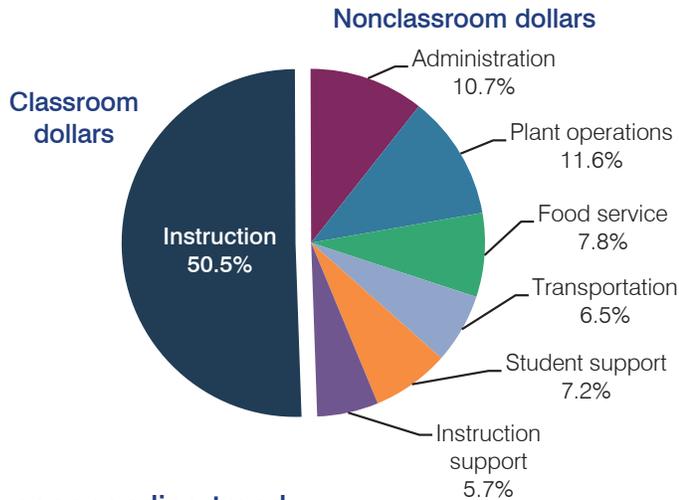
Yuma Elementary School District

Yuma County
 Efficiency peer groups 7 and T-5, Achievement peer group 13
 Legislative district(s): 4 and 13

District size, location: Large, City
 Students attending: 8,615
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 52.7 to 50.5 percent. Overall, spending on plant operations and food service increased and spending on transportation increased slightly. Spending on student support decreased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$752	\$664	\$746
	Students per administrator	67	76	67
Plant operations	Cost per square foot	\$6.79	\$6.19	\$6.03
	Square footage per student	120	130	153
Food service	Cost per meal equivalent	\$2.48	\$2.52	\$2.58
Transportation	Cost per mile	\$3.69	\$3.54	\$3.55
	Cost per rider	\$1,597	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,736	\$7,038	\$7,109	\$7,496	\$10,658
Classroom dollars	3,402	3,553	3,883	4,031	6,520
Nonclassroom dollars:	3,334	3,485	3,226	3,465	4,138
Administration	754	752	664	746	1,138
Plant operations	778	814	766	924	1,015
Food service	529	549	501	396	412
Transportation	437	462	298	369	452
Student support	456	505	520	582	593
Instruction support	380	403	477	448	528

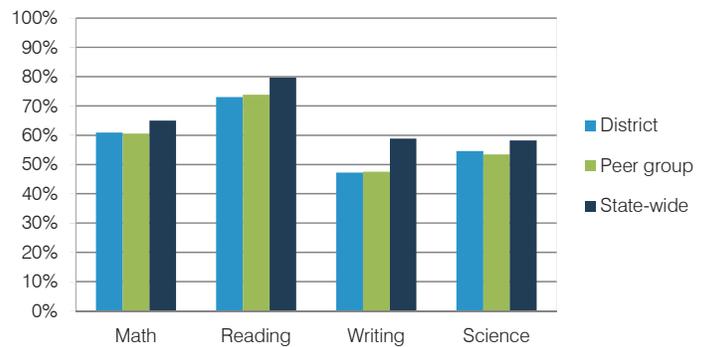
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	18%
B	9	53%
C	4	23%
D	1	6%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	25%	25%
Students per teacher	18.8	19.1	18.3
Average teacher salary	\$36,411	\$40,312	\$45,264
Amount from Proposition 301	\$4,395	\$3,530	\$3,784
Average years of teacher experience	10.1	7.4	10.9
Percentage of teachers in first 3 years	19%	31%	19%

Financial stress assessment

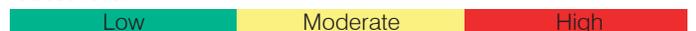
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Yuma Union High School District

Yuma County

Efficiency peer groups 2 and T-5, Achievement peer group 9

Legislative district(s): 4 and 13

District size, location:

Students attending:

Number of schools:

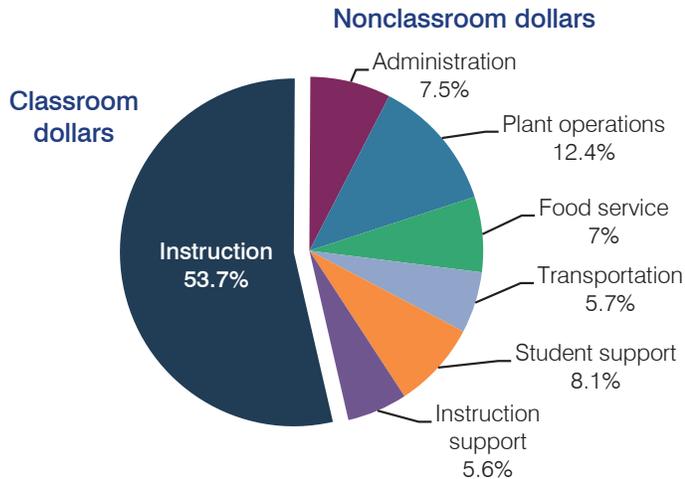
Large, City

10,620

6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom increased overall from 51.2 to 53.7 percent. Overall, spending on transportation and student support decreased and spending on plant operations decreased slightly, while spending on food service increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$497	\$658	\$746
	Students per administrator	55	68	67
Plant operations	Cost per square foot	\$6.11	\$6.23	\$6.03
	Square footage per student	134	145	153
Food service	Cost per meal equivalent	\$1.34	\$2.58	\$2.58
Transportation	Cost per mile	\$3.27	\$3.54	\$3.55
	Cost per rider	\$1,304	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,412	\$6,625	\$7,059	\$7,496	\$10,658
Classroom dollars	3,316	3,557	3,824	4,031	6,520
Nonclassroom dollars:	3,096	3,068	3,235	3,465	4,138
Administration	442	497	658	746	1,138
Plant operations	1,004	821	896	924	1,015
Food service	410	465	332	396	412
Transportation	413	380	351	369	452
Student support	560	539	524	582	593
Instruction support	267	366	474	448	528

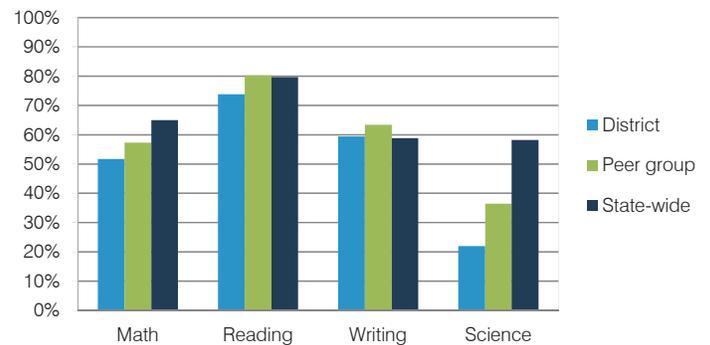
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	33%
C	2	33%
D	1	17%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	78%	79%	77%
Poverty rate (2012)	32%	31%	25%
Students per teacher	23.0	20.7	18.3
Average teacher salary	\$44,308	\$50,204	\$45,264
Amount from Proposition 301	\$6,465	\$5,719	\$3,784
Average years of teacher experience	10.6	11.3	10.9
Percentage of teachers in first 3 years	26%	16%	19%

Financial stress assessment

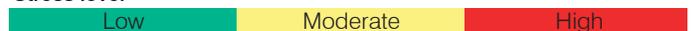
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



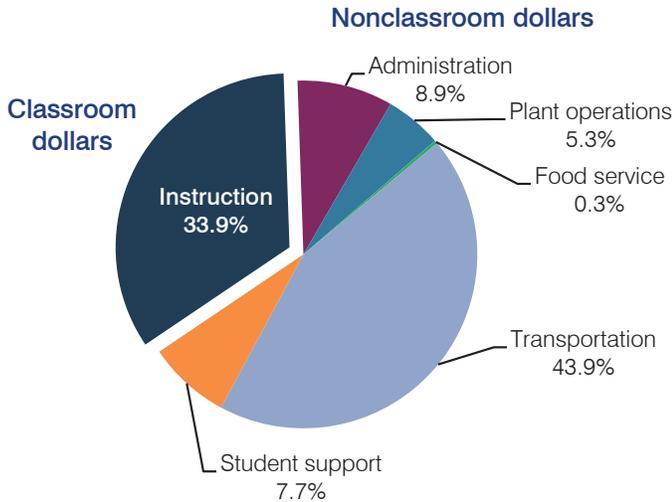
Coconino County Regional ASD

Coconino County
Students attending: 133

Ft. Huachuca ASD

Cochise County
Students attending: 964

Spending by operational area



5-year spending trend

Total spending per pupil increased by 83 percent. Spending in the classroom varied year to year, decreasing overall from 42.8 to 33.9 percent. Spending on all nonclassroom areas varied year to year. Overall, spending on transportation increased substantially, while spending on administration and student support decreased substantially.

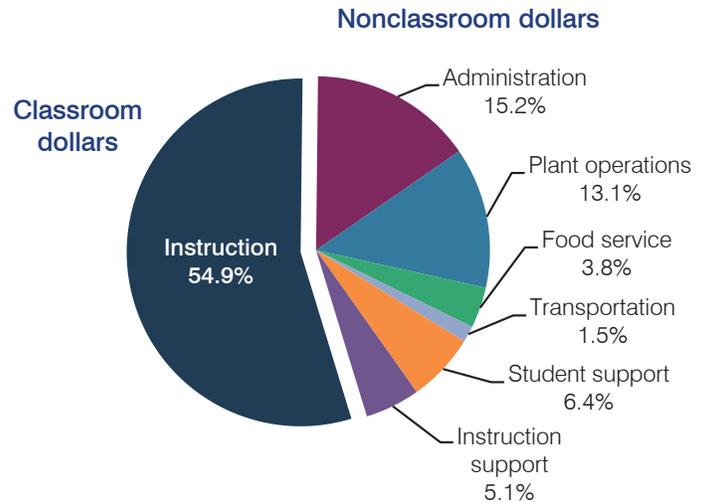
Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$14,846	\$20,889	\$7,496	\$10,658
Classroom dollars	6,291	7,079	4,031	6,520
Nonclassroom dollars:	8,555	13,810	3,465	4,138
Administration	1,500	1,846	746	1,138
Plant operations	1,091	1,108	924	1,015
Food service	93	60	396	412
Transportation	4,449	9,172	369	452
Student support	1,408	1,616	582	593
Instruction support	14	8	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	84%	94%
Graduation rate (2012)	50%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	11.1	18.3
Average teacher salary	\$39,402	\$45,264
Amount from Proposition 301	\$4,763	\$3,784
Average years of teacher experience	8.0	10.9
Percentage of teachers in first 3 years	0%	19%

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased overall from 58.8 to 54.9 percent. Spending on administration and instruction support increased substantially. Overall, spending on plant operations increased, while spending on transportation decreased. Spending on other nonclassroom areas remained fairly stable.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,761	\$10,412	\$7,496	\$10,658
Classroom dollars	6,078	5,719	4,031	6,520
Nonclassroom dollars:	4,683	4,693	3,465	4,138
Administration	1,557	1,582	746	1,138
Plant operations	1,241	1,367	924	1,015
Food service	410	397	396	412
Transportation	167	152	369	452
Student support	703	668	582	593
Instruction support	605	527	448	528

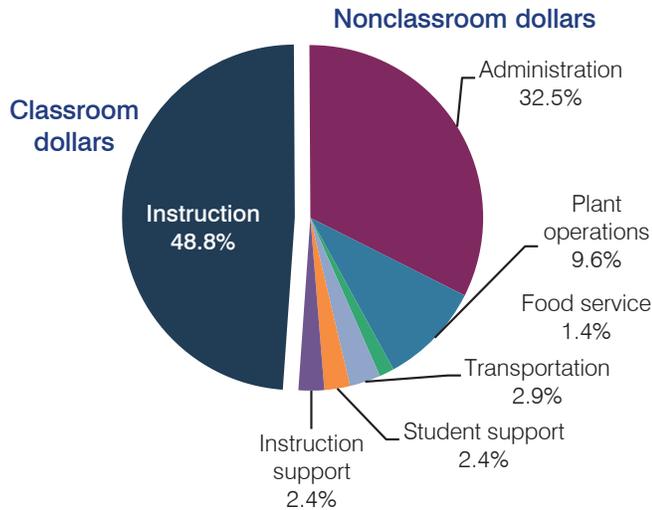
Student and teacher measures

Measure	District	State average
Attendance rate	96%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	18%	25%
Students per teacher	14.8	18.3
Average teacher salary	\$52,787	\$45,264
Amount from Proposition 301	\$2,810	\$3,784
Average years of teacher experience	13.8	10.9
Percentage of teachers in first 3 years	17%	19%

Gila County Regional School District

Gila County
Students attending: 130

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 53.3 to 48.8 percent. Overall, spending on administration increased substantially, while spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,501	\$8,294	\$7,496	\$10,658
Classroom dollars	4,894	4,045	4,031	6,520
Nonclassroom dollars:	5,607	4,249	3,465	4,138
Administration	3,119	2,698	746	1,138
Plant operations	884	799	924	1,015
Food service	117	115	396	412
Transportation	305	244	369	452
Student support	838	196	582	593
Instruction support	344	197	448	528

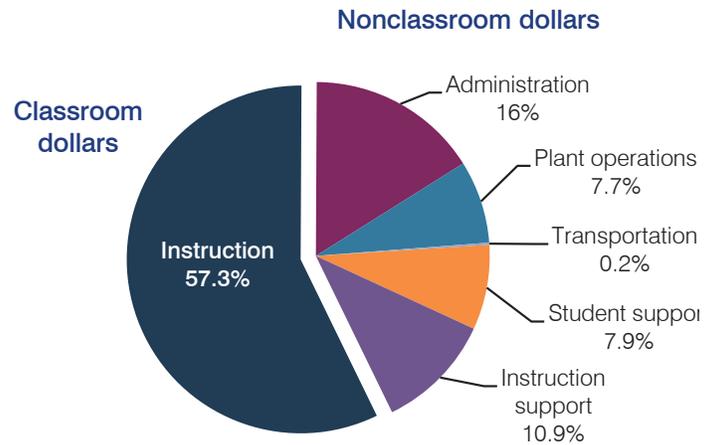
Student and teacher measures

Measure	District	State average
Attendance rate	87%	94%
Graduation rate (2012)	39%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	15.5	18.3
Average teacher salary	\$35,526	\$45,264
Amount from Proposition 301	\$2,233	\$3,784
Average years of teacher experience	14.5	10.9
Percentage of teachers in first 3 years	24%	19%

Maricopa County Regional School District

Maricopa County
Students attending: 483

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 49 to 57.3 percent. Overall, spending on administration, plant operations, transportation, and student support decreased substantially and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$8,719	\$8,564	\$7,496	\$10,658
Classroom dollars	4,844	4,906	4,031	6,520
Nonclassroom dollars:	3,875	3,658	3,465	4,138
Administration	1,680	1,372	746	1,138
Plant operations	604	662	924	1,015
Food service	0	0	396	412
Transportation	13	18	369	452
Student support	757	673	582	593
Instruction support	821	933	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	97%	94%
Graduation rate (2012)	2%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	14.6	18.3
Average teacher salary	\$42,897	\$45,264
Amount from Proposition 301	\$3,485	\$3,784
Average years of teacher experience	8.1	10.9
Percentage of teachers in first 3 years	43%	19%

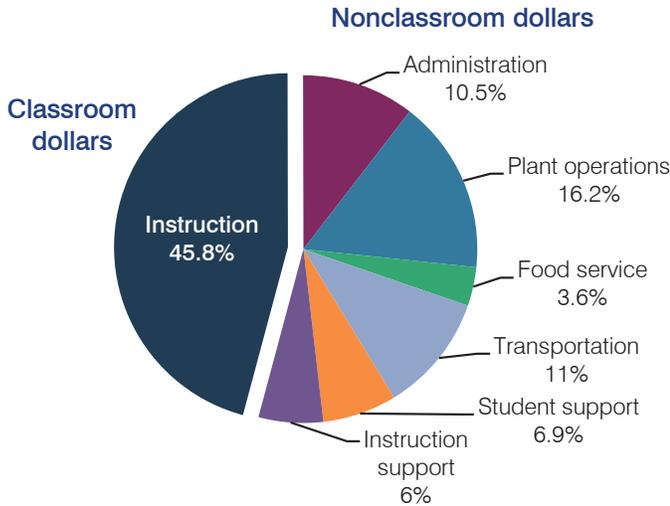
Mary C. O'Brien ASD

Pinal County
Students attending: 204

Navajo County ASD

Navajo County
Students attending: 13

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 50.4 to 45.8 percent. Overall, spending on plant operations and transportation increased substantially, spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

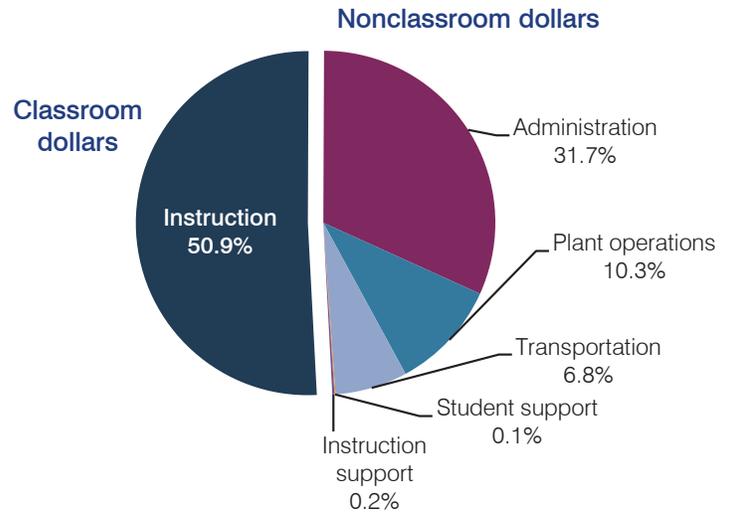
Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$21,541	\$22,916	\$7,496	\$10,658
Classroom dollars	9,880	10,499	4,031	6,520
Nonclassroom dollars:	11,661	12,417	3,465	4,138
Administration	2,120	2,401	746	1,138
Plant operations	3,505	3,706	924	1,015
Food service	772	820	396	412
Transportation	2,438	2,530	369	452
Student support	1,668	1,583	582	593
Instruction support	1,158	1,377	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	93%	94%
Graduation rate (2012)	30%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	9.7	18.3
Average teacher salary	\$55,540	\$45,264
Amount from Proposition 301	\$2,839	\$3,784
Average years of teacher experience	13.9	10.9
Percentage of teachers in first 3 years	10%	19%

Spending by operational area



5-year spending trend

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$52,731	\$38,444	\$7,496	\$10,658
Classroom dollars	27,293	19,576	4,031	6,520
Nonclassroom dollars:	25,438	18,868	3,465	4,138
Administration	15,033	12,190	746	1,138
Plant operations	4,035	3,943	924	1,015
Food service	0	0	396	412
Transportation	2,307	2,629	369	452
Student support	3,689	34	582	593
Instruction support	374	72	448	528

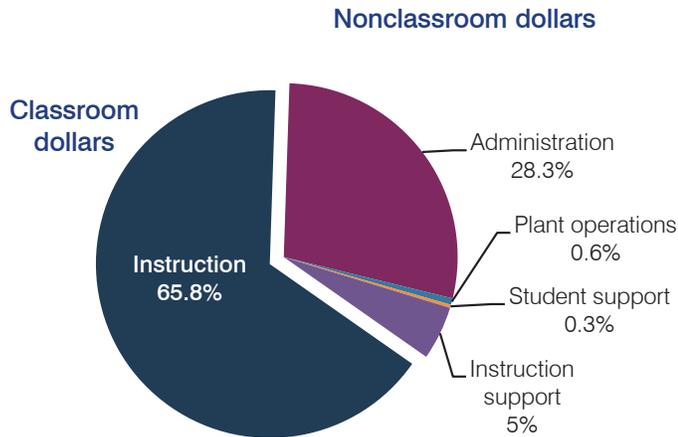
Student and teacher measures

Measure	District	State average
Attendance rate	85%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	N/A	25%
Students per teacher	4.2	18.3
Average teacher salary	\$44,567	\$45,264
Amount from Proposition 301	\$750	\$3,784
Average years of teacher experience	6.0	10.9
Percentage of teachers in first 3 years	0%	19%

Pima ASD

Pima County
Students attending: 88

Spending by operational area



5-year spending trend

Student enrollment decreased by 34 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.8 to 65.8 percent. Overall, spending on administration increased substantially, while spending on student support and instruction support decreased substantially.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,088	\$11,509	\$7,496	\$10,658
Classroom dollars	6,712	7,570	4,031	6,520
Nonclassroom dollars:	3,376	3,939	3,465	4,138
Administration	2,472	3,259	746	1,138
Plant operations	44	68	924	1,015
Food service	0	0	396	412
Transportation	0	0	369	452
Student support	267	31	582	593
Instruction support	593	581	448	528

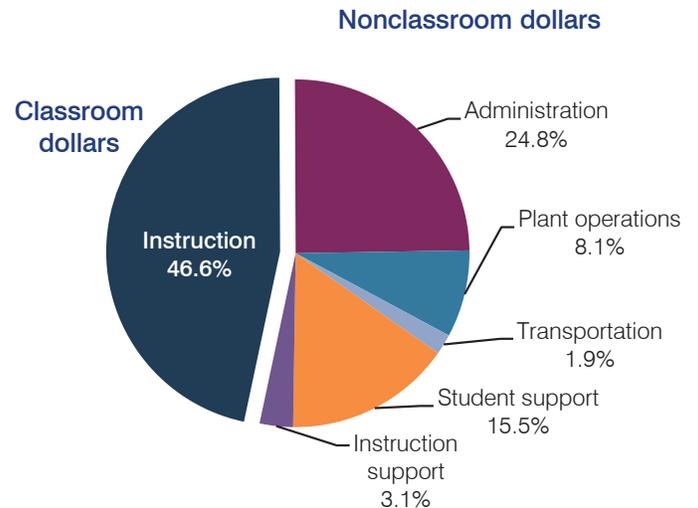
Student and teacher measures

Measure	District	State average
Attendance rate	90%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	N/A	25%
Students per teacher	12.6	18.3
Average teacher salary	\$55,195	\$45,264
Amount from Proposition 301	\$8,456	\$3,784
Average years of teacher experience	20.2	10.9
Percentage of teachers in first 3 years	17%	19%

Yavapai ASD

Yavapai County
Students attending: 115

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 51 to 46.6 percent. Overall, spending on plant operations and student support increased substantially, while spending on instruction support decreased and spending on administration decreased slightly. Spending on transportation remained fairly stable.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$13,514	\$9,898	\$7,496	\$10,658
Classroom dollars	5,098	4,616	4,031	6,520
Nonclassroom dollars:	8,416	5,282	3,465	4,138
Administration	3,439	2,456	746	1,138
Plant operations	1,216	803	924	1,015
Food service	0	0	396	412
Transportation	272	187	369	452
Student support	3,175	1,527	582	593
Instruction support	314	309	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	81%	94%
Graduation rate (2012)	37%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	12.8	18.3
Average teacher salary	\$35,044	\$45,264
Amount from Proposition 301	\$2,087	\$3,784
Average years of teacher experience	24.2	10.9
Percentage of teachers in first 3 years	0%	19%