

A REPORT
TO THE
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Division of School Audits

Special Study

Arizona Public School Districts' Dollars Spent in the Classroom Fiscal Year 2009

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Auditor General

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February 24, 2010

Members of the Arizona Legislature

The Honorable Jan Brewer, Governor

I am pleased to present our report, *Arizona Public School Districts' Dollars Spent in the Classroom, Fiscal Year 2009*. We prepared this report in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. This report also describes how districts used Classroom Site Fund (CSF) monies resulting from Proposition 301. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

In fiscal year 2009, Arizona's state-wide percentage of dollars spent in the classroom was 56.9 percent, which is the lowest that it has been in the 9 years my Office has been monitoring classroom dollars. While the classroom dollar percentage should not be the sole criterion for evaluating school districts' financial performance, it is a useful measure in several respects. First, its decline indicates that many districts are using their CSF monies to shift their non-CSF monies away from the classroom, which is a violation of state law. Second, available data indicates that in Arizona, higher classroom dollar percentages appear to be associated to some extent with higher student achievement. Further, high spending outside the classroom is a potential sign of inefficient operations.

Nonclassroom spending can be affected by a school district's size, type, or location. For example, a rural district may have high transportation costs because of its long transportation routes. However, despite the structural challenges of their different conditions, districts of all sizes, types, and locations have identified a number of cost-savings approaches, such as minimizing staffing levels, reducing excess space, conserving energy, and effectively managing vendor contracts.

Finally, Arizona's Proposition 301 performance pay system addresses many of the factors that researchers have identified as impeding a performance pay program's success in raising student achievement. However, because districts can modify the performance pay measures that are outlined in statute, the quality of performance pay plans varies widely and many plans do not emphasize student achievement goals.

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

This report will be released to the public on February 25, 2010.

Sincerely,

Debbie Davenport
Auditor General

SUMMARY

Pursuant to Arizona Revised Statutes (A.R.S.) §41-1279.03, the Office of the Auditor General has conducted an analysis of Arizona school districts' percentage of dollars spent in the classroom. This report presents state-wide trends in classroom and nonclassroom spending, including a preliminary analysis of the association between the percentage of dollars spent in the classroom and student achievement. In addition, this report examines the adequacy of the districts' performance pay plans and a potential link between the adequacy of the performance pay plans and student achievement. Lastly, for each district, the report summarizes spending trends, operational efficiency measures, academic indicators, and the district-reported use of their Classroom Site Fund monies resulting from the Proposition 301 education sales tax approved by voters in 2000.

School district spending continues to shift away from the classroom (see pages 3 through 8)

Arizona's state-wide percentage of dollars spent in the classroom has decreased each year for the past 5 years, falling to a new low of 56.9 percent in fiscal year 2009. Despite an average annual increase of about \$300 million in Classroom Site Fund (CSF) monies, which are largely restricted for classroom purposes, the classroom dollar percentage is lower than it was prior to receipt of the first CSF monies in fiscal year 2002.

While the classroom dollar percentage should not be the sole criterion for evaluating school districts' financial performance, it is a useful measure in several respects. First, the declining classroom dollar percentage indicates that many districts are shifting monies away from the classroom by using their CSF monies to replace, rather than add to, monies spent in the classroom, which constitutes supplanting and is a violation of A.R.S. §15-977(A). If districts had continued spending their non-CSF monies in the classroom at the same rate they did prior to receiving CSF monies, the fiscal year 2009 state-wide classroom dollar percentage would have been 59.6 percent. Second, available data indicate that in Arizona, higher classroom dollar percentages appear to be associated to some extent with higher student achievement. Auditors analyzed each district's percentage of students that met or

exceeded state standards on the AIMS's Math, Reading, and Writing assessments overall and found that higher percentages in this academic indicator appear to be associated with higher classroom dollar percentages. This association is significant even after considering other variables, such as poverty rate, that may affect student achievement. Third, performance audits of individual districts and separate analysis of state-wide data both show that districts with high classroom dollar percentages typically operate their nonclassroom operations more efficiently than districts with lower classroom dollar percentages. For example, 15 of the 18 districts that served at least 200 students and spent at least 60 percent in the classroom had more efficient performance cost measures than their peers. However, there can be particular circumstances within a district—such as long transportation routes or a high percentage of special needs students—that require higher spending in a particular nonclassroom area but do not signal inefficiency.

Districts of all sizes, types, and locations have identified ways to operate more efficiently (see pages 9 through 18)

Arizona's school districts have much to offer each other in terms of the approaches some districts have taken to monitor and reduce their nonclassroom costs. To a degree, these operational costs can be affected by a school district's size, type, or location. However, districts can still identify ways to operate more efficiently despite these factors. For example, a small district may have higher administrative costs per pupil than larger districts because it spreads fixed costs over fewer students, but some small districts have still found ways to reduce their administrative costs, such as relying on fewer staff to manage multiple duties. Similarly, a rural district may have higher transportation costs because of its longer transportation routes, but some rural districts have still been able to reduce transportation costs by monitoring the efficiency of their bus routes.

Performance indicators, such as transportation cost per mile and bus capacity usage, are used by only a few districts, but can help districts determine whether their costs are out of line relative to similar districts. Auditors compared costs across districts of similar size, type, and location and identified both high-cost, inefficient operations and districts that are employing good practices that keep costs low. Examples of the practices some Arizona districts are using to reduce costs include minimizing staffing levels by using staffing formulas, reducing excess space by combining schools, conserving energy by using centrally programmable thermostats, and effectively managing vendor contracts by monitoring performance cost measures.

Performance pay plan quality varies widely, but plans with strong student achievement goals may be linked to higher student achievement (see pages 19 through 23)

While national research has yet to establish a clear link between student achievement and teacher performance pay, it has identified a number of factors that can impede a performance pay system's success in raising student achievement. Arizona's Proposition 301 performance pay system established in statute addresses many of these factors and provides a list of eight different performance measurement elements that districts should incorporate into their performance pay plans. However, because statute also provides a way for districts to modify the type and number of performance measurement elements upon which they base teacher performance pay, the quality of performance pay plans varies widely. For example, we identified 29 districts with strong performance pay plans that did a good job of linking teacher performance pay to student achievement and 10 weak plans that had no links to student achievement. Districts with strong performance pay plans appeared to have higher percentages of students that met or exceeded state standards on the AIMS test than the districts with weak plans. Auditors also found many other plans that did not necessarily link student achievement to teacher performance, contained goals that allowed teachers to earn performance pay for responsibilities that are a regular part of their jobs, or simply did not require performance above and beyond already expected levels. Allowing districts the freedom to determine performance pay goals can help gain district and teacher buy-in to the State's performance pay system. However, it has also led to inconsistent performance pay plans and to situations in which teachers receive similar performance pay for significantly different levels of effort and related performance results.

Appendices (see pages a-1 through a-230)

Appendix A summarizes each district's classroom dollar percentage for fiscal year 2009. Appendix B presents more specific one-page summaries of each district's expenditure information, including classroom and nonclassroom spending, comparisons to peer district and state averages, academic indicators, and reported uses of CSF monies. Appendix C contains a detailed discussion of the definition of the classroom dollar percentage and the scope and methodology employed during this study.

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Introduction & Objectives

The Office of the Auditor General has conducted an analysis of Arizona school districts' percentage of dollars spent in the classroom. This analysis was conducted pursuant to Arizona Revised Statutes (A.R.S.) §41-1279.03, which requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of Arizona's school districts.

This report has two main objectives:

- It presents state-wide trends in classroom and nonclassroom spending, including factors associated with districts that spend a greater percentage of their dollars in the classroom, and a preliminary analysis of the association between the percentage of dollars spent in the classroom and student achievement.
- It analyzes districts' use of Proposition 301 funding and the adequacy of the districts' performance pay plans and a potential link between the adequacy of the performance pay plans and student achievement. In November 2000, voters approved Proposition 301, which raised the state sales tax by six-tenths of 1 percent for 20 years to fund educational programs. A portion of the monies raised through this additional tax are distributed to districts through a centralized state fund called the Classroom Site Fund (CSF). School districts may use this funding only for specified purposes, primarily increasing teacher pay.

While the body of the report focuses on state-wide information, Appendix A summarizes each district's classroom dollar percentage for fiscal year 2009, and Appendix B presents more specific one-page summaries of each district's expenditure information, including classroom and nonclassroom spending, reported uses of CSF monies, academic indicators, and student and teacher information.

The information used to prepare this report was not subjected to all the tests and confirmations that would be performed during an audit. However, to ensure the reasonableness of the information used in this report, auditors performed certain quality control procedures. Appendix C contains a detailed discussion of the definition of the classroom dollar percentage and the scope and methodology employed during this study.

The Auditor General and her staff express their appreciation to the Superintendent of Public Instruction, the staff of the Arizona Department of Education, and the staffs of

the Arizona public school districts for their cooperation and assistance during this study.

School District Spending Continues to Shift Away from the Classroom

Despite an average annual increase of about \$300 million of Classroom Site Fund (CSF) monies, Arizona's state-wide percentage of dollars spent in the classroom has decreased each year for the past 5 years, falling to a new low of 56.9 percent in fiscal year 2009. While the classroom dollar percentage should not be the sole criterion for evaluating school districts' financial performance, it is a useful measure in several respects. The declining classroom dollar percentage indicates many districts are using CSF monies to shift their non-CSF monies away from the classroom. This shift is a concern not only because it violates state law, but also because available data indicates that in Arizona, higher classroom dollar percentages appear to be associated to some extent with higher student achievement. Further, high spending outside the classroom is a potential sign of inefficient operations. Districts can review their nonclassroom spending, using a wide range of performance indicators, to ensure their spending is as efficient and effective as possible. However, there may be particular circumstances within a district—such as long transportation routes or a high percentage of special needs students—that require higher spending in a particular nonclassroom area but do not signal inefficiency.

Arizona's 56.9 classroom dollar percentage at record low

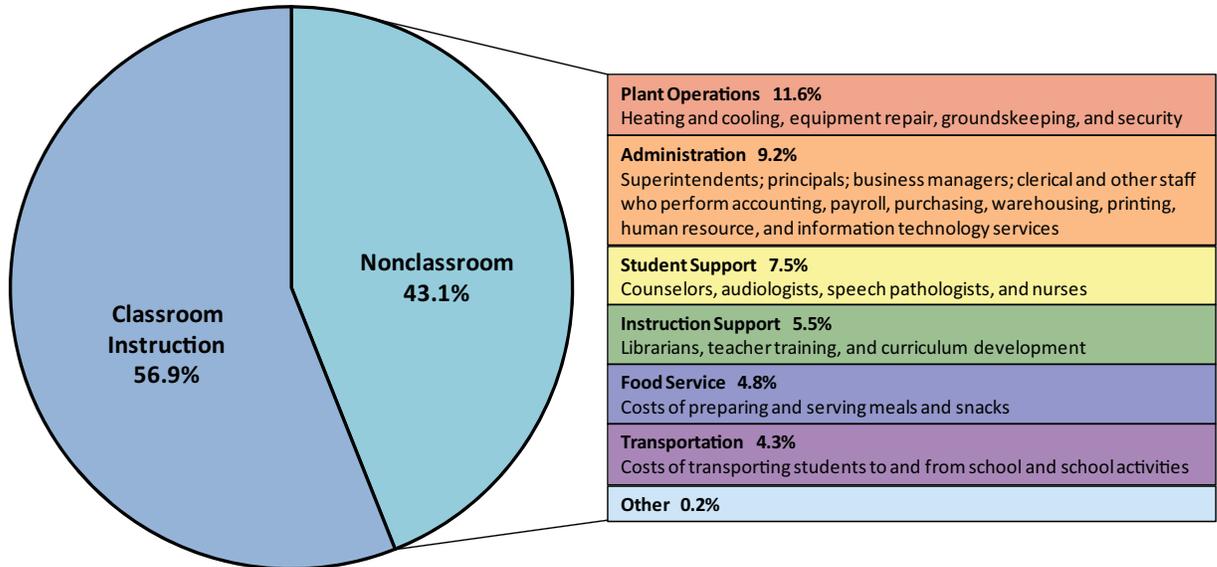
The classroom dollar percentage identifies the amount of available operating dollars spent on direct instruction—primarily salaries and benefits for teachers and instructional aides¹. In 2001, before CSF monies were available, Arizona school districts spent 57.7 percent of the available operating dollars in the classroom. Spending in the classroom peaked at 58.6 percent in 2003 and 2004. However, despite an average annual increase of about \$300 million in CSF monies, the state-wide classroom dollar percentage has declined ever since. As seen in Figure 1 on page 4, in fiscal year 2009, Arizona districts spent 56.9 percent of available operating dollars in the classroom, the lowest percentage in the 9 years that the Auditor General has been monitoring classroom dollars.

The State's classroom dollar percentage remains more than 4 percentage points below the most recent national average of 61 percent. Based on data available from

¹ Ninety percent of direct instruction dollars pay for salaries and benefits of teachers and instructional aides. The remainder pays for textbooks and other classroom supplies, tuition to private sources or instructional contracted services (such as retired teachers who return through third-party contractors), and other expenditures such as fees and dues to professional organizations.

the U.S. Department of Education's National Center for Education Statistics, the national average has remained between 61 and 62 percent for more than 10 years.

Figure 1: Current Expenditures by Functional Area
Fiscal Year 2009

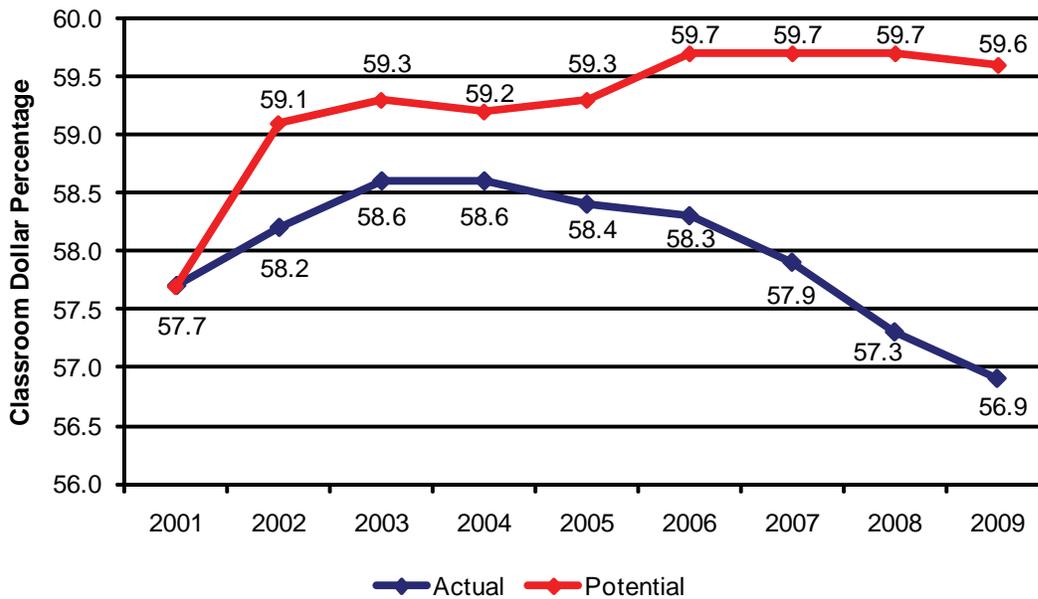


Source: Auditor General staff analysis of fiscal year 2009 summary accounting data provided by individual school districts.

Declining classroom dollar percentage indicates supplanting violations

One reason the declining classroom dollar percentage merits attention is that it is the opposite result of what was expected when voters authorized Proposition 301, which was intended to increase classroom spending. The CSF monies provided by Proposition 301 beginning in fiscal year 2002 were largely restricted for classroom purposes, primarily for increasing teacher pay. As we have reported in previous years, Arizona's declining classroom dollar percentage indicates that many districts are likely using these CSF monies to supplant other district monies, which is a violation of Arizona Revised Statutes §15-977(A). Supplanting means that districts have used the CSF monies to replace, rather than add to, monies being spent in the classroom. After an 8-year total increase of nearly \$2.4 billion of CSF monies, an average annual increase of about \$300 million, the state-wide classroom dollar percentage is, for a second year, lower than it was prior to receipt of the first CSF monies. As seen in Figure 2 on page 5, after an initial 2-year increase, the classroom dollar percentage has steadily decreased each of the last 5 years.

Figure 2: Arizona Actual and Potential Classroom Dollar Percentages
Fiscal Years 2001 through 2009



Source: Auditor General staff analysis of fiscal year 2009 School District Annual Financial Reports provided by the Arizona Department of Education, fiscal year 2009 summary accounting data provided by individual school districts, and previous reports on *Arizona Public School Districts' Dollars Spent in the Classroom*, fiscal years 2001 through 2008.

If districts had continued spending their non-CSF monies in the classroom at the same rate they did prior to receiving CSF monies, the state-wide classroom dollar percentage would have been 59.6 percent, 2.7 percentage points higher. Instead many districts are not spending their other monies for instructional activities at the same level of effort they did prior to receiving CSF monies. This declining level of effort is evident in the lower percentages of non-CSF monies spent in the classroom and on teacher salaries. Between fiscal years 2001 and 2009, districts reduced their level of instructional spending of non-CSF monies from 57.7 percent to 55.3 percent. At the same time, districts increased the percentages of non-CSF spending in student support, instructional support, and transportation services. Spending in some of these areas also appears to have shifted from in-house staff to contracted services for teacher training, counseling, and physical and speech therapy. District officials have expressed difficulty in hiring and retaining in-house staff, citing that those specialists prefer to provide contracted services.

We have identified instances of supplanting during our performance audits of individual school districts. For example, as part of one school district performance audit, auditors analyzed year-to-year changes in the salaries of a sample of 15 district employees. Over the two fiscal years analyzed, 13 of the 15 teachers had decreases in the non-CSF portion of their salaries. As a result, these 13 teachers' total salaries did not increase as much as they would have if the District had supplemented

salaries with CSF monies as intended. The supplanted amounts identified at this district and at three other audited districts totaled approximately \$1.4 million. Each of these districts has reimbursed or is in the process of reimbursing the Classroom Site Fund.

A few Arizona districts did not appear to supplant and, instead, they significantly increased their non-CSF instruction spending from their 2001 levels, resulting in significantly higher classroom dollar percentages in 2009. These districts decreased the percentages spent on administration and plant operations, primarily by reducing staffing levels and spending on supply and energy costs.

Available evidence indicates association between student achievement and classroom dollar percentage

Another reason the declining classroom dollar percentage merits attention is that available evidence indicates that higher classroom dollar percentages appear to be associated to some extent with higher levels of student achievement. The Arizona Department of Education (ADE) evaluates district performance using academic indicators such as the percentage of students that met or exceeded state standards on AIMS, attendance rates, and high school graduation rates. The No Child Left Behind Act also assesses districts' adequate yearly progress toward the goal of having all students meet state standards by 2014. These indicators are aggregated and reported for each district in Appendix B.

Auditors analyzed each district's percentage of students that met or exceeded AIMS Math, Reading, and Writing assessments overall and found that higher percentages in this academic indicator appear to be associated with higher classroom dollar percentages. This association exists even after considering other variables that may affect students' performance. For example, the extent of poverty, such as a district's percentage of children between 5 and 17 years old who live at or below the poverty level has been shown to be strongly associated with student achievement.¹ In general, the research shows that high levels of poverty are associated with lower student achievement, while low levels of poverty are associated with higher student achievement. In Arizona, districts with lower rates of students living in poverty have higher percentages of students meeting or exceeding AIMS, on average. Given that poverty has been shown to be strongly associated with student achievement, auditors also took this variable into account in conducting further analysis.

This additional analysis showed that the association between classroom dollar percentages and student achievement is weaker—but still significant—when the district's poverty rate is considered. Auditors also grouped districts into peer groups based in part on poverty rates and found that within these groups, districts with

• ¹ Brooks-Gunn, Jeanne & Greg J. Duncan. The Effects of Poverty on Children. *Children and Poverty* 7, No.2 (Summer/Fall 1997); Harris, Douglas. High-Flying Schools, Student Disadvantage, and the Logic of NCLB. *The American Journal of Education* 113 (May 2007); and Machtinger, Howard. Summary of High Poverty Schools Conference at UNC Chapel Hill. *The High School Journal* (February/March 2007).

classroom dollar percentages higher than the state average had 11 percent more of their students passing AIMS than the districts with similar poverty rates and classroom dollar percentages below the state average. Thus, despite the impact of poverty on student achievement, our preliminary analyses suggest that, on average, districts' classroom dollar percentages appear to be related to their students' success in passing AIMS, perhaps because classroom spending indicates a district's commitment to dedicate resources to instruction.

High classroom dollar percentage often indicates more efficient operations, but additional performance indicators are needed to evaluate specific operational areas

Performance audits of individual districts and separate analysis of statewide data both show that districts with high classroom dollar percentages typically operate their nonclassroom operations more efficiently than districts with lower classroom dollar percentages. Auditors analyzed data for the 18 Arizona school districts that served at least 200 students and spent at least 60 percent of total dollars in the classroom and found that 15 of them had lower—that is, more efficient—performance cost measures than other schools in their peer groups in at least three key operational areas.¹ Three of these districts also received performance audits in which auditors confirmed that most nonclassroom operations were efficient compared to similarly sized districts. One of these districts has one of the highest classroom dollar percentages in the State, one of the lowest per-pupil administrative costs in the State, and efficient operations in the other operational areas.

However, a low classroom dollar percentage does not always mean that the district is inefficient. During performance audits and interviews with district officials, auditors identified factors that are out of district control but may result in a lower classroom dollar percentage. For example, despite performing as or more efficiently than their peers in operational areas, two districts with significantly higher percentages of special education students had low classroom dollar percentages primarily because of their spending in student support services. Also, a district that received a performance audit had one-time legal costs that lowered its classroom dollar percentage, despite otherwise efficient management of nonclassroom operations. Another district that received a performance audit had efficient operations but transported many of its students long distances. The additional transportation costs resulted in a lower classroom dollar percentage, despite overall district efficiencies.

To fully evaluate individual operational areas, a wider range of performance measures is needed. Examples include administrative costs per pupil, plant costs per square

Noninstructional cost areas:

Operational areas:

- Administration
- Plant operations
- Transportation
- Food services

Support services:

- Instruction support
- Student support

¹ Districts with similar size, type, and rural or urban location (see Appendix B).

foot, and food costs per meal. Such measures can help districts identify specific operations that perform well or need improvement. For example, a district could monitor its food costs per meal to identify changes in program efficiency and adjust its operations. Without that measure, the district might incorrectly attribute an increase in total food costs to higher student enrollment and more meals served. We describe these measures and discuss their use more fully in the next chapter.

Districts of All Sizes, Types, and Locations Have Identified Ways to Operate More Efficiently

Arizona's low classroom dollar percentage indicates a need for careful monitoring of costs in nonclassroom areas. In this regard, Arizona's school districts have much to offer each other in terms of the approaches some districts have taken to monitor and reduce these costs. To a degree, costs in some nonclassroom areas can be affected by a school district's size, type, or location. For example, a small district may have higher administrative costs per pupil than larger districts because it spreads fixed costs over fewer students. Similarly, a rural district may have higher transportation costs because of its longer transportation routes. Performance indicators, which few districts readily develop and use, can help determine whether a district's costs are out of line relative to similar districts. This chapter focuses on four nonclassroom operational areas—administration, plant operations, food service, and transportation—and discusses indicators that can help districts monitor performance and provides examples of the practices some Arizona districts are using to reduce costs in these areas. Despite the structural challenges of their different conditions, districts of various sizes, types, and locations can, and have, identified a number of cost-savings approaches, such as minimizing staffing levels, reducing excess space, conserving energy, and effectively managing vendor contracts.

District size, type, and location affect operational costs

Arizona districts vary significantly in their numbers of students. The districts also vary in the grade levels of students served and geographic proximity to urban centers. Size, type, and location can affect a district's nonclassroom costs, but in different ways for each operational area. For example, districts serving high school students may have high total plant costs associated with the additional square footage of high school facilities and districts in urban locations may have high transportation costs per rider because they transport many riders with special needs.

To help identify and analyze operational efficiencies, auditors placed each of the State's 208 districts into 1 of 12 operational peer groups based on district size, type, and location.¹ These 12 peer groups, which are shown in Table 1 on page 10, range from unified and high school districts located in urban areas serving more than 20,000 students to elementary school districts in rural areas serving fewer than 200

¹ See Appendix B. Excludes special purpose districts, such as JTED, transporting, and accommodation districts.

students. Arizona districts vary significantly in their numbers of students, with a range of 5 to 65,750 students. As reported in prior years, larger districts are able to achieve economies of scale in nonclassroom operations by spreading costs over more students, leaving additional dollars to spend in the classroom. For example, both large and small districts need to operate and maintain school buildings and pay for salaries of district- and school-level administrators, but larger districts spread these costs over more students. As a result, district size continues to be the primary factor associated with higher classroom dollar percentages. As seen in Table 1 below, as district size increases, so does the classroom dollar percentage, on average.

Table 1: Average Classroom Dollar Percentages of Districts Grouped by Operational Peer Group

District Size ¹	Location	Type	Classroom Dollar Percentage
Very Large	City/Suburb	HS/Unified	59.1%
Large	City/Suburb	HS/Unified	56.4
		Elementary	57.5
Medium-Large	City/Suburb	HS/Unified	57.5
Medium	City/Suburb	HS/Unified	55.2
		Elementary	55.3
	Town/Rural	HS/Unified	52.6
		Elementary	53.8
Small	Town/Rural	HS/Unified	51.2
		Elementary	54.7
Very Small	Town/Rural	HS/Unified	46.6
		Elementary	54.8

¹ Very large districts serve more than 20,000 students, large districts serve 8,000 to 19,999 students, medium-large districts serve 5,000 to 7,999 students, medium districts serve 600 to 4,999 students, small districts serve 200 to 599 students, and very small districts serve fewer than 200 students.

Source: Auditor General staff analysis of fiscal year 2009 School District Annual Financial Reports and average daily membership counts provided by the Arizona Department of Education and summary accounting data provided by individual school districts.

While district size affects per-pupil costs in all nonclassroom areas, geographic proximity to urban centers (location) and grade levels served (type) affect certain individual operational cost areas, such as plant operations and transportation services. In particular, as Table 2 on page 11 shows:

- The average plant costs per square foot are generally much higher for elementary districts than for those serving high school students. For example, in small-sized districts, plant costs average \$6.94 per square foot for elementary districts, compared with \$5.78 for districts that have high schools. The costs per

square foot for districts serving high school students are likely lower because costs are spread across the additional square footage often operated by high schools, such as athletic facilities.

- Transportation costs per mile are lower for rural districts, on average. For example, transportation costs average \$5.18 per mile at medium-sized, urban elementary districts compared with \$3.04 per mile at medium-sized, rural elementary districts. Costs per mile are lower in rural areas because these districts transport their riders farther than districts in urban areas and thereby spread costs such as driver salaries over more miles.
- Food costs per meal are lower for elementary districts. In medium-sized districts, the elementary schools spend between \$0.26 and \$0.51 less per meal than the districts serving high school students, perhaps because of the larger meal portions and greater variety of food offered at high schools.

In contrast to these variations in costs related to plant, transportation, and food service, the trends in administrative costs tend to be much more closely related to district size. As Table 2 below shows, administrative costs show relatively steady increases as district size diminishes.

Table 2: Average Costs for Selected Noninstructional Areas by Operational Peer Group

District Size	Location	Type	Performance Cost Measure Averages			
			Administrative Costs per Pupil	Plant Costs per Square Foot	Food Costs per Meal	Transportation Costs per Mile
Very Large	City/Suburb	HS/Unified	\$639	\$6.38	\$2.49	\$4.22
Large	City/Suburb	HS/Unified	634	6.67	2.64	3.44
		Elementary	705	6.62	2.44	4.77
Medium-Large	City/Suburb	HS/Unified	733	6.20	2.79	3.31
Medium	City/Suburb	HS/Unified	775	6.13	2.64	2.96
		Elementary	840	7.16	2.38	5.18
	Town/Rural	HS/Unified	1,148	5.49	3.07	2.53
		Elementary	921	6.71	2.56	3.04
Small	Town/Rural	HS/Unified	1,524	5.78	3.38	2.60
		Elementary	1,288	6.94	3.05	2.22
Very Small	Town/Rural	HS/Unified	2,646	4.99	4.15	1.93
		Elementary	2,656	7.53	5.10	1.79

Source: Auditor General staff analysis of fiscal year 2009 School District Annual Financial Reports, average daily membership counts, and transportation reports provided by the Arizona Department of Education; square footage reports provided by the School Facilities Board; U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data; and summary accounting data provided by individual school districts.

Certain districts operate efficiently, considering their size, type, and location

While the overall analysis above shows that nonclassroom costs can be affected by factors like size, type, and location, there are certain districts that operate more efficiently than other districts affected by those same factors. Using a larger set of performance indicators, auditors compared costs across districts of similar size, type, and location. These comparisons helped identify both high-cost, inefficient operations and districts that are employing good practices that keep costs low. Auditors then interviewed officials from these more efficient districts about their operations, challenges, and cost-savings measures. These conversations presented some “best-practice” ideas that districts with high costs may be able to adopt. Many of the opportunities for cost-savings were also identified during performance audits of individual districts. Most of the cost savings related to salaries and benefits, which compose 86 percent of administrative costs and between 39 and 68 percent of the other operational areas’ costs.

For lower administrative costs, larger districts use staffing formulas and smaller districts have staff perform multiple duties—

Regardless of district management decisions, larger districts are able to gain efficiency on a per-pupil basis and achieve economies of scale by spreading administrative costs over more students. As seen in Table 2 on page 11, the very large district peer group spent \$639 per pupil on administrative costs, on average, compared to the very small district peer groups that spent over \$2,600 per pupil, or about four times that amount.

However, regardless of district size, some districts spend less per pupil than their peers because they have implemented certain cost-savings measures. Monitoring additional performance measures, such as the number of students served per administrator and the percentage spent on employee benefits, can help a district

determine whether it is overstaffed or has benefit packages that are considerably out of line relative to other districts. Within each of the 12 peer groups, salary and benefit costs explain most of the differences between high-cost and low-cost districts. Auditors identified three primary types of practices that districts of various sizes could employ to keep costs under careful control in this area. Specifically:

- **Staffing formulas help larger districts:** In several performance audits of large-sized districts, auditors have recommended that the districts review their

Performance measures that districts can use to assess administrative costs:

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

administrative staffing levels. Within 9 of the 12 peer groups, there are significant differences in staffing levels per student. Across the medium-sized district peer groups, each administrative position at the low-cost districts served 66 students, compared to 51 students at the high-cost districts, on average. Staffing formulas, such as one low-cost district's policy of having one assistant principal per 800 students, can help districts control costs while ensuring an acceptable level of student service. Within one of the large-sized district peer groups, the high-cost district had about 2,000 fewer students but spent approximately \$1.3 million more in total administrative costs and served about 20 fewer students per administrator than the low-cost district. According to officials from the low-cost district, it intentionally operated with a "lean staff" and used staffing formulas for all classified and administrative positions.

- **Smaller districts "wear many hats":** Smaller districts that have relatively efficient performance cost measures typically rely on fewer staff to manage more than one operational area. For example, within one of the small-district peer groups, the high-cost districts averaged 7.5 administrators compared to the 2.4 administrators at the low-cost district. According to officials at the low-cost district, the superintendent also serves half-time as principal and manages federal grant reporting and the business manager is a half-time employee who also manages federal lunch program applications and revenues.
- **Costly retirement programs:** In two performance audits, auditors have attributed part of the districts' high administrative costs to their early-retirement programs. In contrast, across 11 peer groups interviewed about their administrative costs, none of the low-cost districts had early-retirement programs. Further, in a recent performance audit of a high-cost district, auditors questioned whether the district's early retirement program really was cost effective as the savings analysis was not well supported, more than half the employees opting for early retirement were already eligible for retirement, and many individuals returned to work for the district after opting for the early retirement program.

For lower plant operations costs, districts monitor staffing levels, conserve energy, and reduce excess space—On a per-pupil basis, districts serving high school students spend more on plant operations, likely because of the larger and different types of facilities needed for high school programs. Compared to elementary schools, high schools typically have larger auditoriums, gymnasiums, and other athletic-related buildings, as well as additional facilities for vocational education. An additional performance cost measure, cost per square foot, helps districts monitor and compare the costs of operating each building and facility, regardless of how many students use them. On a per-square-foot basis, unified and high school districts typically spend less on plant operations because these costs are spread across more square footage. As seen in Table 2 on page 11, the medium- and small-sized unified and high

school peer groups spent between \$5.49 and \$6.13 per square foot on plant costs, compared to the similarly sized elementary peer groups that spent between \$6.71 and \$7.16 per square foot, on average. When assessing the efficiency of plant operations, districts should consider a variety of measures, including per-pupil and per-square-foot costs, the amount of square footage per pupil, and the intended number of students per school, or design capacity.

Performance measures that districts can use to assess plant operations costs:

- Cost per student
- Cost per square foot
- Energy cost per square foot
- Square footage per student
- Building design capacity
- Custodial staff per square foot

The kinds of useful or innovative practices that some Arizona districts used as cost-savings measures in plant operations included the following:

- **Monitoring staffing levels:** In many performance audits, auditors have recommended that districts review their maintenance and custodial staffing levels to reduce costs. The most efficient districts monitor their staffing levels for custodial and maintenance work. According to a national survey of school facility directors, the national average is 26,800 square feet per custodian.¹ Across the peer groups, low-cost districts operated 27,182 square feet per custodial and maintenance employee, while high-cost districts averaged 12,513.
- **Medium and small districts “wear many hats”:** Efficient medium- and small-sized districts utilize their skilled employees across multiple operational areas. For example, at one low-cost, medium-sized district, the daytime custodians are also certified bus drivers and their salary and benefit costs are allocated between transportation and plant operations. Similarly, at a small, low-cost district, the maintenance director did most of the maintenance work himself and also served as the transportation director and bus driver.
- **Energy conservation measures:** Within 5 of the 12 peer groups, energy costs were significantly different between districts with high costs per square foot and those with lower costs. Officials at four of the low-cost districts said they implemented cost-savings practices such as replacing light fixtures, using programmable thermostats, and keeping up with preventative maintenance work like changing air conditioning filters and keeping equipment in optimal running condition. Officials at two of the high-cost districts said they were working on installing more efficient lighting. In two recent performance audits, lower plant costs were due in part to these and other energy conservation measures, including giving the electric company authority to change the district’s rate plan as often as necessary to produce cost savings.

¹ The American School and University. “37th Annual Maintenance & Operations Cost Study-SCHOOLS,” April 2008. <http://asumag.com/Maintenance/37th_annual_maintenance_schools.>

- **Maximizing building capacity:** One of the greatest challenges but biggest areas for cost-savings is the reduction of excess space which, in some cases, requires closing buildings or schools. In five performance audits, auditors have identified higher plant costs and recommended that the District examine ways to reduce the cost of excess space, including the lease of buildings, and closure or combining of schools. One of these districts, a medium-sized rural district, recently closed its junior high school and moved those students to its high school and reported an estimated annual savings of over \$400,000.

Better management of contracted services, commodities, and staffing levels reduce food service costs—Food service costs appear to be influenced by all three structural conditions, which are district size, type, and location. For example, the peer groups with small and very small districts spend \$1.70 more per meal equivalent (MEQ), on average, than the large and very large district peer groups.¹ Similarly, as seen in Table 2 on page 11, with the exception of very small districts, food costs per meal are between \$0.20 and \$0.51 lower for elementary districts than for districts serving high school students. Lastly, the peer groups with districts located in towns and rural areas spend \$1.04 more per MEQ than the peer groups with districts located in cities and suburbs, on average. While larger districts may benefit from their economies of scale, districts in more urban areas may have more choices in food service vendors and lower delivery costs.

Food cost per MEQ is an important performance measure of a food service program, but additional measures are needed (see textbox). For example, meals per labor hour and supply costs per MEQ provide detail on two interrelated portions of food service costs. That is, when a district serves pre-packaged foods, such as frozen pizza, more than district-prepared meals, then the district will likely serve more meals per labor hour but have a higher food cost per MEQ. Another important measure is the food service program’s breakeven measure, which indicates whether the program is self-sustaining or needs to be subsidized with other district monies. In fiscal year 2009, 40 percent of the State’s food service programs appeared to be at least self-sustaining, meaning that the costs of the program were covered by the revenues generated. At the remaining 60 percent of the districts, food service program costs exceeded revenues.

The kinds of useful or innovative practices that some Arizona districts used as cost-savings measures in their food service programs included the following:

- **Commodities:** In one half of the peer groups, the lower-cost districts used free commodities to a greater extent than the high-cost districts. The U.S. Department of Agriculture provides commodities, such as ground beef and

Performance measures that districts can use to assess food service costs:

- Cost per student
- Cost per MEQ
- Meals per labor hour
- Supply cost per MEQ
- Ratio of revenues and expenditures

¹ Meal equivalents are comparable units of food service items. For example, one meal equivalent is equal to 1 student lunch, 2 breakfasts, or 3 snacks.

canned fruit and vegetables, to school districts at no cost. However, planning school lunch menus can be challenging for districts that use commodities because the availability and selection of commodities varies monthly. District officials at a recently audited district attributed a decrease in its food service costs from the prior year in part to its increased use of commodities.

- **Contract structure and oversight:** For districts that outsourced their food service programs, cost efficiency can depend on the contract structure and district oversight of the vendor. Districts that used contracted services ranged from having low, medium, and high costs per MEQ. During performance audits between 2003 and 2007, auditors repeatedly recommended that districts consider including a guaranteed profit or breakeven clause in their food service contracts. Additionally, in one of the medium-sized district peer groups, the districts that included food costs in their contracts had lower costs than those districts that contracted for food services and separately paid for food supplies. Lastly, there are differences in costs among vendors. Auditors identified one vendor that was used by the high-cost districts in 4 different peer groups.
- **Staffing levels:** Within 4 of the peer groups, the high-cost districts had higher salaries and/or staffing levels than the lower-cost districts. Specifically, the low-cost districts prepared 57 percent more meals per labor hour compared to the high-cost districts, on average.

Lower staffing levels and reduced overtime help reduce transportation costs—Transportation costs are significantly related to the number of miles that districts transport their riders. On average, districts in town and rural areas transport their riders 465 miles compared to the 247 miles per rider for districts located in the cities and suburbs.

However, assessing a transportation program's efficiency requires a variety of performance measures. As an added challenge, two key performance measures, cost per mile and cost per rider, are inversely related. That is, districts that transport riders for long distances will typically have a low cost per mile and a high cost per rider. Consequently, miles per rider provides useful information for choosing the most relevant cost measure and making valid comparisons and should be used when comparing districts within peer groups. Additional performance measures include staffing levels per mile, fuel costs per mile, and the percentage of bus seats occupied by riders, or bus capacity usage.

Performance measures that districts can use to assess transportation costs:

- Cost per mile
- Cost per rider
- Miles per rider
- Miles per driver
- Fuel cost per mile
- Bus capacity usage

The kinds of useful or innovative practices that some Arizona districts used as cost-savings measures in their transportation programs include the following:

- **Staffing levels:** Within 7 of 12 peer groups, the low-cost districts had significantly lower salaries and benefit costs than the high-cost districts. Officials at a low-cost, large district that had received a performance audit several years ago recently attributed their cost-savings to three factors: monitoring performance measures, adjusting their staffing levels so that they reduced overtime costs, and splitting the transportation employees' time with plant operations so that they performed custodial work between routes. In contrast, other performance audits have identified high-cost districts where auditors observed full-time transportation staff sitting for hours of unproductive time between their routes.
- **Overtime and benefits:** During performance audits, district officials have identified the challenge of retaining staff by offering full-time status and related medical benefits or employing part-time staff and potentially increasing staff turn-over and the number of missed routes. Performance audits have recommended that districts consistently monitor staffing levels and related salary and benefit costs of their transportation programs. Monitoring these costs can help districts decide which benefits to offer staff, especially at large districts, where salaries and benefits compose 70 percent of transportation costs. In one performance audit, the District awarded overtime to only the most experienced, full-time drivers, which resulted in high salary, overtime, and benefit costs. In contrast, another audited district managed to keep its costs lower than comparable districts primarily by employing part-time drivers and bus assistants, who did not receive benefits. Eighty percent of the low-cost district's bus drivers were part-time, compared to 10 percent at their comparable districts, on average.
- **Bus maintenance:** To decrease transportation maintenance costs and help extend the useful life of its buses, one audited district samples oil from its buses for testing. The results tell the district whether it can extend the amount of time between oil changes and if there are engine parts that potentially need to be replaced. The district potentially saves further costs because the testing can warn of bus parts that are wearing out, allowing the district to replace those parts before they cause damage to other engine parts and lead to more costly repairs or longer downtimes for the buses. In contrast, performance audits have identified many districts that fail to systematically perform preventative maintenance on their vehicles.
- **Efficient routes:** Performance audits of districts with high transportation costs frequently recommend that districts monitor the number of riders in each bus, or bus capacity usage. Even districts whose routes cover long distances can maximize their program's efficiency by monitoring their route efficiency. Two recent performance audits identified rural districts that maintain efficient routes

despite traveling across large geographical areas. One of these districts regularly monitored its bus capacity and operated routes at 79 percent of seat capacity. In contrast, a recent audit of a large urban district determined that about one-quarter of the District's bus routes operated below 50 percent capacity.

- **Transporting special needs and homeless populations:** Districts cannot control nor often anticipate the changing needs of the student population they transport. Districts that serve a greater percentage of students with special needs have higher costs per mile and per rider. In a recent performance audit, auditors determined that while the district had costs similar to other districts for regular transportation services, it spent a very high \$9,959 per rider to transport students with special needs, about 22 times more per student than for its regular routes. Costs could have been lower if the district improved the bus utilization rate for both its contracted and in-house routes and improved its oversight of vendor billing. District location appears to be a factor in the composition of districts' riders. On average, within the districts located in cities and suburban areas, riders with special needs compose 8 percent of the total ridership, compared to 3 percent at districts located in towns and rural areas. In addition, the districts in cities and suburbs transport more homeless riders. While only one rural district reported transporting a homeless student, a very large urban district reported transporting over 1,200 homeless riders in fiscal year 2009.

Performance Pay Plan Quality Varies Widely, but Plans with Strong Student Achievement Goals May Be Linked to Higher Student Achievement

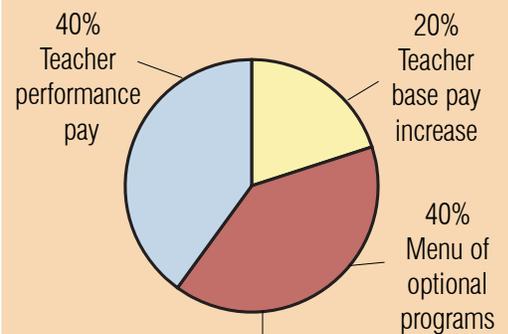
Research into the relationship between performance pay and student achievement has identified a number of factors that can impede a performance pay program's success in raising student achievement. Although the performance pay framework established for Arizona's Proposition 301 addresses many of these factors, Arizona districts vary widely in the degree to which they incorporate key elements of this framework into their performance plans—particularly a focus on student achievement goals. Developing plans with strong achievement goals is important because, for the most part, districts with a strong emphasis on student achievement goals in their performance plans generally had higher percentages of students passing the AIMS test than districts with weaker performance plans.

Arizona's Proposition 301 performance pay system includes elements that may promote student achievement

Arizona Revised Statutes (A.R.S.) §15-977 directs districts to use at least 60 percent of CSF monies for teacher compensation (see textbox). Districts are required to direct 40 percent toward pay for performance. In 2005, the Legislature established requirements for Proposition 301 performance pay, which previously did not have guidelines. These requirements specify that school district governing boards must adopt performance pay plans at public meetings and specifies eight different performance measurement elements that must be contained in the performance plans themselves. However, school district governing boards may modify the elements if they do so in a public meeting.

While national research has yet to establish a clear link between student achievement and teacher performance pay, the steps taken by the Arizona Legislature address a number of the issues that have blurred this link in other states. Other states' performance pay initiatives are in the early stages of

Required apportionment of Proposition 301 monies



- AIMS intervention programs
- Class size reduction
- Dropout prevention programs
- Teacher compensation increases
- Teacher development
- Teacher liability insurance premiums

implementation, and research regarding them is still ongoing. Enough information has not been collected to say whether a link is present or not. In particular, researchers find it difficult to separate the effects of teacher performance pay on student achievement from other programs in place that aim to increase achievement as well. However, researchers identified certain factors that may affect the success of teacher performance pay plans. The Legislature included many of these factors as requirements for Proposition 301 performance pay. Specifically:

Broad range of performance goals—Most studies agreed that evaluating teacher performance in a broad range of goals, such as principals' evaluation of and parents' satisfaction with teacher performance, rather than just student test scores, encourages greater levels of teacher participation in performance pay systems. The requirements the Legislature set in place in 2005 specify that performance pay plans should include the following performance measurement elements:

- School performance;
- District performance;
- Measures of academic progress toward state standards;
- Other measures of academic progress;
- Dropout/graduation rates;
- Attendance rates;
- School quality ratings from parents and students; and
- Teacher professional development programs.

While the number and types of goals districts included in their performance pay plans vary widely, in fiscal year 2009, all 222 school districts receiving CSF performance pay monies included one or more goals addressing the performance measurement elements outlined in statute. More specifically, 96 districts incorporated goals addressing at least four different areas of performance measurement, while the remaining 126 districts based performance pay on three or fewer goals.

Easy access to monies—Some studies found that if school districts and/or teachers had to go through a lengthy paperwork process, such as filling out applications, they were less likely to participate in performance pay systems. Arizona statute does not require districts to apply for or go through a lengthy process to receive CSF monies. Therefore, while this may have presented a problem for some other states' performance pay systems, it is not a problem for Arizona's Proposition 301 performance pay system.

District control of monies—Districts were more likely to participate in teacher performance pay systems if the systems allowed districts flexibility in how monies

would be spent. In addition, because Arizona school districts are responsible for drafting their own performance pay plans, they maintain control of how the monies are used and are able to target areas of improvement that relate directly to their district's needs.

Quality of districts' performance pay plans varies widely

Arizona's Proposition 301 pay system appears to address many of the factors identified by research as potentially having an effect on student achievement. However, because districts choose their own performance goals, the quality of performance pay plans state-wide varies widely. Auditors reviewed district performance pay plans falling on the extreme opposite ends of the spectrum, or plans with strong student achievement goals versus plans with no student achievement goals. Based on this review, we found that districts choosing to set strong student achievement goals tended to have higher percentages of students who met or exceeded AIMS standards, on average, than peer districts without any achievement goals. The opposite was true for districts choosing not to set any student achievement goals—that is, fewer of their students met or exceeded AIMS standards. Despite lower student achievement, teachers at districts with weaker performance pay plans still earned performance pay amounts comparable to teachers at districts with stronger performance pay plans.

Performance pay requirements vary widely—Arizona Revised Statutes (A.R.S.) §15-977 directs districts to evaluate teacher performance with a variety of measures, including school, district, and other measures of academic progress; attendance and graduation rates; and satisfaction surveys. Most of these suggested measures focus on student achievement; however, statute allows districts to modify these elements or consider additional elements as long as the performance pay plan is adopted at a public meeting. Common additional performance measurement elements that some school districts incorporate into their plans include goals addressing teacher performance evaluations, professional development, tutoring, leadership, and parent involvement.

Arizona districts differ substantially in the number and type of elements they incorporate into their performance pay plans. Auditors analyzed performance plans from the 222 Arizona districts that received CSF performance pay monies and identified 29 districts (13 percent) that had plan goals addressing a variety of the statutory performance measurement elements and that also appeared to do a good job of linking performance pay to student achievement. For example, these plans typically included goals that required:

- Students to meet targeted percentages of growth in standardized tests or district assessment scores;

- Teachers to determine specific strategies to help their students meet student achievement goals; and
- Teacher evaluations that included specific evaluation points, such as lesson plans that demonstrated the individual teachers' efforts to improve student achievement.

In contrast, auditors identified ten districts' plans that did not include any performance goals linked to student achievement. These plans included such criteria as teachers receiving satisfactory performance evaluations, achieving certain ratings on parent satisfaction surveys, and achieving certain rates of student attendance, but nothing linking performance pay to student achievement.¹

Performance audits of specific districts conducted in 2009 identified other instances of weak performance pay plans, such as plans that paid teachers for performing responsibilities that are a regular part of their jobs or plans that did not require performance above and beyond already expected levels. Here are three examples:

- One district awarded performance pay to eligible employees if freshman students' algebra test scores increased by at least 10 percent between a pre- and post-test. The actual increase in test scores was almost 90 percent. Since the pre-test is given to freshman students who have never been exposed to algebra and the post-test is given to them after receiving a full year of algebra instruction, it should be expected that scores would increase significantly more than 10 percent. This same district also awarded performance pay to all eligible employees for completion of a district-wide goal that applied to only a few employees.
- Another district's performance pay plan included a goal requiring teachers to receive satisfactory performance evaluations. Therefore, all teachers not on a corrective action plan received this portion of performance pay. Further, some of these teachers received the performance pay without having actually received an evaluation because the district's practice was to evaluate a teacher only once every 3 years after a satisfactory evaluation was received.
- In order to meet the academic achievement goal at another district, special education teachers were required to fill out student Individual Education Programs (IEPs), which are already mandated by statute. Similarly, the music, art, and physical education teachers were required to conduct activities such as annual field day, musical concerts, and art shows that district officials reported had been conducted prior to the availability of the performance pay monies. In addition, the plan did not establish how this academic progress goal could be met by other staff such as the counselor and speech therapists, even though these positions received performance pay for this goal.

¹ The remaining 183 districts' plans addressed student achievement and other areas but were not as strong as the 29 plans with strong student achievement goals.

Districts with strong student achievement goals appeared to perform better on AIMS test—Comparisons of AIMS tests results for districts with strong student achievement goals and those with no student achievement goals showed differences in the numbers of students meeting state standards. Specifically, of the 29 districts with plans that did a good job of linking performance pay to student achievement, 19 had a higher percentage of students with passing scores on the AIMS test than the average percentage for their peer districts.¹ By contrast, 7 of the 10 districts with performance pay plans that did not include any performance goals linked to student achievement had smaller percentages of students with passing AIMS test scores than the average percentages for their peer districts.

Despite weak performance pay plans, teachers still earn significant performance pay amounts—The differences in performance pay plans across districts also raises an equity issue with regard to performance pay. Although teachers in districts with strong student achievement goals had to demonstrate performance that was more clearly tied to their students' performance than did teachers in districts with no student achievement goals, there was basically no difference in the amount of performance pay they received. Specifically, teachers in the ten districts with no student achievement goals earned an average of \$2,471 each in performance pay, which is \$400 more than the state-wide average of \$2,071 and only \$200 less than the 29 districts with strong plan goals.

The issues discussed above illustrate the tradeoffs that so far have been involved in implementing performance pay in Arizona. Allowing districts the freedom to determine the goals that performance pay is based on is a good way to gain district and teacher buy-in to the State's performance pay system. However, this freedom has also led to inconsistent performance pay plans and to situations in which teachers receive similar performance pay for significantly different levels of effort and related performance results. Finally, of greater concern, the differences in the quality of performance pay plans may also be affecting student achievement. As noted previously, our analysis suggests there may be a relationship between how fully a district's performance plan incorporates the framework envisioned in statute and how well students perform on state AIMS tests.

¹ For this analysis, districts were grouped with other districts of similar size, locations, and poverty rates. For further explanation, see Appendices B and C.

Appendix A

This appendix lists the fiscal year 2009 classroom dollar percentages for each of the 208 districts organized into peer groups based on size, location, and type; 11 accommodation districts; and 11 joint technological education districts. For further information, see Appendix B, which provides alphabetically organized, one-page summaries for each district.

Table 3: Districts Grouped by Size, Location, and Type and Ranked by Percentage of Dollars Spent in the Classroom¹
Fiscal Year 2009

District Size	Location	Type	District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Very Large	City/Suburb	HS/Unified	Peer group average	59.1%		
			Gilbert USD	62.7%	Mesa USD	59.8%
			Chandler USD	62.4%	Scottsdale USD	57.7%
			Deer Valley USD	60.6%	Dysart USD	57.2%
			Paradise Valley USD	60.6%	Phoenix UHSD	55.6%
			Peoria USD	60.5%	Tucson USD	53.5%
Large	City/Suburb	HS/Unified	Peer group average	56.4%		
			Vail USD	59.9%	Tempe UHSD	56.8%
			Glendale UHSD	58.6%	Higley USD	55.0%
			Amphitheater USD	58.5%	Tolleson UHSD	54.7%
			Marana USD	57.9%	Sunnyside USD	53.9%
			Flagstaff USD	57.2%	Yuma UHSD	51.1%
Large	City/Suburb	Elementary	Peer group average	57.5%		
			Kyrene ESD	62.9%	Glendale ESD	57.1%
			Cartwright ESD	61.1%	Pendergast ESD	56.0%
			Litchfield ESD	58.3%	Tempe ESD	56.0%
			Alhambra ESD	57.7%	Roosevelt ESD	54.6%
			Washington ESD	57.5%	Yuma ESD	54.0%

¹ Accommodation and Joint Technological Education Districts are grouped separately.

Table 3 (Cont'd)

District Size	Location	Type	District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Medium-Large	City/Suburb	HS/Unified	Peer group average	57.5%		
			Prescott USD	61.6%	Fountain Hills USD	56.4%
			Humboldt USD	61.4%	Cave Creek USD	55.6%
			Tanque Verde USD	60.8%	Catalina Foothills USD	55.0%
			Queen Creek USD	59.7%	Agua Fria UHSD	53.7%
			Flowing Wells USD	58.4%	Casa Grande UHSD	53.3%
			Apache Junction USD	56.9%		
Medium	City/Suburb	HS/Unified	Peer group average	55.2%		
			Blue Ridge USD	64.1%	Douglas USD	54.9%
			Safford USD	63.1%	Show Low USD	54.9%
			Lake Havasu USD	59.5%	Winslow USD	54.5%
			Snowflake USD	59.5%	Sierra Vista USD	54.4%
			Colorado River UHSD	59.1%	Kingman USD	53.6%
			Sahuarita USD	57.7%	Coolidge USD	52.8%
			Chino Valley USD	57.2%	Nogales USD	52.7%
			Payson USD	57.2%	Maricopa USD	52.3%
			Buckeye UHSD	56.8%	Page USD	52.3%
			Santa Cruz Valley USD	55.5%	Window Rock USD	50.1%
			Florence USD	55.4%	Chinle USD	49.4%
			J. O. Combs USD	55.3%	Kayenta USD	42.1%
Medium	City/Suburb	Elementary	Peer group average	55.3%		
			Liberty ESD	60.3%	Tolleson ESD	54.8%
			Littleton ESD	59.0%	Madison ESD	54.6%
			Avondale ESD	58.6%	Casa Grande ESD	54.4%
			Fowler ESD	57.3%	Crane ESD	54.3%
			Union ESD	56.3%	Phoenix ESD	53.8%
			Balsz ESD	56.1%	Creighton ESD	52.6%
			Isaac ESD	55.8%	Osborn ESD	50.9%
			Wilson ESD	55.3%	Murphy ESD	50.6%
			Laveen ESD	55.2%		
Medium	Town/Rural	HS/Unified	Peer group average	52.6%		
			Mingus UHSD	62.6%	Round Valley USD	52.8%
			Thatcher USD	62.4%	Nadaburg USD	52.2%
			Pima USD	60.3%	Tombstone USD	52.2%
			Morenci USD	58.3%	Whiteriver USD	51.3%
			Wickenburg USD	57.7%	Parker USD	50.7%
			St. Johns USD	56.4%	San Carlos USD	50.3%
			Mammoth-San Manuel USD	56.3%	Saddle Mountain USD	49.9%
			Holbrook USD	56.1%	Sanders USD	49.0%
			Benson USD	55.8%	Bisbee USD	47.7%
			Willcox USD	55.8%	Indian Oasis-Baboquivari USD	47.7%
			Camp Verde USD	55.7%	Ganado USD	45.4%
			Miami USD	55.1%	Tuba City USD	44.5%
			Globe USD	54.7%	Red Mesa USD	38.7%
			Sedona-Oak Creek JUSD	54.4%	Pinon USD	37.7%
			Williams USD	53.9%		

Table 3 (Cont'd)

District Size	Location	Type	District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Medium	Town/Rural	Elementary	Peer group average	53.8%		
			Bullhead City ESD	59.5%	Palominas ESD	54.1%
			Toltec ESD	59.0%	Eloy ESD	50.7%
			Mohave Valley ESD	58.5%	Somerton ESD	49.6%
			Riverside ESD	57.7%	Gadsden ESD	49.1%
			Cottonwood-Oak Creek ESD	57.0%	Stanfield ESD	47.8%
			Buckeye ESD	54.9%	Altar Valley ESD	47.6%
Small	Town/Rural	HS/Unified	Peer group average	51.2%		
			Ajo USD	59.4%	Gila Bend USD	51.2%
			St. David USD	57.9%	Littlefield USD	50.6%
			Duncan USD	56.0%	Grand Canyon USD	48.5%
			Superior USD	55.1%	Joseph City USD	48.3%
			Ash Fork Joint USD	54.8%	Mayer USD	47.7%
			Ray USD	54.5%	Hayden-Winkelman USD	47.4%
			Bagdad USD	54.2%	Colorado City USD	46.6%
			Fredonia-Moccasin USD	53.4%	Heber-Overgaard USD	46.1%
			Antelope UHSD	52.6%	Cedar USD	44.5%
Ft. Thomas USD	51.6%	Santa Cruz Valley UHSD	44.2%			
Small	Town/Rural	Elementary	Peer group average	54.7%		
			Continental ESD	62.8%	Picacho ESD	55.6%
			Clarkdale-Jerome ESD	60.0%	Palo Verde ESD	51.9%
			Beaver Creek ESD	59.4%	Oracle ESD	49.9%
			Arlington ESD	56.6%	Sacaton ESD	49.9%
			Wellton ESD	56.4%	Quartzsite ESD	49.4%
			Naco ESD	55.6%	Red Rock ESD	48.4%
Very Small	Town/Rural	HS/Unified	Peer group average	46.6%		
			San Simon USD	54.5%	Clifton USD	43.0%
			Seligman USD	54.4%	Bicentennial UHSD	42.0%
			Bowie USD	51.1%	Peach Springs USD	41.3%
			Valley UHSD	47.2%	Patagonia UHSD	39.1%

Table 3 (Concl'd)

District Size	Location	Type	District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Very Small	Town/Rural	Elementary	Peer group average	54.8%		
			Valentine ESD	78.7%	Kirkland ESD	52.7%
			Blue ESD	78.1%	Skull Valley ESD	52.0%
			Sonoita ESD	69.6%	San Fernando ESD	51.9%
			Crown King ESD	68.3%	Canon ESD	51.7%
			Hillside ESD	64.8%	Solomon ESD	51.6%
			Mcnary ESD	63.2%	Young ESD	51.2%
			Yucca ESD	62.5%	Bouse ESD	51.0%
			Aguila ESD	62.1%	Elfrida ESD	51.0%
			Pomerene ESD	61.6%	Sentinel ESD	50.7%
			Double Adobe ESD	61.3%	Paloma ESD	50.1%
			Owens-Whitney ESD	61.2%	Morristown ESD	49.9%
			Bonita ESD	60.8%	Mohawk Valley ESD	49.5%
			Cochise ESD	59.7%	Wenden ESD	49.3%
			Santa Cruz ESD	59.7%	Yarnell ESD	49.3%
			Alpine ESD	58.4%	McNeal ESD	48.3%
			Topock ESD	58.3%	Pine Strawberry ESD	47.4%
			Pearce ESD	56.1%	Vernon ESD	44.0%
			Patagonia ESD	55.6%	Concho ESD	42.9%
			Apache ESD	54.9%	Salome Consolidated ESD	42.2%
			Hyder ESD	53.6%	Hackberry ESD	40.9%
			Congress ESD	53.5%	Ash Creek ESD	39.9%
			Maine Consolidated ESD	53.5%	Mobile ESD	39.6%
Tonto Basin ESD	53.5%					

District Type	District Name	Classroom Dollars Percentage	District Name	Classroom Dollar Percentage
Accommodation	Group average	47.8%		
	Pima ASD	66.0%	Pinal County Special Education Program	45.0%
	Ft. Huachuca ASD	59.2%	Yavapai ASD	44.0%
	Gila County Regional SD	54.5%	Rainbow ASD	43.6%
	Maricopa County Regional SD	49.7%	Graham County Special Services	38.2%
	Mary C. O'Brien ASD	47.9%	Santa Cruz County Regional SD	32.4%
	Coconino County Regional ASD	45.3%		
JTED ¹	Group average	30.0%		
	EVIT	56.3%	GIFT	21.9%
	NAVIT	56.2%	CAVIAT	18.8%
	West MEC	50.9%	VACTE	9.4%
	CAVIT	48.6%	CVIT	0.0%
	NATIVE	45.0%	CTD	0.0%
	Pima County JTED	23.3%		

¹ The percentages for Joint Technological Education Districts include only their direct expenditures and exclude monies passed through to their member school districts.

Source: Auditor General staff analysis of fiscal year 2009 School District Annual Financial Reports and average daily membership counts provided by the Arizona Department of Education, U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data, and summary accounting data provided by individual school districts.

Appendix B

This appendix provides alphabetically organized, one-page information sheets on individual school districts. Each page contains a summary of the district's reported results using Proposition 301 monies, classroom and nonclassroom spending, and other cost measures relative to their operational peer group. Each page also contains descriptive and comparative student and teacher information. N/A indicates that information is not available, not applicable, or not appropriate because it would reveal personal information about individual district employees. NR indicates that Auditor General staff have determined that the District's information is not reliable and has therefore been excluded from analysis and group averages. All information is for fiscal year 2009 unless otherwise indicated. In addition, beginning on page a-219, there are half-page information sheets on JTED and accommodation districts.

Table 4 below shows the data sources used on the individual district pages and defines some of the common terms and acronyms used to describe districts' Proposition 301 goals and results. Also, for reference, a map of Arizona's counties is included as Figure 3, on page a-9.

Table 4: Individual District Page Source Information

Background	
Data	Source
District size	<p>Auditor General staff analysis of ADE's ADM counts. District sizes were categorized as follows:</p> <ul style="list-style-type: none"> • Very large 20,000+ • Large 8,000 to 19,999 • Medium-Large 2,000 to 7,999 • Medium 600 to 1,999 • Small 200 to 599 • Very small Fewer than 200
Students attending	<p>Auditor General staff analysis of the Arizona Department of Education's (ADE) average daily membership (ADM) counts. ADM numbers are rounded to the nearest whole number. Auditors included kindergarten students' ADM at a full- or half-count depending on whether the districts offer all-day or half-day kindergarten at no charge to parents. Auditors also included ADM for students whose private school tuition is paid for by the district.</p>
Number of schools	<p>Auditor General staff analysis of ADM reports provided by ADE and Building Reports provided by the School Facilities Board.</p>

Table 4 (Cont'd)

Operational Efficiency	
Data	Source
Operational peer group Auditor General staff categorized districts into operational peer groups based on their similarities in district size, type, and location. The 12 operational peer groups are labeled "A" through "L" and each includes between 8 and 45 districts. Special purpose districts, such as accommodation and joint technological education districts, are not categorized into peer groups.	
Average per-pupil spending	Auditor General staff analysis of school district summary accounting data and Annual Financial Reports (AFRs), and ADE's ADM counts.
5-year trend	Auditor General staff analysis of school district summary accounting data and AFRs and ADE's ADM counts for fiscal years 2004 through 2009.
District's cost measures relative to peer group Auditor General staff compared a district's cost measures, such as cost per mile, and other related measures, such as miles per rider, to those of its peer group averages. Auditors identified whether the district's cost measures were higher, lower, or comparable to its peer averages, and indicated the determination using a color bar for each operational cost area. When comparing cost measures, auditors also took into consideration other measures that could impact costs, such as the affect of extremely high square footage per student on the cost per square foot. In addition, auditors provided comparative information but did not compare the relative costs for the 53 very small districts. The operations and spending patterns of these districts are highly variable and result in less meaningful group averages. Therefore, the cost measures for these districts have no color indicators.	
Administration	Cost per pupil: Auditor General staff analysis of current administrative costs divided by the number of students, using school district summary accounting data and ADE's ADM counts. Students per administrator: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE's ADM counts and district-provided information on the School District Employee Report.
Plant Operations	Cost per square foot: Auditor General staff analysis of current plant operations and maintenance costs divided by the total square footage, using school district summary accounting data and Building Reports provided by the School Facilities Board (SFB). Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE's ADM counts and the SFB's Building Reports.
Food Service	Cost per meal equivalent: Auditor General staff analysis of current food service expenditures divided by the total number of meals served, using school district summary accounting data and AFRs.
Transportation	Cost per mile: Auditor General staff analysis of current transportation costs divided by the total miles, using school district summary accounting data and ADE's transportation route reports. Miles per rider: Auditor General staff analysis of the total miles divided by the total riders, using ADE's transportation route reports.
Per-pupil spending by function	
District	Auditor General staff analysis of fiscal years 2008 and 2009 school district summary accounting data and AFRs, and ADE's ADM counts.
Peer	Auditor General staff analysis of districts' fiscal year 2009 per-pupil expenditures. The group averages were calculated by adding individual districts' per-pupil expenditures and dividing by the number of districts in each peer group.
State	Auditor General staff analysis of school district summary accounting data and Annual Financial Reports, and ADE's ADM counts.
National	National Center for Education Statistics' fiscal year 2007 data. Although the 2009 data is not yet available, the national percentages have been relatively stable. For the most recent 5-year period that is available, fiscal years 2003-2007, the variations were less than 0.3 percentage points in any of the functional categories.

Table 4 (Cont'd)

Student Achievement And Teacher Information	
Data	Source
Student achievement peer groups	Auditor General staff categorized districts into student achievement peer groups based on their similarities in district size, location, and poverty rate. Within the peer groups based on size and location, auditors grouped districts into high- and low-poverty groups based on whether the district's poverty rate was above or below the state average of 19 percent. The 13 peer groups include between 8 and 37 districts.
Percentage of students meeting state standards (AIMS)	Auditor General staff analysis of ADE's Spring 2009 Math, Reading, and Writing test results on the Arizona Instrument to Measure Success (AIMS), as of January 2010. The district- and state-level percentages were calculated by dividing the number of students who met or exceeded the state standards for their grade by the total number of students who took the test. Auditors aggregated test results across grade levels and included results for grades 3 through 8 and high school grade 10, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who met or exceeded grade-level standards and dividing by the number of districts in each peer group.
Adequate Yearly Progress	Districts' Adequate Yearly Progress (AYP) toward meeting federal goals, provided by ADE as of January 2010. To meet AYP, schools must meet the following requirements: annual student growth on the AIMS assessment of at least 10 percent, percentage of students tested on AIMS of at least 95 percent, high school graduation rate of at least 70 percent or at least a 1 percent improvement over the prior year, and attendance rate of at least 90 percent or at least a 1 percent improvement over the prior year.
Student and teacher information	
Attendance rate	Attendance rates provided by ADE as of January 2010. The district and state-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days as of the district's 100th-day membership count. The group average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.
Graduation rate	For districts serving high school students, the fiscal year 2008 four-year cohort graduation rates, provided by ADE as of January 2010. The district- and state-level graduation rates were calculated by dividing the number of cohort students who graduated after 4 years by the original number of cohort students adjusted for the students transferring in and out of the district. The group average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group.
Poverty rate	Auditor General staff analysis of US Census Bureau fiscal year 2008 "Small Area Income and Poverty Estimates" published in December 2009. District- and state-level poverty rates were calculated by dividing the number of children between the ages of 5 and 17 years old who were living at or below the federal poverty level by the total number of children between the ages of 5 and 17 years old. The group average percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.
Student/teacher ratio	Auditor General staff analysis of ADE's ADM and certified teacher counts as reported by districts on their Classroom Site Fund Narrative (CSF Narratives). In the few instances in which CSF Narrative information was not received or not reliable, certified teacher FTE was obtained from district-reported School District Employee Report data provided by ADE. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTE and the group average percentages were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.

Table 4 (Concl'd)

Student Achievement And Teacher Information (Concl'd)	
Data	Source
Average teacher salary	Auditor General staff analysis of total current expenditures for kindergarten through 12th grade instructional programs spent on certified teacher salaries (excluding salaries for substitute teachers) from district-reported summary accounting records and total number of certified teacher FTEs from district-reported CSF Narrative. In the few instances in which CSF Narrative information was not received or not reliable, certified teacher FTE was obtained from district-reported School District Employee Report data provided by ADE. The district- and state-level averages were calculated by dividing the total teacher salaries by total teacher FTE and the group average percentages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.
Average years' experience	ADE October 2008 data on FTE certified teachers for fiscal year 2009. The number of years of experience included the actual number of years of experience for each certified teacher, instead of capping teachers with more than 15 years of experience at 15. The district- and state-level years of experience were calculated by weighting each number of years of experience by the total FTE for that number of years. The group average percentages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.
Percent of teachers in first 3 years	ADE October 2008 data on FTE certified teachers for fiscal year 2009. The district- and state-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The group average percentages were calculated by adding individual districts' percentages of teachers in their first 3 years and dividing by the number of districts in each peer group.
Proposition 301	Auditor General staff analysis of district-reported CSF Narrative Results. Each of the 223 districts receiving Proposition 301 monies in fiscal year 2009 completed the narrative form. 222 districts developed performance pay plan goals. Goals that were not included in the district's performance pay plan are shaded in grey.

Figure 3: Map of Arizona Counties



Agua Fria Union High School District

Maricopa County
Operational peer group: C
Legislative districts: 12, 13

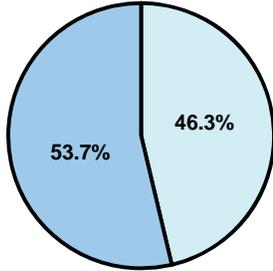
District size: Medium-Large
Students attending: 6,177
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,016
\$4,497



Nonclassroom
\$3,466
\$3,411

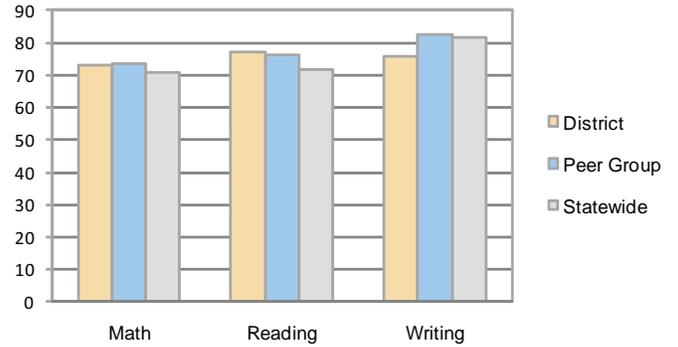
Total
\$7,482
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year and increased significantly overall from 51.6 to 53.7 percent. Spending on plant operations decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$793	\$733	\$729
	Students per administrator	60	63	66
Plant Operations	Cost per square foot	\$7.11	\$6.20	\$6.40
	Square footage per student	147	144	144
Food Service	Cost per meal equivalent	\$2.82	\$2.79	\$2.53
Transportation	Cost per mile	\$2.95	\$3.31	\$3.36
	Miles per rider	NR	230	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2008)	79%	84%	75%
Poverty rate	14%	13%	19%
Student/teacher ratio	20.4	17.5	17.1
Average teacher salary	\$49,431	\$44,052	\$45,209
Average years' experience	8.4	8.4	8.3
Percent of teachers in first 3 years	21%	30%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, diversity coordinator, and teacher on assignment earned between \$5,387 and \$5,740 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,383	\$7,482	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,006	\$4,016	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,377	\$3,466	\$3,186	\$3,411	\$3,780
Administration	787	793	733	729	1,050
Plant Operations	967	1,042	869	920	951
Food Service	356	333	332	382	369
Transportation	405	416	400	343	406
Student Support	591	590	543	594	512
Instruction Support	160	226	295	431	470
Other	111	66	14	12	22

Aguila Elementary School District

Maricopa County
Operational peer group: L
Legislative districts: 4

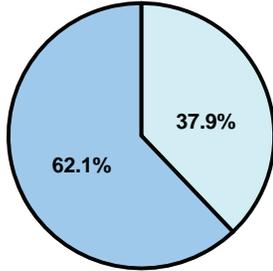
District size: Very Small
Students attending: 162
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,105
\$4,497



Nonclassroom
\$4,940
\$3,411

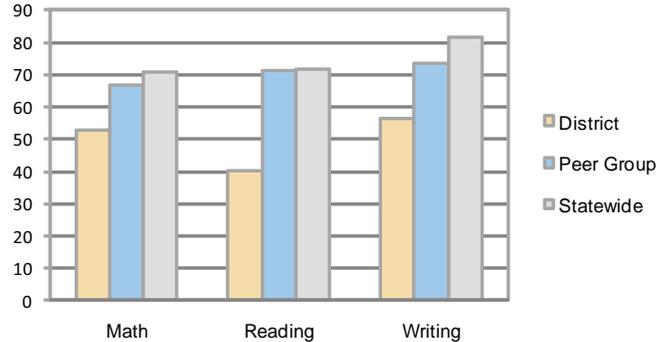
Total
\$13,045
\$7,908

5-year trend

Total spending per pupil increased by 63 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 59.9 to 62.1 percent. Spending on administration and plant operations decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	25%	31%	19%
Student/teacher ratio	13.5	10.8	17.1
Average teacher salary	\$53,990	\$45,165	\$45,209
Average years' experience	10.9	12.7	8.3
Percent of teachers in first 3 years	26%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,297	\$2,656	\$729
	Students per administrator	38	32	66
Plant Operations	Cost per square foot	\$6.33	\$7.53	\$6.40
	Square footage per student	196	318	144
Food Service	Cost per meal equivalent	\$3.81	\$5.10	\$2.53
Transportation	Cost per mile	\$1.10	\$1.79	\$3.36
	Miles per rider	837	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$10,319	\$13,045	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,921	\$8,105	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,398	\$4,940	\$7,554	\$3,411	\$3,780
Administration	1,154	1,297	2,656	729	1,050
Plant Operations	924	1,242	2,297	920	951
Food Service	735	893	859	382	369
Transportation	324	403	930	343	406
Student Support	190	317	474	594	512
Instruction Support	1,071	788	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,757 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Ajo Unified School District

Pima County
Operational peer group: F
Legislative districts: 25

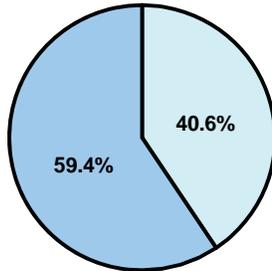
District size: Small
Students attending: 451
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,365
\$4,497



Nonclassroom
\$3,671
\$3,411

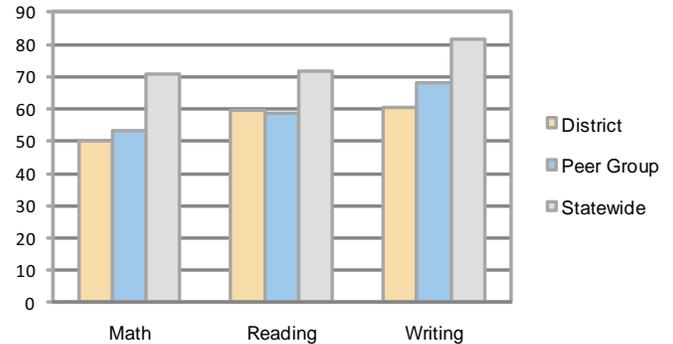
Total
\$9,036
\$7,908

5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year and decreased slightly overall from 60.2 to 59.4 percent. Spending on instruction support increased, while spending in other nonclassroom areas varied from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	68%	73%	75%
Poverty rate	32%	30%	19%
Student/teacher ratio	14.3	14.2	17.1
Average teacher salary	\$40,500	\$41,521	\$45,209
Average years' experience	16.7	10.8	8.3
Percent of teachers in first 3 years	12%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,088	\$1,524	\$729
	Students per administrator	50	42	66
Plant Operations	Cost per square foot	NR	\$5.78	\$6.40
	Square footage per student	237	284	144
Food Service	Cost per meal equivalent	\$2.59	\$3.38	\$2.53
Transportation	Cost per mile	NR	\$2.60	\$3.36
	Miles per rider	433	294	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,999 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,156	\$9,036	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,637	\$5,365	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$3,519	\$3,671	\$5,203	\$3,411	\$3,780
Administration	999	1,088	1,524	729	1,050
Plant Operations	1,156	1,219	1,549	920	951
Food Service	336	330	496	382	369
Transportation	66	45	552	343	406
Student Support	410	477	593	594	512
Instruction Support	552	512	481	431	470
Other	0	0	8	12	22

Alhambra Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 13, 14, 15

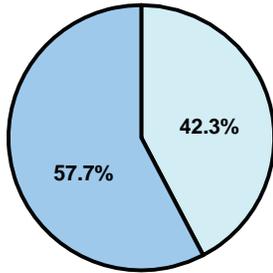
District size: Large
Students attending: 13,921
Number of schools: 15

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,419
\$4,497



Nonclassroom
\$3,236
\$3,411

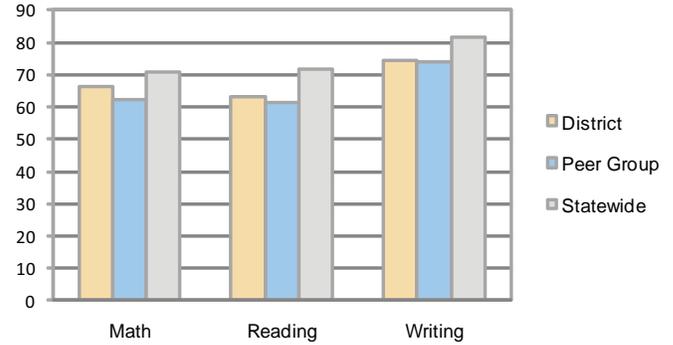
Total
\$7,655
\$7,908

5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom decreased significantly overall from 63 to 57.7 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	74%	75%
Poverty rate	29%	28%	19%
Student/teacher ratio	19.5	18.0	17.1
Average teacher salary	\$57,682	\$48,318	\$45,209
Average years' experience	8.3	8.9	8.3
Percent of teachers in first 3 years	33%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$505	\$705	\$729
	Students per administrator	70	67	66
Plant Operations	Cost per square foot	\$6.14	\$6.62	\$6.40
	Square footage per student	114	120	144
Food Service	Cost per meal equivalent	\$2.86	\$2.44	\$2.53
Transportation	Cost per mile	\$6.45	\$4.77	\$3.36
	Miles per rider	94	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,610	\$7,655	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,548	\$4,419	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,062	\$3,236	\$3,322	\$3,411	\$3,780
Administration	481	505	705	729	1,050
Plant Operations	649	700	786	920	951
Food Service	604	646	494	382	369
Transportation	227	231	272	343	406
Student Support	545	539	536	594	512
Instruction Support	555	615	529	431	470
Other	1	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,399 in salary, and each librarian, speech pathologist, counselor, peer teacher, media specialist, and teacher on assignment earned between \$561 and \$4,686 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Alpine Elementary School District

Apache County
Operational peer group: L
Legislative districts: 5

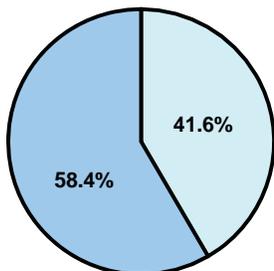
District size: Very Small
Students attending: 46
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,629
\$4,497



Nonclassroom
\$6,870
\$3,411

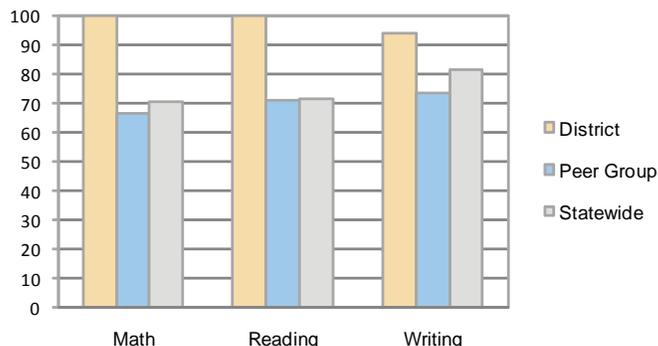
Total
\$16,499
\$7,908

5-year trend

Total spending per pupil increased by 62 percent. Spending in the classroom varied year to year and increased significantly overall from 52.3 to 58.4 percent. Spending on plant operations and student support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,614	\$2,656	\$729
	Students per administrator	31	32	66
Plant Operations	Cost per square foot	\$5.80	\$7.53	\$6.40
	Square footage per student	321	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	\$0.73	\$1.79	\$3.36
	Miles per rider	1,379	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	33%	31%	19%
Student/teacher ratio	8.4	10.8	17.1
Average teacher salary	\$49,736	\$45,165	\$45,209
Average years' experience	7.8	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,400 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$16,441	\$16,499	\$16,311	\$7,908	\$9,683
Classroom dollars	\$9,246	\$9,629	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$7,195	\$6,870	\$7,554	\$3,411	\$3,780
Administration	2,271	2,614	2,656	729	1,050
Plant Operations	2,453	1,860	2,297	920	951
Food Service	43	56	859	382	369
Transportation	1,365	1,356	930	343	406
Student Support	471	259	474	594	512
Instruction Support	592	725	338	431	470
Other	0	0	0	12	22

Altar Valley Elementary School District

Pima County
Operational peer group: J
Legislative districts: 25, 27

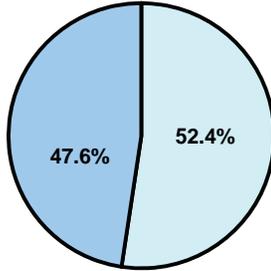
District size: Medium
Students attending: 694
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,754
\$4,497



Nonclassroom
\$5,229
\$3,411

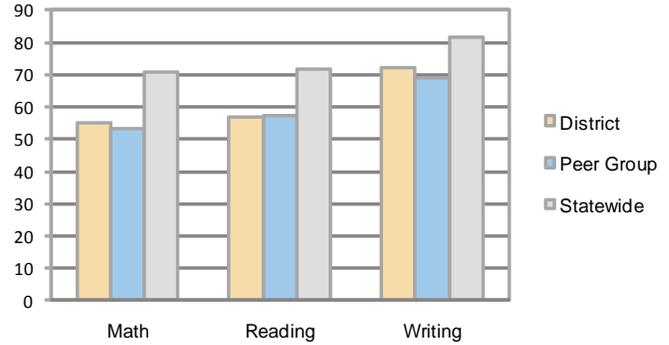
Total
\$9,983
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year and decreased overall from 48.6 to 47.6 percent. Spending on student and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,200	\$921	\$729
	Students per administrator	46	64	66
Plant Operations	Cost per square foot	\$8.76	\$6.71	\$6.40
	Square footage per student	137	125	144
Food Service	Cost per meal equivalent	\$2.66	\$2.56	\$2.53
Transportation	Cost per mile	\$2.17	\$3.04	\$3.36
	Miles per rider	NR	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	16.1	14.9	17.1
Average teacher salary	\$38,034	\$41,086	\$45,209
Average years' experience	9.2	11.1	8.3
Percent of teachers in first 3 years	27%	20%	16%

Proposition 301

Teacher pay

On average, each teacher and the counselor earned \$3,773 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,163	\$9,983	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,881	\$4,754	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$5,282	\$5,229	\$3,601	\$3,411	\$3,780
Administration	1,329	1,200	921	729	1,050
Plant Operations	1,277	1,204	879	920	951
Food Service	601	592	524	382	369
Transportation	1,171	1,027	410	343	406
Student Support	550	749	483	594	512
Instruction Support	354	457	384	431	470
Other	0	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Amphitheater Unified School District

Pima County
Operational peer group: B
Legislative districts: 26, 27, 28

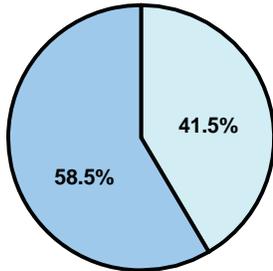
District size: Large
Students attending: 15,088
Number of schools: 20

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,022
\$4,497



Nonclassroom
\$3,567
\$3,411

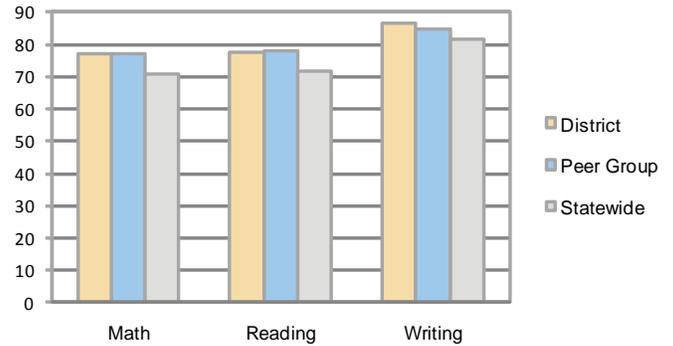
Total
\$8,589
\$7,908

5-year trend

Total spending per pupil increased by 44 percent. Spending in the classroom increased overall from 56.7 to 58.5 percent. Spending on student and instruction support also increased, while spending on administration and plant operations decreased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

18 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	86%	85%	75%
Poverty rate	18%	13%	19%
Student/teacher ratio	14.3	17.3	17.1
Average teacher salary	\$47,298	\$45,833	\$45,209
Average years' experience	11.8	9.1	8.3
Percent of teachers in first 3 years	14%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$652	\$634	\$729
	Students per administrator	52	67	66
Plant Operations	Cost per square foot	\$6.41	\$6.67	\$6.40
	Square footage per student	164	142	144
Food Service	Cost per meal equivalent	\$2.66	\$2.64	\$2.53
Transportation	Cost per mile	\$3.03	\$3.44	\$3.36
	Miles per rider	254	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$8,055	\$8,589	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,629	\$5,022	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,426	\$3,567	\$3,276	\$3,411	\$3,780
Administration	634	652	634	729	1,050
Plant Operations	993	1,052	936	920	951
Food Service	307	326	310	382	369
Transportation	409	398	359	343	406
Student Support	551	578	571	594	512
Instruction Support	509	535	443	431	470
Other	23	26	23	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,126 in additional salary, and each librarian, speech pathologist, counselor, audiologist, nurse, psychologist, technology teacher, aide, and therapist earned between \$362 and \$8,170.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▣ = partially

Antelope Union High School District

Yuma County
Operational peer group: F
Legislative districts: 24

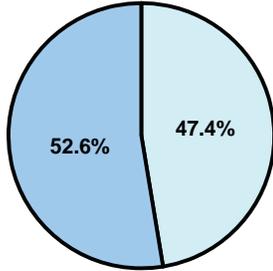
District size: Small
Students attending: 338
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,095
\$4,497



Nonclassroom
\$4,599
\$3,411

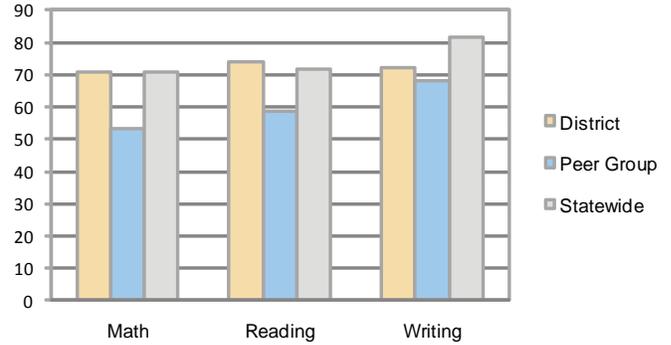
Total
\$9,694
\$7,908

5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year and decreased overall from 54.1 to 52.6 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	72%	73%	75%
Poverty rate	30%	30%	19%
Student/teacher ratio	17.7	14.2	17.1
Average teacher salary	\$47,673	\$41,521	\$45,209
Average years' experience	12.9	10.8	8.3
Percent of teachers in first 3 years	19%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,044	\$1,524	\$729
	Students per administrator	68	42	66
Plant Operations	Cost per square foot	\$3.81	\$5.78	\$6.40
	Square footage per student	318	284	144
Food Service	Cost per meal equivalent	\$3.75	\$3.38	\$2.53
Transportation	Cost per mile	\$1.43	\$2.60	\$3.36
	Miles per rider	477	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,903	\$9,694	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,752	\$5,095	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,151	\$4,599	\$5,203	\$3,411	\$3,780
Administration	1,299	1,044	1,524	729	1,050
Plant Operations	1,071	1,212	1,549	920	951
Food Service	495	570	496	382	369
Transportation	815	690	552	343	406
Student Support	304	553	593	594	512
Instruction Support	167	525	481	431	470
Other	0	5	8	12	22

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$6,163 and \$7,271 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Apache Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

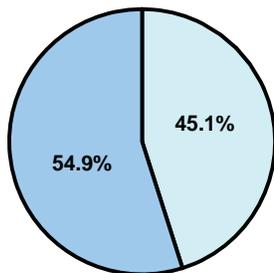
District size: Very Small
Students attending: 5
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$22,411
\$4,497



Nonclassroom
\$18,383
\$3,411

Total
\$40,794
\$7,908

5-year trend

Student enrollment decreased by 71 percent, which contributed to the 426 percent increase in total spending per pupil. Spending in the classroom was inconsistent year to year and increased significantly overall from 49 to 54.9 percent. Spending on administration and transportation decreased significantly, while spending in other nonclassroom areas was inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,853	\$2,656	\$729
	Students per administrator	3	32	66
Plant Operations	Cost per square foot	\$18.59	\$7.53	\$6.40
	Square footage per student	345	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	\$2.34	\$1.79	\$3.36
	Miles per rider	1,980	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$20,399	\$40,794	\$16,311	\$7,908	\$9,683
Classroom dollars	\$11,934	\$22,411	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,465	\$18,383	\$7,554	\$3,411	\$3,780
Administration	1,853	3,853	2,656	729	1,050
Plant Operations	2,354	6,408	2,297	920	951
Food Service	0	0	859	382	369
Transportation	2,814	5,576	930	343	406
Student Support	1,397	2,546	474	594	512
Instruction Support	47	0	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	14%	12%	19%
Student/teacher ratio	5.0	10.7	17.1
Average teacher salary	N/A	\$45,399	\$45,209
Average years' experience	N/A	10.9	8.3
Percent of teachers in first 3 years	N/A	18%	16%

Proposition 301

Teacher pay

The teacher earned \$7,166 in additional salary, and an instructional aide earned an additional \$2,061.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Apache Junction Unified School District

Pinal County
Operational peer group: C
Legislative districts: 22, 23

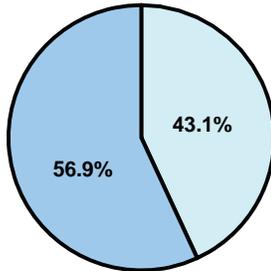
District size: Medium-Large
Students attending: 5,508
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,539
\$4,497



Nonclassroom
\$3,437
\$3,411

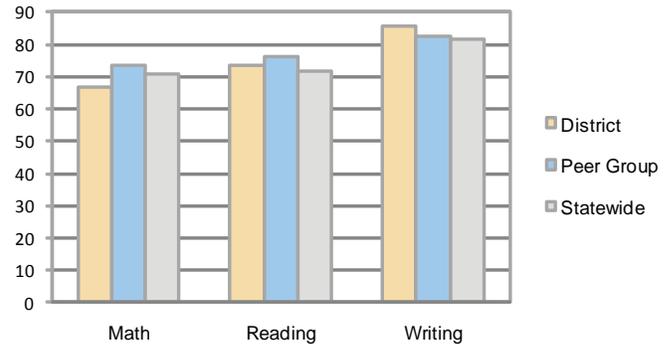
Total
\$7,976
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year and increased overall from 55.2 to 56.9 percent. Spending on plant operations decreased, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet 1 or more of the following objectives: percentage of students tested (2); academic progress (2); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	64%	84%	75%
Poverty rate	14%	13%	19%
Student/teacher ratio	16.6	17.5	17.1
Average teacher salary	\$43,942	\$44,052	\$45,209
Average years' experience	10.0	8.4	8.3
Percent of teachers in first 3 years	29%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$708	\$733	\$729
	Students per administrator	58	63	66
Plant Operations	Cost per square foot	\$7.21	\$6.20	\$6.40
	Square footage per student	135	144	144
Food Service	Cost per meal equivalent	\$2.68	\$2.79	\$2.53
Transportation	Cost per mile	\$3.63	\$3.31	\$3.36
	Miles per rider	209	230	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,526	\$7,976	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,105	\$4,539	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,421	\$3,437	\$3,186	\$3,411	\$3,780
Administration	680	708	733	729	1,050
Plant Operations	999	974	869	920	951
Food Service	306	334	332	382	369
Transportation	471	447	400	343	406
Student Support	580	594	543	594	512
Instruction Support	371	366	295	431	470
Other	14	14	14	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,996 in salary, and each librarian, speech pathologist, and counselor earned between \$3,572 and \$6,684.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Arlington Elementary School District

Maricopa County
Operational peer group: K
Legislative districts: 25

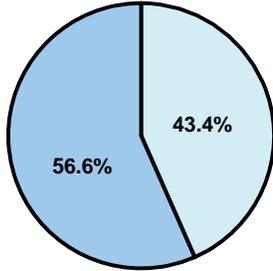
District size: Small
Students attending: 262
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,860
\$4,497



Nonclassroom
\$4,500
\$3,411

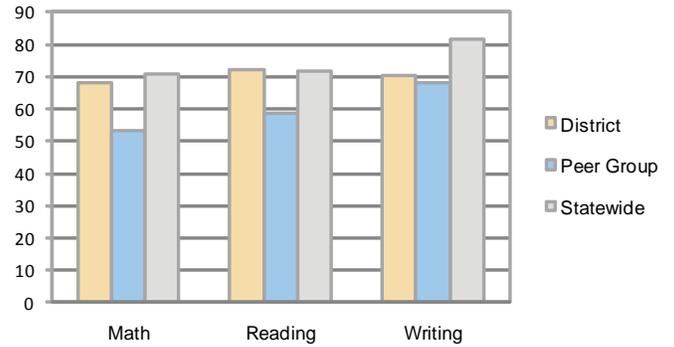
Total
\$10,360
\$7,908

5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year and increased overall from 55.1 to 56.6 percent. Spending on administration and plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	40%	30%	19%
Student/teacher ratio	15.4	14.2	17.1
Average teacher salary	\$47,854	\$41,521	\$45,209
Average years' experience	6.3	10.8	8.3
Percent of teachers in first 3 years	34%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,076	\$1,288	\$729
	Students per administrator	NR	70	66
Plant Operations	Cost per square foot	\$8.61	\$6.94	\$6.40
	Square footage per student	140	149	144
Food Service	Cost per meal equivalent	\$2.72	\$3.05	\$2.53
Transportation	Cost per mile	\$1.56	\$2.22	\$3.36
	Miles per rider	507	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$3,960 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,994	\$10,360	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,719	\$5,860	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$4,275	\$4,500	\$4,442	\$3,411	\$3,780
Administration	1,159	1,076	1,288	729	1,050
Plant Operations	1,080	1,204	1,162	920	951
Food Service	724	634	582	382	369
Transportation	754	725	512	343	406
Student Support	502	680	586	594	512
Instruction Support	51	173	311	431	470
Other	5	8	1	12	22

Ash Creek Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

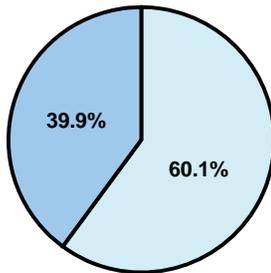
District size: Very Small
Students attending: 29
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$10,517
\$4,497



Nonclassroom
\$15,849
\$3,411

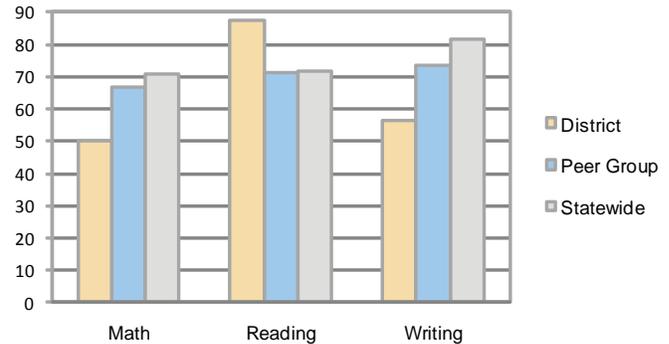
Total
\$26,366
\$7,908

5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 47.4 to 39.9 percent. Spending on plant operations and food service increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	87%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	7.1	10.8	17.1
Average teacher salary	\$40,839	\$45,165	\$45,209
Average years' experience	8.8	12.7	8.3
Percent of teachers in first 3 years	27%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$6,233	\$2,656	\$729
	Students per administrator	8	32	66
Plant Operations	Cost per square foot	\$5.52	\$7.53	\$6.40
	Square footage per student	752	318	144
Food Service	Cost per meal equivalent	\$7.68	\$5.10	\$2.53
Transportation	Cost per mile	\$1.78	\$1.79	\$3.36
	Miles per rider	996	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$24,226	\$26,366	\$16,311	\$7,908	\$9,683
Classroom dollars	\$9,206	\$10,517	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$15,020	\$15,849	\$7,554	\$3,411	\$3,780
Administration	5,359	6,233	2,656	729	1,050
Plant Operations	4,890	4,153	2,297	920	951
Food Service	2,004	2,393	859	382	369
Transportation	1,947	1,745	930	343	406
Student Support	757	1,147	474	594	512
Instruction Support	63	178	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$2,869 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Ash Fork Joint Unified School District

Yavapai County
Operational peer group: F
Legislative districts: 1

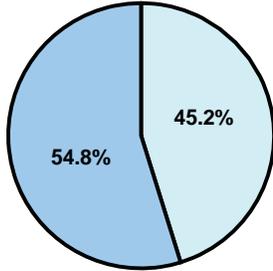
District size: Small
Students attending: 289
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,557
\$4,497



Nonclassroom
\$5,398
\$3,411

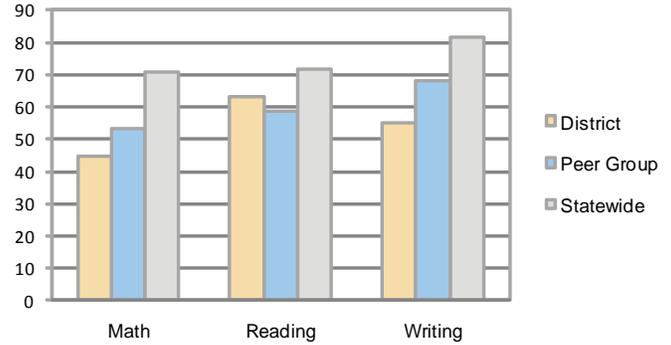
Total
\$11,955
\$7,908

5-year trend

Total spending per pupil increased by 50 percent. Spending in the classroom was very inconsistent year to year and decreased slightly overall from 55.6 to 54.8 percent. Spending in all nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools did not meet all applicable AYP objectives for NCLB for 1 or more of the following reasons: percentage of students tested (3); academic progress (1).

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,198	\$1,524	\$729
	Students per administrator	57	42	66
Plant Operations	Cost per square foot	\$7.92	\$5.78	\$6.40
	Square footage per student	139	284	144
Food Service	Cost per meal equivalent	\$3.64	\$3.38	\$2.53
Transportation	Cost per mile	\$5.04	\$2.60	\$3.36
	Miles per rider	130	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2008)	92%	73%	75%
Poverty rate	28%	30%	19%
Student/teacher ratio	15.2	14.2	17.1
Average teacher salary	\$42,813	\$41,521	\$45,209
Average years' experience	7.9	10.8	8.3
Percent of teachers in first 3 years	15%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,748 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,922	\$11,955	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,762	\$6,557	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$5,160	\$5,398	\$5,203	\$3,411	\$3,780
Administration	2,136	2,198	1,524	729	1,050
Plant Operations	1,242	1,102	1,549	920	951
Food Service	450	655	496	382	369
Transportation	326	486	552	343	406
Student Support	701	619	593	594	512
Instruction Support	305	338	481	431	470
Other	0	0	8	12	22

Avondale Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 12, 13, 23

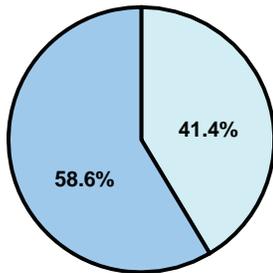
District size: Medium-Large
Students attending: 6,019
Number of schools: 8

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,299
\$4,497



Nonclassroom
\$3,036
\$3,411

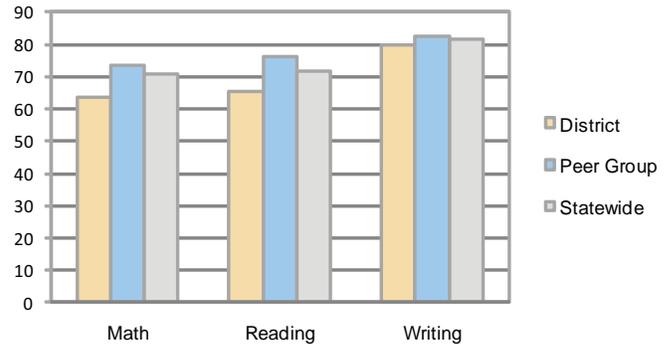
Total
\$7,335
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom decreased significantly from 64.1 to 58.6 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$638	\$840	\$729
	Students per administrator	92	69	66
Plant Operations	Cost per square foot	\$7.18	\$7.16	\$6.40
	Square footage per student	100	123	144
Food Service	Cost per meal equivalent	\$2.66	\$2.38	\$2.53
Transportation	Cost per mile	\$3.70	\$5.18	\$3.36
	Miles per rider	153	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	17%	13%	19%
Student/teacher ratio	17.3	17.5	17.1
Average teacher salary	\$46,751	\$44,052	\$45,209
Average years' experience	8.4	8.4	8.3
Percent of teachers in first 3 years	26%	30%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,636 in additional salary, and each instructional aide, librarian, speech pathologist, counselor, and occupational therapist earned between \$2,537 and \$5,088.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▬ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,988	\$7,335	\$8,194	\$7,908	\$9,683
Classroom dollars	\$4,172	\$4,299	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$2,816	\$3,036	\$3,679	\$3,411	\$3,780
Administration	690	638	840	729	1,050
Plant Operations	585	717	890	920	951
Food Service	448	467	525	382	369
Transportation	165	158	253	343	406
Student Support	472	546	626	594	512
Instruction Support	456	510	545	431	470
Other	0	0	0	12	22

Bagdad Unified School District

Yavapai County
Operational peer group: F
Legislative districts: 4

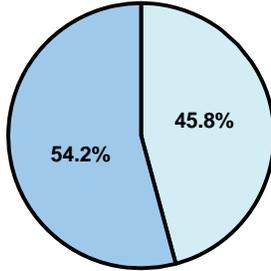
District size: Small
Students attending: 425
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,630
\$4,497



Nonclassroom
\$4,751
\$3,411

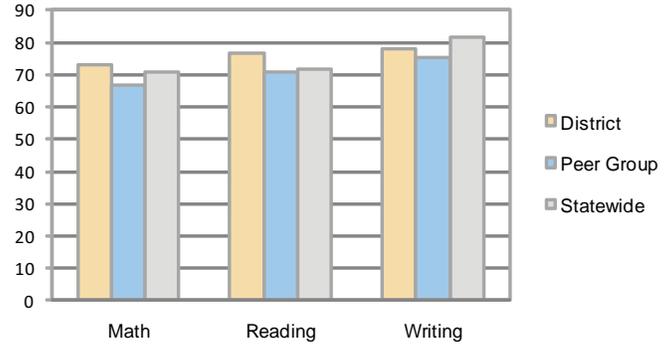
Total
\$10,381
\$7,908

5-year trend

Total spending per pupil increased by 40 percent. Spending in the classroom varied year to year and decreased overall from 55.9 to 54.2 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,794	\$1,524	\$729
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$7.59	\$5.78	\$6.40
	Square footage per student	228	284	144
Food Service	Cost per meal equivalent	\$3.91	\$3.38	\$2.53
Transportation	Cost per mile	\$2.53	\$2.60	\$3.36
	Miles per rider	270	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	96%	79%	75%
Poverty rate	4%	14%	19%
Student/teacher ratio	13.7	14.7	17.1
Average teacher salary	\$37,246	\$43,600	\$45,209
Average years' experience	7.1	10.7	8.3
Percent of teachers in first 3 years	43%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$1,370 in additional salary, and each instructional aide, librarian, and counselor earned between \$848 and \$1,848.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$10,263	\$10,381	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,715	\$5,630	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,548	\$4,751	\$5,203	\$3,411	\$3,780
Administration	1,377	1,794	1,524	729	1,050
Plant Operations	1,555	1,732	1,549	920	951
Food Service	423	400	496	382	369
Transportation	207	182	552	343	406
Student Support	452	416	593	594	512
Instruction Support	534	227	481	431	470
Other	0	0	8	12	22

Balsz Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 11, 14, 15, 16

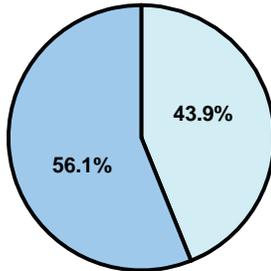
District size: Medium-Large
Students attending: 2,814
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,109
\$4,497



Nonclassroom
\$4,001
\$3,411

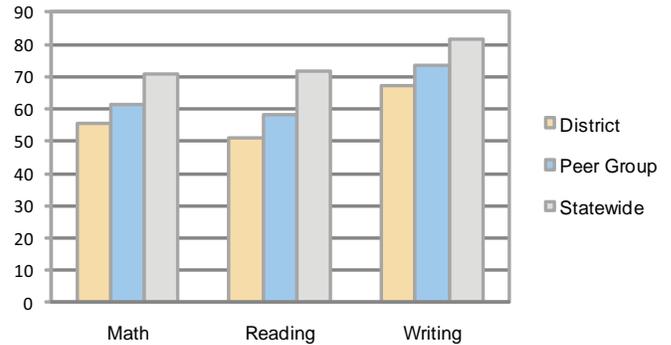
Total
\$9,110
\$7,908

5-year trend

Total spending per pupil increased by 41 percent. Spending in the classroom varied year to year and decreased slightly overall from 56.9 to 56.1 percent. Spending on plant operations and instruction support increased significantly, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$807	\$840	\$729
	Students per administrator	76	69	66
Plant Operations	Cost per square foot	\$7.99	\$7.16	\$6.40
	Square footage per student	152	123	144
Food Service	Cost per meal equivalent	\$2.20	\$2.38	\$2.53
Transportation	Cost per mile	\$2.67	\$5.18	\$3.36
	Miles per rider	185	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	27%	31%	19%
Student/teacher ratio	15.4	16.2	17.1
Average teacher salary	\$44,314	\$46,306	\$45,209
Average years' experience	7.4	8.5	8.3
Percent of teachers in first 3 years	34%	33%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned an additional \$6,363 in salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,531	\$9,110	\$8,194	\$7,908	\$9,683
Classroom dollars	\$5,012	\$5,109	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,519	\$4,001	\$3,679	\$3,411	\$3,780
Administration	713	807	840	729	1,050
Plant Operations	959	1,216	890	920	951
Food Service	614	581	525	382	369
Transportation	295	267	253	343	406
Student Support	542	622	626	594	512
Instruction Support	396	508	545	431	470
Other	0	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Beaver Creek Elementary School District

Yavapai County
Operational peer group: K
Legislative districts: 1

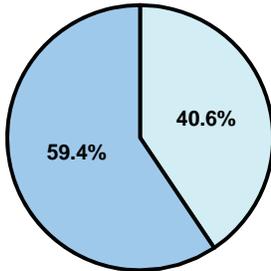
District size: Small
Students attending: 344
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,724
\$4,497



Nonclassroom
\$3,224
\$3,411

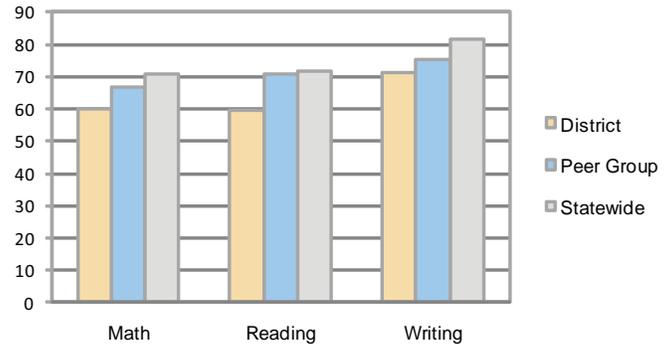
Total
\$7,948
\$7,908

5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 63.6 to 59.4 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	15%	14%	19%
Student/teacher ratio	13.5	14.7	17.1
Average teacher salary	\$39,855	\$43,600	\$45,209
Average years' experience	10.0	10.7	8.3
Percent of teachers in first 3 years	26%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$907	\$1,288	\$729
	Students per administrator	NR	70	66
Plant Operations	Cost per square foot	\$5.78	\$6.94	\$6.40
	Square footage per student	150	149	144
Food Service	Cost per meal equivalent	\$2.49	\$3.05	\$2.53
Transportation	Cost per mile	\$2.10	\$2.22	\$3.36
	Miles per rider	231	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$6,743 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,720	\$7,948	\$9,786	\$7,908	\$9,683
Classroom dollars	\$4,169	\$4,724	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$2,551	\$3,224	\$4,442	\$3,411	\$3,780
Administration	752	907	1,288	729	1,050
Plant Operations	705	867	1,162	920	951
Food Service	426	502	582	382	369
Transportation	367	392	512	343	406
Student Support	182	334	586	594	512
Instruction Support	118	222	311	431	470
Other	1	0	1	12	22

Benson Unified School District

Cochise County
Operational peer group: E
Legislative districts: 25

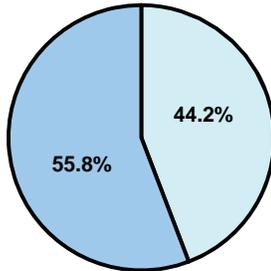
District size: Medium
Students attending: 1,078
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,532
\$4,497



Nonclassroom
\$3,590
\$3,411

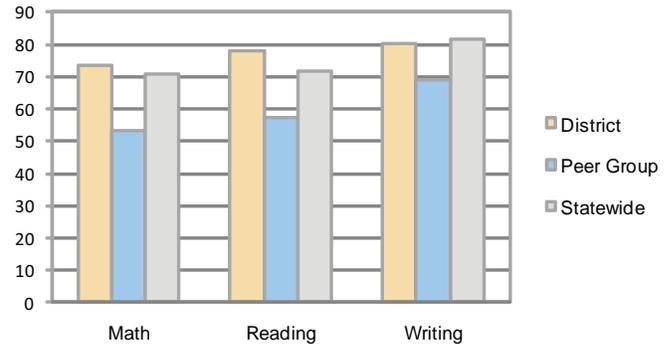
Total
\$8,122
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was fairly stable and decreased overall from 57.4 to 55.8 percent. Spending on administration increased significantly and spending on plant operations decreased. Spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 of the District's schools met all applicable AYP objectives for NCLB. 1 school did not because it did not have a sufficient graduation rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	80%	70%	75%
Poverty rate	24%	31%	19%
Student/teacher ratio	15.9	14.9	17.1
Average teacher salary	\$42,676	\$41,086	\$45,209
Average years' experience	12.1	11.1	8.3
Percent of teachers in first 3 years	22%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$986	\$1,148	\$729
	Students per administrator	52	51	66
Plant Operations	Cost per square foot	\$6.82	\$5.49	\$6.40
	Square footage per student	166	253	144
Food Service	Cost per meal equivalent	\$2.98	\$3.07	\$2.53
Transportation	Cost per mile	\$3.15	\$2.53	\$3.36
	Miles per rider	291	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,296	\$8,122	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,724	\$4,532	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,572	\$3,590	\$4,637	\$3,411	\$3,780
Administration	1,126	986	1,148	729	1,050
Plant Operations	1,098	1,133	1,379	920	951
Food Service	355	302	444	382	369
Transportation	417	439	554	343	406
Student Support	423	547	749	594	512
Instruction Support	153	183	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$6,274 and \$6,300 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Bicentennial Union High School District

La Paz County
Operational peer group: G
Legislative districts: 24

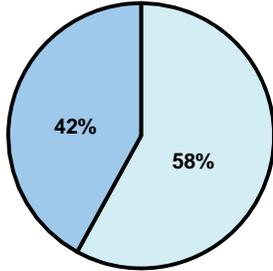
District size: Very Small
Students attending: 139
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,007
\$4,497



Nonclassroom
\$8,301
\$3,411

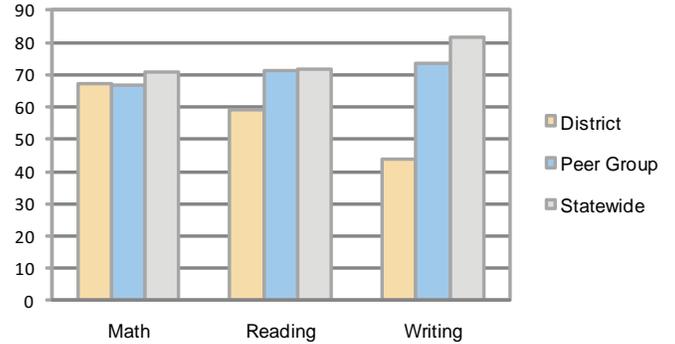
Total
\$14,308
\$7,908

5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 50.1 to 42 percent. Spending on administration, food service, and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	53%	54%	75%
Poverty rate	36%	31%	19%
Student/teacher ratio	11.6	10.8	11.1
Average teacher salary	\$35,933	\$45,165	\$45,200
Average years' experience	9.4	12.7	8.8
Percent of teachers in first 3 years	45%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,392	\$2,646	\$729
	Students per administrator	28	26	66
Plant Operations	Cost per square foot	\$5.22	\$4.99	\$6.40
	Square footage per student	400	535	144
Food Service	Cost per meal equivalent	\$3.74	\$4.15	\$2.53
Transportation	Cost per mile	\$1.75	\$1.93	\$3.36
	Miles per rider	1,266	772	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$15,379	\$14,308	\$15,223	\$7,908	\$9,683
Classroom dollars	\$5,597	\$6,007	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$9,782	\$8,301	\$8,028	\$3,411	\$3,780
Administration	3,417	2,392	2,646	729	1,050
Plant Operations	3,011	2,086	2,496	920	951
Food Service	856	1,044	800	382	369
Transportation	1,885	1,694	1,036	343	406
Student Support	331	689	529	594	512
Instruction Support	282	396	520	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher and the counselor earned \$4,184 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Bisbee Unified School District

Cochise County
Operational peer group: E
Legislative districts: 25

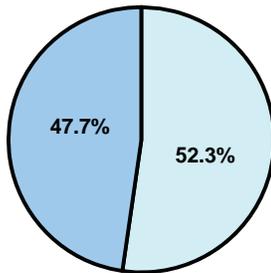
District size: Medium
Students attending: 901
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,990
\$4,497



Nonclassroom
\$4,376
\$3,411

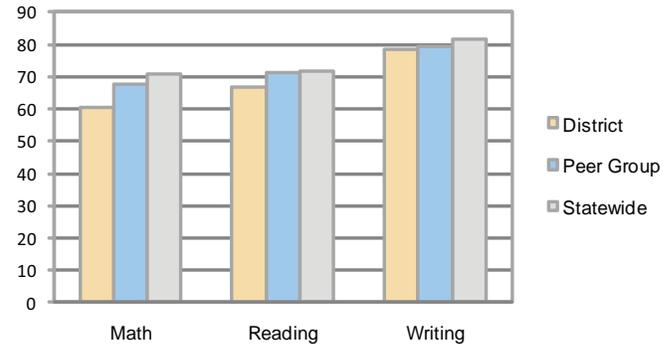
Total
\$8,366
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom decreased significantly from 54.1 to 47.7 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,257	\$1,148	\$729
	Students per administrator	45	51	66
Plant Operations	Cost per square foot	\$5.56	\$5.49	\$6.40
	Square footage per student	253	253	144
Food Service	Cost per meal equivalent	\$4.50	\$3.07	\$2.53
Transportation	Cost per mile	\$3.11	\$2.53	\$3.36
	Miles per rider	418	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	71%	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	16.7	16.8	17.1
Average teacher salary	\$38,623	\$42,842	\$45,209
Average years' experience	13.4	10.1	8.3
Percent of teachers in first 3 years	11%	24%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,087 in additional salary, and each librarian earned an additional \$3,581.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,815	\$8,366	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,344	\$3,990	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,471	\$4,376	\$4,637	\$3,411	\$3,780
Administration	1,304	1,257	1,148	729	1,050
Plant Operations	1,313	1,409	1,379	920	951
Food Service	521	427	444	382	369
Transportation	502	494	554	343	406
Student Support	525	475	749	594	512
Instruction Support	306	314	356	431	470
Other	0	0	7	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Blue Elementary School District

Greenlee County
Operational peer group: L
Legislative districts: 5

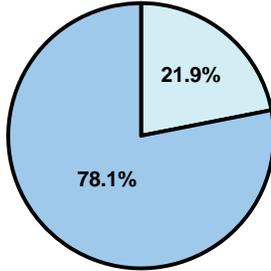
District size: Very Small
Students attending: 9
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,402
\$4,497



Nonclassroom
\$2,351
\$3,411

Total
\$10,753
\$7,908

5-year trend

Student enrollment increased 80 percent, which contributed to the 13 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 83.2 to 78.1 percent. Spending on transportation increased significantly in that period, possibly due to the District misclassifying transportation costs as instructional costs prior to 2007.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$9	\$2,656	\$729
	Students per administrator	9	32	66
Plant Operations	Cost per square foot	\$10.02	\$7.53	\$6.40
	Square footage per student	188	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	N/A	\$1.79	\$3.36
	Miles per rider	N/A	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$45,766	\$10,753	\$16,311	\$7,908	\$9,683
Classroom dollars	\$33,710	\$8,402	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$12,056	\$2,351	\$7,554	\$3,411	\$3,780
Administration	32	9	2,656	729	1,050
Plant Operations	7,482	1,885	2,297	920	951
Food Service	0	0	859	382	369
Transportation	4,542	457	930	343	406
Student Support	0	0	474	594	512
Instruction Support	0	0	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	50%	55%	75%
Poverty rate	0%	12%	19%
Student/teacher ratio	8.5	10.7	17.1
Average teacher salary	N/A	\$45,399	\$45,209
Average years' experience	N/A	10.9	8.3
Percent of teachers in first 3 years	N/A	18%	16%

Proposition 301

Teacher pay

The District did not pay out fiscal year 2009 Proposition 301 monies until fiscal year 2010.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Blue Ridge Unified School District

Navajo County
Operational peer group: D
Legislative districts: 5

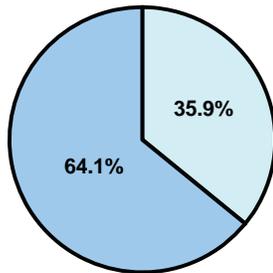
District size: Medium-Large
Students attending: 2,593
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,222
\$4,497



Nonclassroom
\$2,920
\$3,411

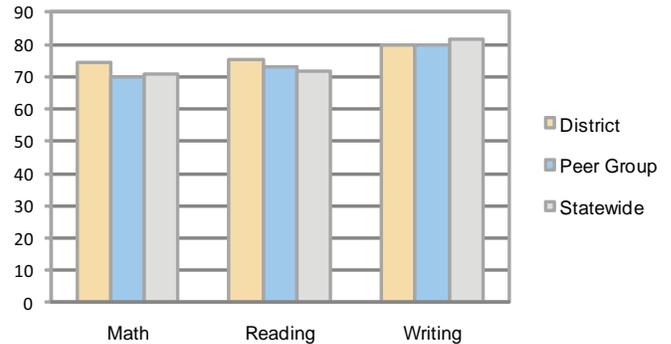
Total
\$8,142
\$7,908

5-year trend

Total spending per pupil increased by 35 percent. Spending in the classroom varied year to year and increased overall from 63.1 to 64.1 percent. Spending on plant operations and food service decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$835	\$775	\$729
	Students per administrator	65	61	66
Plant Operations	Cost per square foot	\$5.66	\$6.13	\$6.40
	Square footage per student	144	168	144
Food Service	Cost per meal equivalent	\$3.05	\$2.64	\$2.53
Transportation	Cost per mile	\$2.36	\$2.96	\$3.36
	Miles per rider	358	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	79%	73%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	16.9	17.2	17.1
Average teacher salary	\$44,093	\$42,175	\$45,209
Average years' experience	13.3	8.4	8.3
Percent of teachers in first 3 years	17%	34%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,034 in additional salary, and each librarian, counselor, and psychologist earned between \$1,240 and \$11,860 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$7,437	\$8,142	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,408	\$5,222	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,029	\$2,920	\$3,584	\$3,411	\$3,780
Administration	861	835	775	729	1,050
Plant Operations	855	815	1,032	920	951
Food Service	285	275	365	382	369
Transportation	405	372	397	343	406
Student Support	404	396	629	594	512
Instruction Support	219	227	380	431	470
Other	0	0	6	12	22

Bonita Elementary School District

Graham County
Operational peer group: L
Legislative districts: 5

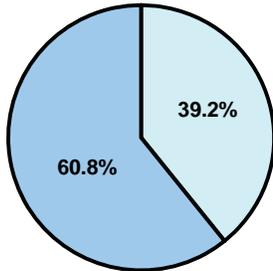
District size: Very Small
Students attending: 104
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,004
\$4,497



Nonclassroom
\$5,811
\$3,411

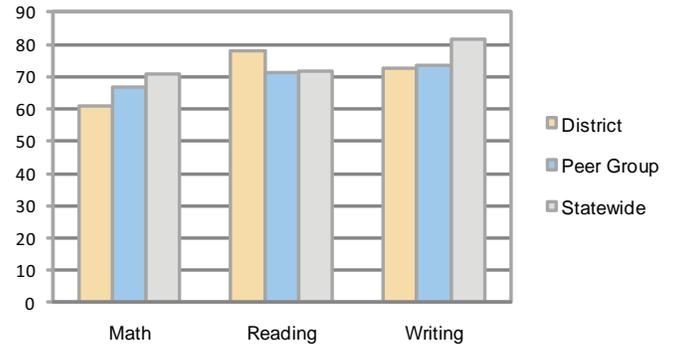
Total
\$14,815
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year and decreased significantly overall from 63.4 to 60.8 percent. Spending in all nonclassroom areas was very inconsistent from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,856	\$2,656	\$729
	Students per administrator	35	32	66
Plant Operations	Cost per square foot	\$6.35	\$7.53	\$6.40
	Square footage per student	225	318	144
Food Service	Cost per meal equivalent	\$5.15	\$5.10	\$2.53
Transportation	Cost per mile	\$1.33	\$1.79	\$3.36
	Miles per rider	483	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	8.6	10.8	17.1
Average teacher salary	\$47,075	\$45,165	\$45,209
Average years' experience	17.3	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,018 in additional salary, and each instructional aide earned an additional \$831.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$14,561	\$14,815	\$16,311	\$7,908	\$9,683
Classroom dollars	\$8,736	\$9,004	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,825	\$5,811	\$7,554	\$3,411	\$3,780
Administration	2,395	2,856	2,656	729	1,050
Plant Operations	1,508	1,427	2,297	920	951
Food Service	619	715	859	382	369
Transportation	807	650	930	343	406
Student Support	109	99	474	594	512
Instruction Support	387	64	338	431	470
Other	0	0	0	12	22

Bouse Elementary School District

La Paz County
Operational peer group: L
Legislative districts: 3

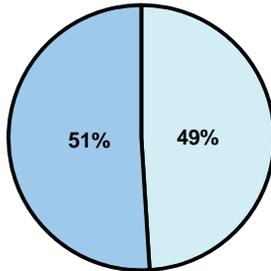
District size: Very Small
Students attending: 36
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$11,665
\$4,497



Nonclassroom
\$11,207
\$3,411

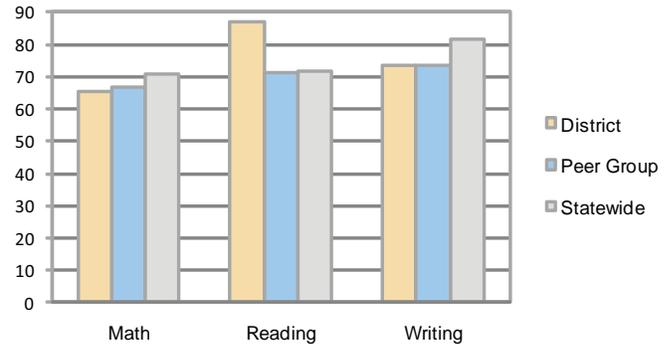
Total
\$22,872
\$7,908

5-year trend

Student enrollment increased by 64 percent, which contributed to the relatively small (5 percent) increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased overall from 49.1 to 51 percent. Spending in all nonclassroom areas was also very inconsistent from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,485	\$2,656	\$729
	Students per administrator	18	32	66
Plant Operations	Cost per square foot	\$8.40	\$7.53	\$6.40
	Square footage per student	370	318	144
Food Service	Cost per meal equivalent	\$4.74	\$5.10	\$2.53
Transportation	Cost per mile	\$1.51	\$1.79	\$3.36
	Miles per rider	478	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	47%	31%	19%
Student/teacher ratio	6.0	10.8	17.1
Average teacher salary	\$42,316	\$45,165	\$45,209
Average years' experience	14.2	12.7	8.3
Percent of teachers in first 3 years	17%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$1,623 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$18,026	\$22,872	\$16,311	\$7,908	\$9,683
Classroom dollars	\$9,856	\$11,665	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,170	\$11,207	\$7,554	\$3,411	\$3,780
Administration	3,001	4,485	2,656	729	1,050
Plant Operations	2,326	3,105	2,297	920	951
Food Service	1,377	1,451	859	382	369
Transportation	734	842	930	343	406
Student Support	570	760	474	594	512
Instruction Support	159	564	338	431	470
Other	3	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Bowie Unified School District

Cochise County
Operational peer group: G
Legislative districts: 25

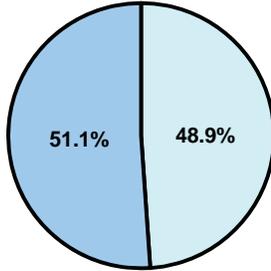
District size: Very Small
Students attending: 78
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$10,137
\$4,497



Nonclassroom
\$9,690
\$3,411

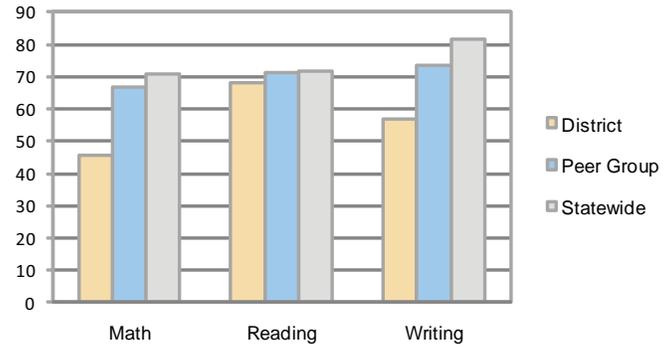
Total
\$19,827
\$7,908

5-year trend

Student enrollment decreased by 40 percent, which contributed to the 80 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 57.1 to 51.1 percent. Spending in all nonclassroom areas was also very inconsistent from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	25%	54%	75%
Poverty rate	27%	31%	19%
Student/teacher ratio	7.4	10.8	17.1
Average teacher salary	\$36,153	\$45,165	\$45,209
Average years' experience	14.8	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,513	\$2,646	\$729
	Students per administrator	22	26	66
Plant Operations	Cost per square foot	\$5.90	\$4.99	\$6.40
	Square footage per student	594	535	144
Food Service	Cost per meal equivalent	\$4.73	\$4.15	\$2.53
Transportation	Cost per mile	\$0.70	\$1.93	\$3.36
	Miles per rider	NR	772	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$2,965 in additional salary, and an instructional aide earned an additional \$733.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$19,139	\$19,827	\$15,223	\$7,908	\$9,683
Classroom dollars	\$10,278	\$10,137	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$8,861	\$9,690	\$8,028	\$3,411	\$3,780
Administration	3,025	3,513	2,646	729	1,050
Plant Operations	3,090	3,505	2,496	920	951
Food Service	840	837	800	382	369
Transportation	638	603	1,036	343	406
Student Support	367	332	529	594	512
Instruction Support	901	900	520	431	470
Other	0	0	1	12	22

Buckeye Elementary School District

Maricopa County
Operational peer group: J
Legislative districts: 4, 12, 25

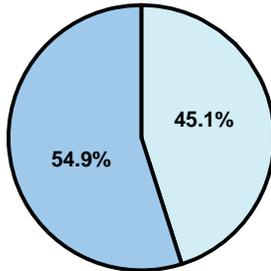
District size: Medium-Large
Students attending: 4,244
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,516
\$4,497



Nonclassroom
\$2,886
\$3,411

Total
\$6,402
\$7,908

5-year trend

Student enrollment tripled, which contributed to the relatively small (5 percent) increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 57.9 to 54.9 percent. Spending on food service, student support, and instruction support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$758	\$921	\$729
	Students per administrator	85	64	66
Plant Operations	Cost per square foot	\$6.33	\$6.71	\$6.40
	Square footage per student	104	125	144
Food Service	Cost per meal equivalent	\$2.89	\$2.56	\$2.53
Transportation	Cost per mile	\$3.17	\$3.04	\$3.36
	Miles per rider	154	145	271

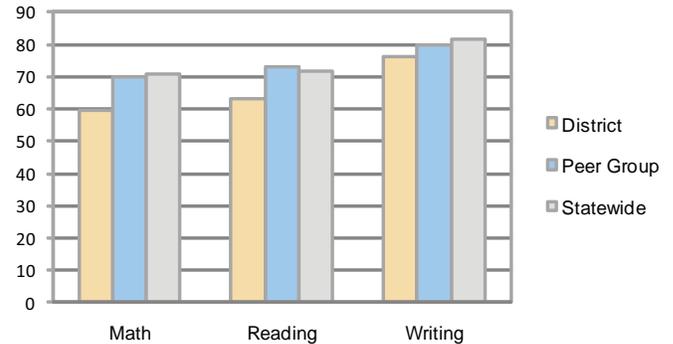
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,298	\$6,402	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,832	\$3,516	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$2,466	\$2,886	\$3,601	\$3,411	\$3,780
Administration	674	758	921	729	1,050
Plant Operations	561	657	879	920	951
Food Service	411	434	524	382	369
Transportation	163	182	410	343	406
Student Support	301	422	483	594	512
Instruction Support	356	433	384	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 2 failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	15%	15%	19%
Student/teacher ratio	18.6	17.2	17.1
Average teacher salary	\$40,567	\$42,175	\$45,209
Average years' experience	5.5	8.4	8.3
Percent of teachers in first 3 years	50%	34%	16%

Proposition 301

Teacher pay

On average, each teacher and speech pathologist earned between \$3,533 and \$3,551 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Buckeye Union High School District

Maricopa County
Operational peer group: D
Legislative districts: 4, 12, 25

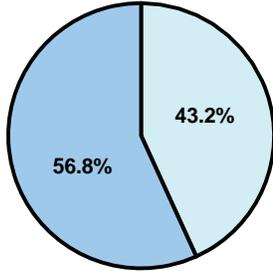
District size: Medium-Large
Students attending: 3,301
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,275
\$4,497



Nonclassroom
\$3,250
\$3,411

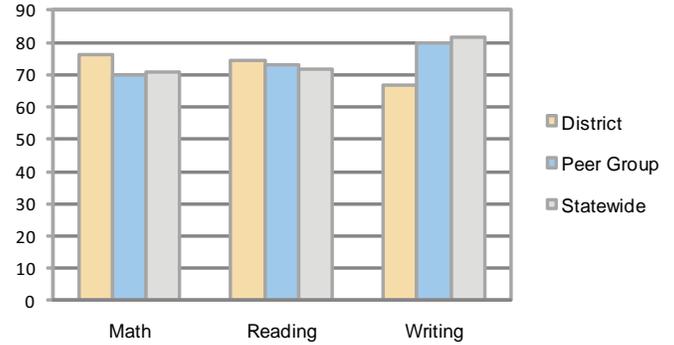
Total
\$7,525
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year and increased significantly overall from 54.2 to 56.8 percent. Spending on administration decreased significantly and spending on transportation increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 has not yet received an AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	98%	94%	95%
Graduation rate (2008)	78%	73%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	18.9	17.2	17.1
Average teacher salary	\$43,959	\$42,175	\$45,209
Average years' experience	7.1	8.4	8.3
Percent of teachers in first 3 years	36%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$644	\$775	\$729
	Students per administrator	62	61	66
Plant Operations	Cost per square foot	\$5.85	\$6.13	\$6.40
	Square footage per student	188	168	144
Food Service	Cost per meal equivalent	\$2.33	\$2.64	\$2.53
Transportation	Cost per mile	\$2.28	\$2.96	\$3.36
	Miles per rider	497	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,406	\$7,525	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,107	\$4,275	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,299	\$3,250	\$3,584	\$3,411	\$3,780
Administration	687	644	775	729	1,050
Plant Operations	1,082	1,103	1,032	920	951
Food Service	250	278	365	382	369
Transportation	508	511	397	343	406
Student Support	363	372	629	594	512
Instruction Support	409	342	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, and teacher mentor earned between \$5,027 and \$5,546 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Bullhead City Elementary School District

Mohave County
Operational peer group: J
Legislative districts: 3

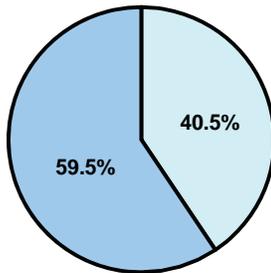
District size: Medium-Large
Students attending: 3,320
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,774
\$4,497



Nonclassroom
\$3,256
\$3,411

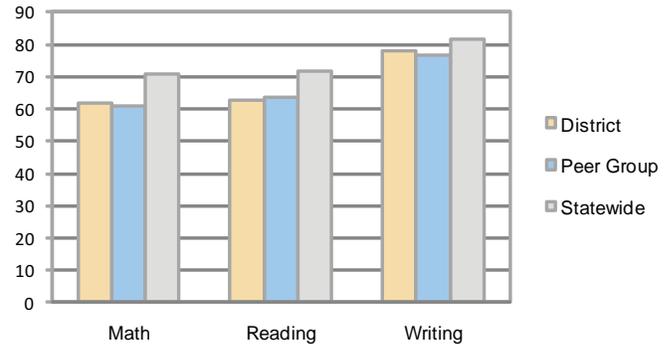
Total
\$8,030
\$7,908

5-year trend

Total spending per pupil increased by 55 percent. Spending in the classroom varied year to year and decreased overall from 61.3 to 59.5 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 1 school failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	75%	75%
Poverty rate	28%	29%	19%
Student/teacher ratio	15.9	17.6	17.1
Average teacher salary	\$39,911	\$44,586	\$45,209
Average years' experience	6.8	10.4	8.3
Percent of teachers in first 3 years	45%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$957	\$921	\$729
	Students per administrator	73	64	66
Plant Operations	Cost per square foot	\$5.15	\$6.71	\$6.40
	Square footage per student	128	125	144
Food Service	Cost per meal equivalent	\$2.60	\$2.56	\$2.53
Transportation	Cost per mile	\$3.67	\$3.04	\$3.36
	Miles per rider	93	145	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,637	\$8,030	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,731	\$4,774	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$2,906	\$3,256	\$3,601	\$3,411	\$3,780
Administration	719	957	921	729	1,050
Plant Operations	615	658	879	920	951
Food Service	422	437	524	382	369
Transportation	346	363	410	343	406
Student Support	312	292	483	594	512
Instruction Support	492	549	384	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,690 in additional salary, and each librarian, speech pathologist, and counselor earned an additional \$530.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Camp Verde Unified School District

Yavapai County
Operational peer group: E
Legislative districts: 1

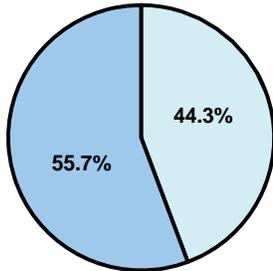
District size: Medium
Students attending: 1,453
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,065
\$4,497



Nonclassroom
\$3,228
\$3,411

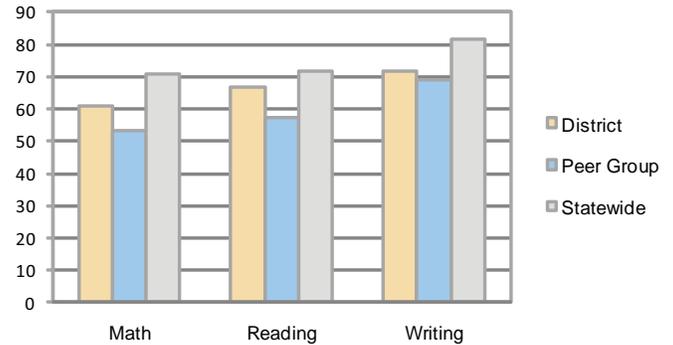
Total
\$7,293
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year and decreased overall from 56.3 to 55.7 percent. Spending on administration increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	73%	70%	75%
Poverty rate	26%	31%	19%
Student/teacher ratio	16.0	14.9	17.1
Average teacher salary	\$37,054	\$41,086	\$45,209
Average years' experience	9.2	11.1	8.3
Percent of teachers in first 3 years	16%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$702	\$1,148	\$729
	Students per administrator	52	51	66
Plant Operations	Cost per square foot	\$5.69	\$5.49	\$6.40
	Square footage per student	156	253	144
Food Service	Cost per meal equivalent	\$2.72	\$3.07	\$2.53
Transportation	Cost per mile	\$2.44	\$2.53	\$3.36
	Miles per rider	307	359	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$5,857 and \$6,070 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,806	\$7,293	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,302	\$4,065	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,504	\$3,228	\$4,637	\$3,411	\$3,780
Administration	798	702	1,148	729	1,050
Plant Operations	1,013	890	1,379	920	951
Food Service	345	330	444	382	369
Transportation	420	418	554	343	406
Student Support	565	615	749	594	512
Instruction Support	363	273	356	431	470
Other	0	0	7	12	22

Canon Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

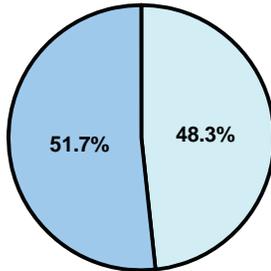
District size: Very Small
Students attending: 173
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,146
\$4,497



Nonclassroom
\$4,815
\$3,411

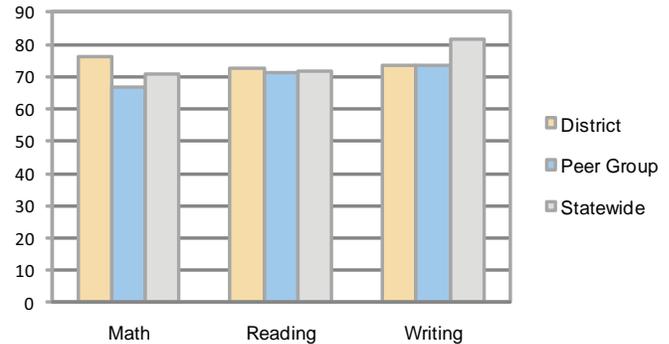
Total
\$9,961
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom was very inconsistent year to year and increased overall from 49.5 to 51.7 percent. Spending on plant operations, transportation, and student support decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's fiscal year 2009 AYP for NCLB has not yet been determined.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	23%	31%	19%
Student/teacher ratio	14.5	10.8	17.1
Average teacher salary	\$40,219	\$45,165	\$45,209
Average years' experience	6.1	12.7	8.3
Percent of teachers in first 3 years	42%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,851	\$2,656	\$729
	Students per administrator	35	32	66
Plant Operations	Cost per square foot	\$5.70	\$7.53	\$6.40
	Square footage per student	220	318	144
Food Service	Cost per meal equivalent	\$3.77	\$5.10	\$2.53
Transportation	Cost per mile	\$1.18	\$1.79	\$3.36
	Miles per rider	506	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,493	\$9,961	\$16,311	\$7,908	\$9,683
Classroom dollars	\$4,496	\$5,146	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,997	\$4,815	\$7,554	\$3,411	\$3,780
Administration	2,066	1,851	2,656	729	1,050
Plant Operations	1,220	1,257	2,297	920	951
Food Service	813	869	859	382	369
Transportation	667	628	930	343	406
Student Support	143	130	474	594	512
Instruction Support	88	80	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$1,875 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Cartwright Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 13

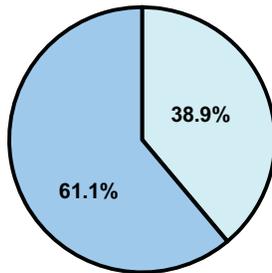
District size: Large
Students attending: 17,515
Number of schools: 22

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,959
\$4,497



Nonclassroom
\$3,158
\$3,411

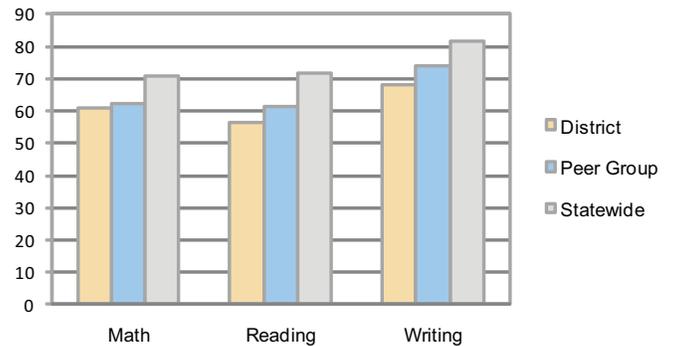
Total
\$8,117
\$7,908

5-year trend

Total spending per pupil increased by 41 percent. Spending in the classroom remained fairly stable and increased slightly overall from 60.7 to 61.1 percent. Spending on administration, plant operations, and student support decreased, while spending on instruction support increased significantly.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 9 schools did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	74%	75%
Poverty rate	23%	28%	19%
Student/teacher ratio	16.0	18.0	17.1
Average teacher salary	\$52,808	\$48,318	\$45,209
Average years' experience	6.9	8.9	8.3
Percent of teachers in first 3 years	47%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$638	\$705	\$729
	Students per administrator	66	67	66
Plant Operations	Cost per square foot	\$5.93	\$6.62	\$6.40
	Square footage per student	111	120	144
Food Service	Cost per meal equivalent	\$2.67	\$2.44	\$2.53
Transportation	Cost per mile	\$4.95	\$4.77	\$3.36
	Miles per rider	95	197	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,904 in salary, and each librarian earned an additional \$3,500.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,527	\$8,117	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,638	\$4,959	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$2,889	\$3,158	\$3,322	\$3,411	\$3,780
Administration	580	638	705	729	1,050
Plant Operations	605	656	786	920	951
Food Service	463	503	494	382	369
Transportation	126	141	272	343	406
Student Support	490	538	536	594	512
Instruction Support	625	682	529	431	470
Other	0	0	0	12	22

Casa Grande Elementary School District

Pinal County
Operational peer group: I
Legislative districts: 23, 25

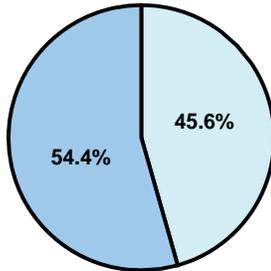
District size: Medium-Large
Students attending: 7,459
Number of schools: 12

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,927
\$4,497



Nonclassroom
\$3,297
\$3,411

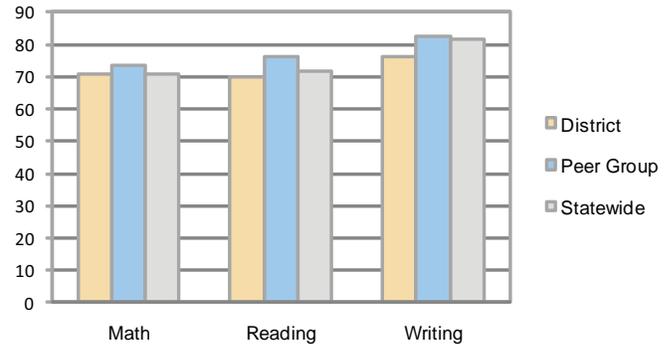
Total
\$7,224
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year and decreased overall from 56 to 54.4 percent. Spending on transportation increased and spending on administration decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$705	\$840	\$729
	Students per administrator	75	69	66
Plant Operations	Cost per square foot	\$7.11	\$7.16	\$6.40
	Square footage per student	119	123	144
Food Service	Cost per meal equivalent	\$2.23	\$2.38	\$2.53
Transportation	Cost per mile	\$3.22	\$5.18	\$3.36
	Miles per rider	NR	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	16%	13%	19%
Student/teacher ratio	18.6	17.5	17.1
Average teacher salary	\$45,298	\$44,052	\$45,209
Average years' experience	7.8	8.4	8.3
Percent of teachers in first 3 years	34%	30%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$6,697 in additional salary, and each librarian, speech pathologist, counselor, and occupational therapist earned between \$4,199 and \$4,339.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,356	\$7,224	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,886	\$3,927	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,470	\$3,297	\$3,679	\$3,411	\$3,780
Administration	661	705	840	729	1,050
Plant Operations	867	847	890	920	951
Food Service	431	396	525	382	369
Transportation	531	475	253	343	406
Student Support	505	516	626	594	512
Instruction Support	475	358	545	431	470
Other	0	0	0	12	22

Casa Grande Union High School District

Pinal County
Operational peer group: C
Legislative districts: 23, 25

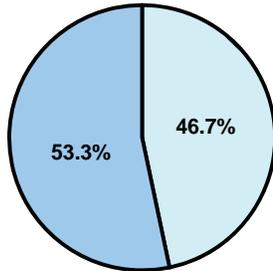
District size: Medium-Large
Students attending: 3,567
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,272
\$4,497



Nonclassroom
\$3,736
\$3,411

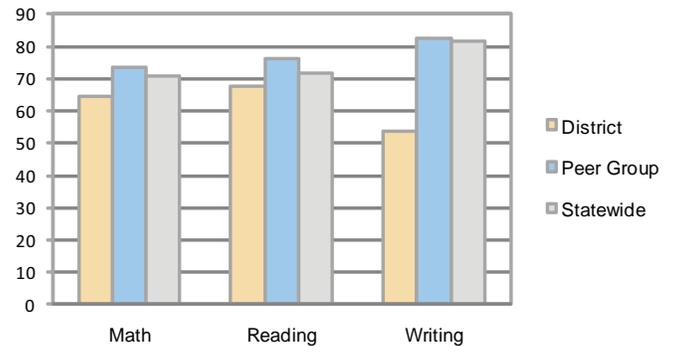
Total
\$8,008
\$7,908

5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year and decreased overall from 55.1 to 53.3 percent. Spending on transportation increased significantly and spending on student support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because it failed to meet the percentage of students tested objective. 1 school did not have a sufficient attendance rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	75%	84%	75%
Poverty rate	19%	13%	19%
Student/teacher ratio	19.5	17.5	17.1
Average teacher salary	\$49,315	\$44,052	\$45,209
Average years' experience	10.1	8.4	8.3
Percent of teachers in first 3 years	9%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$765	\$733	\$729
	Students per administrator	61	63	66
Plant Operations	Cost per square foot	\$9.04	\$6.20	\$6.40
	Square footage per student	97	144	144
Food Service	Cost per meal equivalent	\$2.85	\$2.79	\$2.53
Transportation	Cost per mile	\$3.25	\$3.31	\$3.36
	Miles per rider	NR	230	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,955	\$8,008	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,198	\$4,272	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,757	\$3,736	\$3,186	\$3,411	\$3,780
Administration	879	765	733	729	1,050
Plant Operations	960	873	869	920	951
Food Service	319	393	332	382	369
Transportation	775	837	400	343	406
Student Support	626	723	543	594	512
Instruction Support	156	114	295	431	470
Other	42	31	14	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$8,330 in additional salary, and each librarian and counselor earned an additional \$8,502.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Catalina Foothills Unified School District

Pinal County
Operational peer group: C
Legislative districts: 26, 30

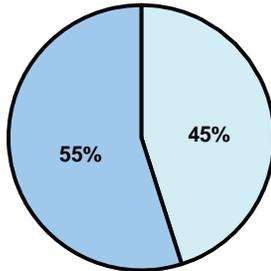
District size: Medium-Large
Students attending: 4,715
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,125
\$4,497



Nonclassroom
\$3,381
\$3,411

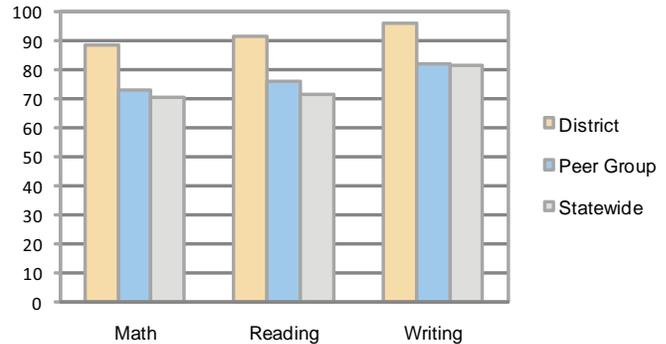
Total
\$7,506
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom decreased significantly overall from 60.5 to 55 percent. Spending on instruction support increased significantly, while spending in other areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$849	\$733	\$729
	Students per administrator	63	63	66
Plant Operations	Cost per square foot	\$4.88	\$6.20	\$6.40
	Square footage per student	169	144	144
Food Service	Cost per meal equivalent	\$2.55	\$2.79	\$2.53
Transportation	Cost per mile	\$4.32	\$3.31	\$3.36
	Miles per rider	235	230	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	94%	84%	75%
Poverty rate	5%	13%	19%
Student/teacher ratio	16.5	17.5	17.1
Average teacher salary	\$43,503	\$44,052	\$45,209
Average years' experience	10.5	8.4	8.3
Percent of teachers in first 3 years	20%	30%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,191 in additional salary, and each librarian, speech pathologist, counselor, and reading or gifted specialist earned between \$1,217 and \$5,217.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,004	\$7,506	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,400	\$4,125	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,604	\$3,381	\$3,186	\$3,411	\$3,780
Administration	912	849	733	729	1,050
Plant Operations	891	827	869	920	951
Food Service	284	271	332	382	369
Transportation	239	331	400	343	406
Student Support	622	461	543	594	512
Instruction Support	656	642	295	431	470
Other	0	0	14	12	22

Cave Creek Unified School District

Maricopa County
Operational peer group: C
Legislative districts: 7, 8

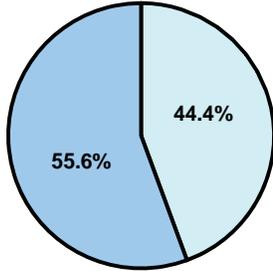
District size: Medium-Large
Students attending: 5,713
Number of schools: 8

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,129
\$4,497



Nonclassroom
\$3,291
\$3,411

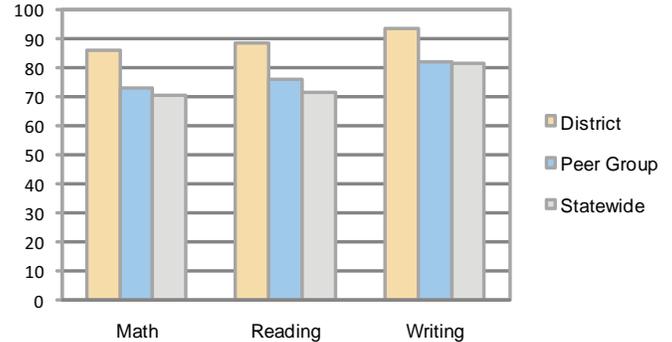
Total
\$7,420
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year and decreased overall from 57.2 to 55.6 percent. Spending on student support increased, spending on administration and plant operations varied, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$656	\$733	\$729
	Students per administrator	61	63	66
Plant Operations	Cost per square foot	\$5.92	\$6.20	\$6.40
	Square footage per student	162	144	144
Food Service	Cost per meal equivalent	\$3.59	\$2.79	\$2.53
Transportation	Cost per mile	\$3.30	\$3.31	\$3.36
	Miles per rider	230	230	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2008)	92%	84%	75%
Poverty rate	7%	13%	19%
Student/teacher ratio	19.4	17.5	17.1
Average teacher salary	\$47,656	\$44,052	\$45,209
Average years' experience	9.5	8.4	8.3
Percent of teachers in first 3 years	23%	30%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,301 in additional salary, and each librarian, counselor, and instructional coach earned between \$3,981 and \$5,103.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,648	\$7,420	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,336	\$4,129	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,312	\$3,291	\$3,186	\$3,411	\$3,780
Administration	701	656	733	729	1,050
Plant Operations	850	958	869	920	951
Food Service	283	298	332	382	369
Transportation	431	426	400	343	406
Student Support	704	693	543	594	512
Instruction Support	323	244	295	431	470
Other	20	16	14	12	22

Cedar Unified School District

Navajo County
Operational peer group: F
Legislative districts: 2

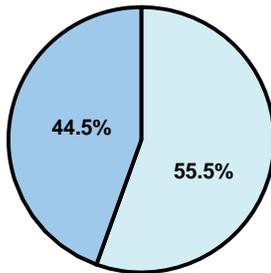
District size: Small
Students attending: 316
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,760
\$4,497



Nonclassroom
\$10,938
\$3,411

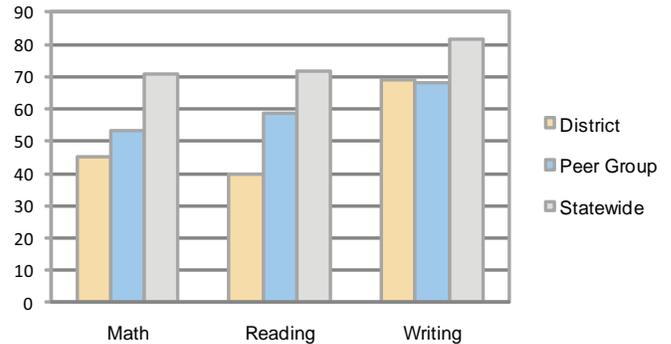
Total
\$19,698
\$7,908

5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom varied year to year and increased significantly overall from 41.6 to 44.5 percent. Spending on transportation and student support decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet all applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	30%	73%	75%
Poverty rate	37%	30%	19%
Student/teacher ratio	8.8	14.2	17.1
Average teacher salary	\$37,136	\$41,521	\$45,209
Average years' experience	11.7	10.8	8.3
Percent of teachers in first 3 years	30%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,614	\$1,524	\$729
	Students per administrator	21	42	66
Plant Operations	Cost per square foot	\$6.63	\$5.78	\$6.40
	Square footage per student	493	284	144
Food Service	Cost per meal equivalent	\$2.87	\$3.38	\$2.53
Transportation	Cost per mile	\$2.24	\$2.60	\$3.36
	Miles per rider	NR	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$17,695	\$19,698	\$10,596	\$7,908	\$9,683
Classroom dollars	\$7,929	\$8,760	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$9,766	\$10,938	\$5,203	\$3,411	\$3,780
Administration	2,454	2,614	1,524	729	1,050
Plant Operations	2,802	3,271	1,549	920	951
Food Service	580	783	496	382	369
Transportation	2,113	2,072	552	343	406
Student Support	1,072	1,034	593	594	512
Instruction Support	743	1,158	481	431	470
Other	2	6	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$3,040 in salary, and each counselor and reading coach earned between \$2,750 and \$6,400.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Chandler Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 20, 21, 22

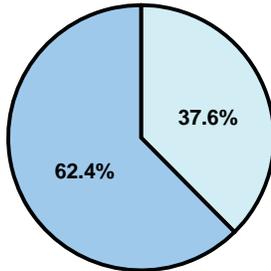
District size: Very Large
Students attending: 35,423
Number of schools: 41

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,478
\$4,497



Nonclassroom
\$2,699
\$3,411

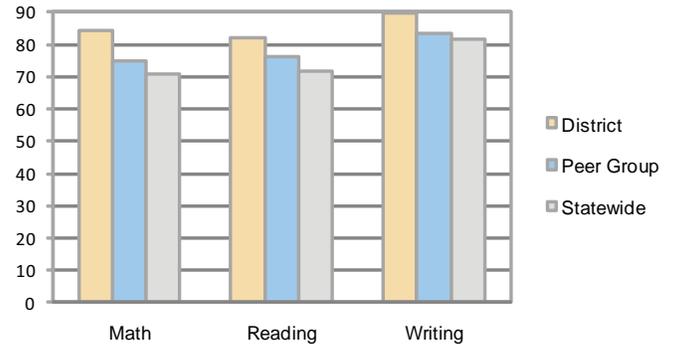
Total
\$7,177
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom remained fairly stable and decreased overall from 63.6 to 62.4 percent. Spending on student and instruction support increased, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

33 schools met all applicable AYP objectives for NCLB. 7 did not because they failed to meet 1 or more of the following objectives: percentage of students tested (1); academic progress (6). 1 school was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	99%	96%	95%
Graduation rate (2008)	91%	86%	75%
Poverty rate	11%	14%	19%
Student/teacher ratio	18.3	17.5	17.1
Average teacher salary	\$52,977	\$50,748	\$45,209
Average years' experience	8.3	10.5	8.3
Percent of teachers in first 3 years	21%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$582	\$639	\$729
	Students per administrator	95	77	66
Plant Operations	Cost per square foot	\$6.39	\$6.38	\$6.40
	Square footage per student	120	138	144
Food Service	Cost per meal equivalent	\$3.13	\$2.49	\$2.53
Transportation	Cost per mile	\$3.73	\$4.22	\$3.36
	Miles per rider	243	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,007	\$7,177	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,363	\$4,478	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,644	\$2,699	\$3,204	\$3,411	\$3,780
Administration	564	582	639	729	1,050
Plant Operations	746	769	881	920	951
Food Service	324	347	322	382	369
Transportation	242	230	330	343	406
Student Support	418	398	616	594	512
Instruction Support	343	364	398	431	470
Other	7	9	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$5,502 and \$6,769 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Chinle Unified School District

Apache County
Operational peer group: D
Legislative districts: 2

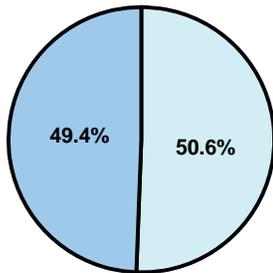
District size: Medium-Large
Students attending: 3,549
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,016
\$4,497



Nonclassroom
\$6,160
\$3,411

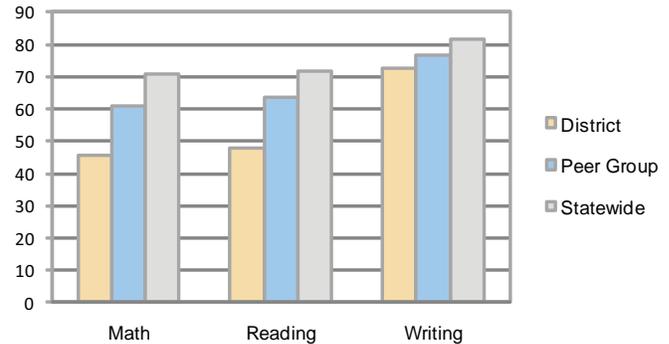
Total
\$12,176
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year and decreased overall from 50.8 to 49.4 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress. 1 school did not receive an AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	72%	75%	75%
Poverty rate	46%	29%	19%
Student/teacher ratio	13.7	17.6	17.1
Average teacher salary	\$50,074	\$44,586	\$45,209
Average years' experience	14.0	10.4	8.3
Percent of teachers in first 3 years	10%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,112	\$775	\$729
	Students per administrator	44	61	66
Plant Operations	Cost per square foot	\$6.60	\$6.13	\$6.40
	Square footage per student	280	168	144
Food Service	Cost per meal equivalent	\$1.84	\$2.64	\$2.53
Transportation	Cost per mile	\$2.78	\$2.96	\$3.36
	Miles per rider	371	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,708	\$12,176	\$7,896	\$7,908	\$9,683
Classroom dollars	\$6,175	\$6,016	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$6,533	\$6,160	\$3,584	\$3,411	\$3,780
Administration	991	1,112	775	729	1,050
Plant Operations	1,940	1,850	1,032	920	951
Food Service	630	436	365	382	369
Transportation	960	909	397	343	406
Student Support	1,755	1,506	629	594	512
Instruction Support	257	347	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,379 in additional salary, and each aide, librarian, speech pathologist, counselor, coordinator, dean, classified instructor, and library clerk earned between \$2,098 and \$6,032.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Chino Valley Unified School District

Yavapai County
Operational peer group: D
Legislative districts: 1

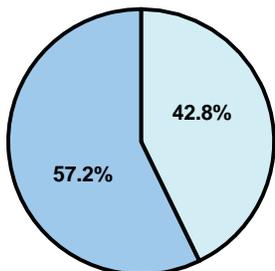
District size: Medium-Large
Students attending: 2,603
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,029
\$4,497



Nonclassroom
\$3,017
\$3,411

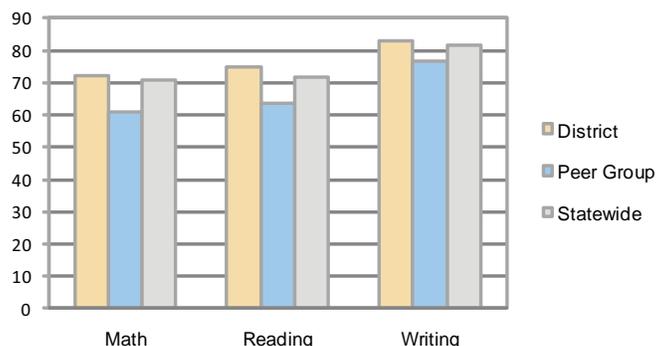
Total
\$7,046
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom remained varied year to year and decreased overall from 57.9 to 57.2 percent. Spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$848	\$775	\$729
	Students per administrator	68	61	66
Plant Operations	Cost per square foot	\$5.53	\$6.13	\$6.40
	Square footage per student	127	168	144
Food Service	Cost per meal equivalent	\$2.57	\$2.64	\$2.53
Transportation	Cost per mile	\$2.12	\$2.96	\$3.36
	Miles per rider	297	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	73%	75%	75%
Poverty rate	21%	29%	19%
Student/teacher ratio	17.8	17.6	17.1
Average teacher salary	\$42,437	\$44,586	\$45,209
Average years' experience	9.5	10.4	8.3
Percent of teachers in first 3 years	19%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,935 in additional salary, and each librarian, speech pathologist, counselor, and psychologist earned between \$5,057 and \$6,416.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,970	\$7,046	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,030	\$4,029	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,940	\$3,017	\$3,584	\$3,411	\$3,780
Administration	821	848	775	729	1,050
Plant Operations	669	703	1,032	920	951
Food Service	426	446	365	382	369
Transportation	431	390	397	343	406
Student Support	425	467	629	594	512
Instruction Support	168	163	380	431	470
Other	0	0	6	12	22

Clarkdale-Jerome Elementary School District

Yavapai County
Operational peer group: K
Legislative districts: 1

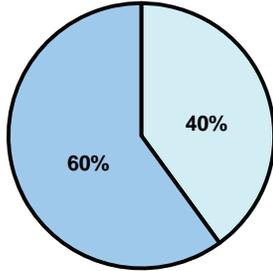
District size: Small
Students attending: 367
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,243
\$4,497



Nonclassroom
\$3,489
\$3,411

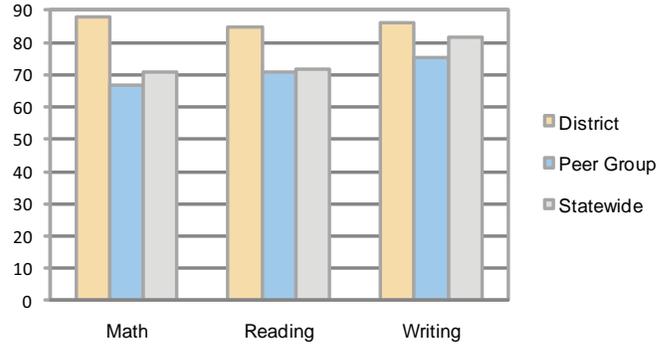
Total
\$8,732
\$7,908

5-year trend

Total spending per pupil increased by 45 percent. Spending in the classroom varied year to year and decreased slightly overall from 60.2 to 60 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas decreased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	16%	14%	19%
Student/teacher ratio	16.7	14.7	17.1
Average teacher salary	\$51,951	\$43,600	\$45,209
Average years' experience	15.0	10.7	8.3
Percent of teachers in first 3 years	9%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$659	\$1,288	\$729
	Students per administrator	245	70	66
Plant Operations	Cost per square foot	\$6.70	\$6.94	\$6.40
	Square footage per student	131	149	144
Food Service	Cost per meal equivalent	\$2.53	\$3.05	\$2.53
Transportation	Cost per mile	\$3.91	\$2.22	\$3.36
	Miles per rider	109	268	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,790	\$8,732	\$9,786	\$7,908	\$9,683
Classroom dollars	\$4,749	\$5,243	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$3,041	\$3,489	\$4,442	\$3,411	\$3,780
Administration	723	659	1,288	729	1,050
Plant Operations	808	878	1,162	920	951
Food Service	371	383	582	382	369
Transportation	321	325	512	343	406
Student Support	658	1,085	586	594	512
Instruction Support	160	159	311	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$4,816 and \$5,920 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Clifton Unified School District

Greenlee County
Operational peer group: G
Legislative districts: 5

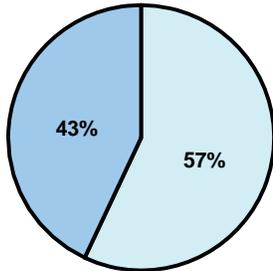
District size: Very Small
Students attending: 134
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,238
\$4,497



Nonclassroom
\$5,618
\$3,411

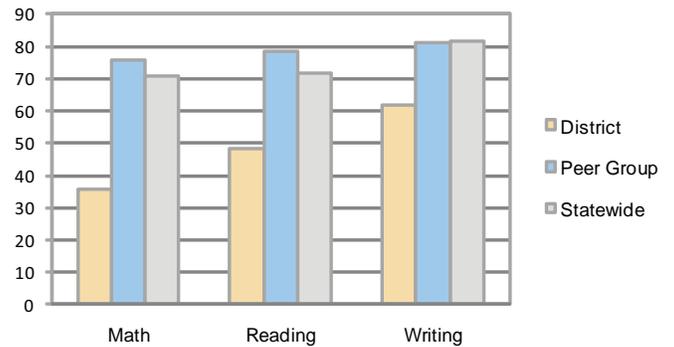
Total
\$9,856
\$7,908

5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 53.1 to 43 percent. Spending in all nonclassroom areas increased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,025	\$2,646	\$729
	Students per administrator	27	26	66
Plant Operations	Cost per square foot	N/A	\$4.99	\$6.40
	Square footage per student	NR	535	144
Food Service	Cost per meal equivalent	\$6.03	\$4.15	\$2.53
Transportation	Cost per mile	\$1.60	\$1.93	\$3.36
	Miles per rider	132	772	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2008)	0%	55%	75%
Poverty rate	11%	12%	19%
Student/teacher ratio	13.4	10.7	17.1
Average teacher salary	\$37,079	\$45,399	\$45,209
Average years' experience	6.3	10.9	8.3
Percent of teachers in first 3 years	50%	18%	16%

Proposition 301

Teacher pay

On average, teachers earned \$5,560 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,163	\$9,856	\$15,223	\$7,908	\$9,683
Classroom dollars	\$4,239	\$4,238	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$5,924	\$5,618	\$8,028	\$3,411	\$3,780
Administration	1,885	2,025	2,646	729	1,050
Plant Operations	1,792	1,543	2,496	920	951
Food Service	967	1,000	800	382	369
Transportation	274	219	1,036	343	406
Student Support	471	424	529	594	512
Instruction Support	533	400	520	431	470
Other	2	7	1	12	22

Cochise Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

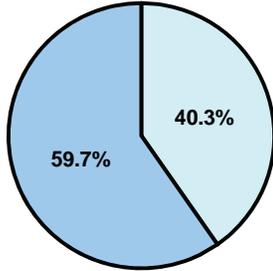
District size: Very Small
Students attending: 82
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,609
\$4,497



Nonclassroom
\$6,499
\$3,411

Total
\$16,108
\$7,908

5-year trend

Student enrollment increased 24 percent, which contributed to the 7 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 62.7 to 59.7 percent. Spending on plant operations and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,694	\$2,656	\$729
	Students per administrator	53	32	66
Plant Operations	Cost per square foot	\$9.37	\$7.53	\$6.40
	Square footage per student	312	318	144
Food Service	Cost per meal equivalent	\$3.88	\$5.10	\$2.53
Transportation	Cost per mile	\$0.78	\$1.79	\$3.36
	Miles per rider	304	710	271

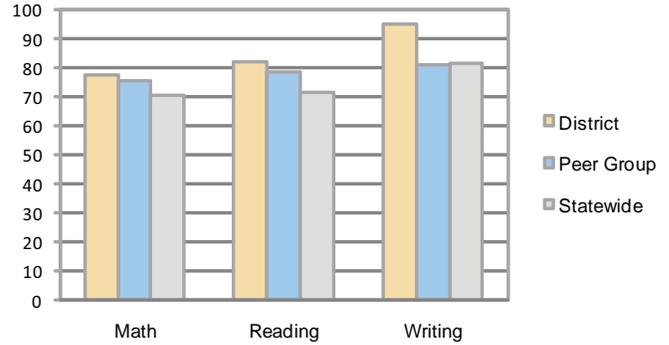
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$15,364	\$16,108	\$16,311	\$7,908	\$9,683
Classroom dollars	\$9,039	\$9,609	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$6,325	\$6,499	\$7,554	\$3,411	\$3,780
Administration	1,730	1,694	2,656	729	1,050
Plant Operations	2,731	2,920	2,297	920	951
Food Service	635	684	859	382	369
Transportation	259	270	930	343	406
Student Support	58	184	474	594	512
Instruction Support	912	747	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	11%	12%	19%
Student/teacher ratio	10.3	10.7	17.1
Average teacher salary	\$53,470	\$45,399	\$45,209
Average years' experience	14.5	10.9	8.3
Percent of teachers in first 3 years	0%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,394 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Colorado City Unified School District

Mohave County
Operational peer group: F
Legislative districts: 3

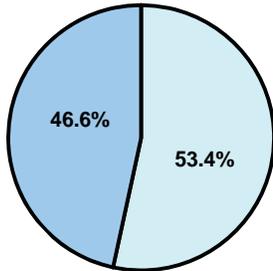
District size: Small
Students attending: 410
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,867
\$4,497



Nonclassroom
\$5,574
\$3,411

Total
\$10,441
\$7,908

5-year trend

The District closed 2 schools, which contributed to the 14 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased slightly overall from 46.2 to 46.6 percent. Spending on transportation and instruction support increased significantly, while spending in other nonclassroom areas decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,118	\$1,524	\$729
	Students per administrator	36	42	66
Plant Operations	Cost per square foot	\$6.77	\$5.78	\$6.40
	Square footage per student	182	284	144
Food Service	Cost per meal equivalent	\$2.99	\$3.38	\$2.53
Transportation	Cost per mile	\$4.53	\$2.60	\$3.36
	Miles per rider	153	294	271

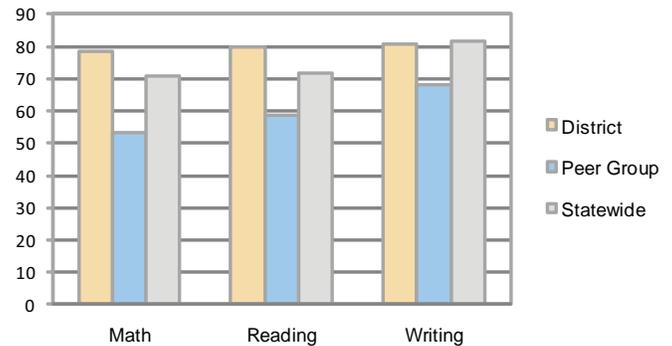
Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$9,639	\$10,441	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,348	\$4,867	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$5,291	\$5,574	\$5,203	\$3,411	\$3,780
Administration	1,230	1,118	1,524	729	1,050
Plant Operations	875	1,232	1,549	920	951
Food Service	309	316	496	382	369
Transportation	461	564	552	343	406
Student Support	432	435	593	594	512
Instruction Support	1,984	1,909	481	431	470
Other	0	0	8	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all AYP objectives for NCLB because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	43%	73%	75%
Poverty rate	42%	30%	19%
Student/teacher ratio	17.8	14.2	17.1
Average teacher salary	\$41,641	\$41,521	\$45,209
Average years' experience	12.9	10.8	8.3
Percent of teachers in first 3 years	5%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,410 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Colorado River Union High School District

Mohave County
Operational peer group: D
Legislative districts: 3

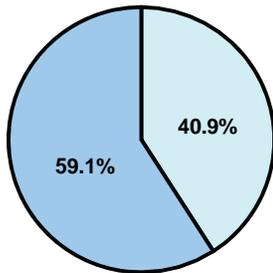
District size: Medium-Large
Students attending: 2,396
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,110
\$4,497



Nonclassroom
\$2,841
\$3,411

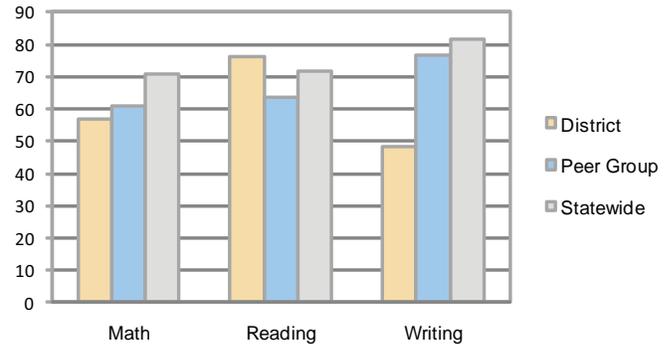
Total
\$6,951
\$7,908

5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year and increased significantly overall from 55.6 to 59.1 percent. Spending on student support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$485	\$775	\$729
	Students per administrator	82	61	66
Plant Operations	Cost per square foot	\$6.01	\$6.13	\$6.40
	Square footage per student	175	168	144
Food Service	Cost per meal equivalent	\$2.74	\$2.64	\$2.53
Transportation	Cost per mile	\$2.63	\$2.96	\$3.36
	Miles per rider	451	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	71%	75%	75%
Poverty rate	24%	29%	19%
Student/teacher ratio	21.5	17.6	17.1
Average teacher salary	\$47,295	\$44,586	\$45,209
Average years' experience	9.7	10.4	8.3
Percent of teachers in first 3 years	25%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$5,648 and \$6,079 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,142	\$6,951	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,335	\$4,110	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,807	\$2,841	\$3,584	\$3,411	\$3,780
Administration	463	485	775	729	1,050
Plant Operations	1,069	1,051	1,032	920	951
Food Service	274	304	365	382	369
Transportation	366	342	397	343	406
Student Support	378	350	629	594	512
Instruction Support	236	285	380	431	470
Other	21	24	6	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Concho Elementary School District

Apache County
Operational peer group: L
Legislative districts: 5

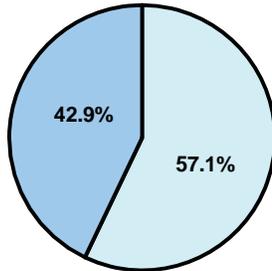
District size: Very Small
Students attending: 188
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,838
\$4,497



Nonclassroom
\$7,763
\$3,411

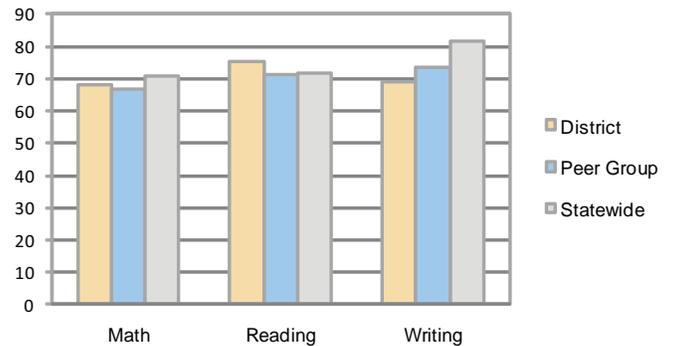
Total
\$13,601
\$7,908

5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.1 to 42.9 percent. Spending in all nonclassroom areas increased, especially in administration and plant operations.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,770	\$2,656	\$729
	Students per administrator	38	32	66
Plant Operations	Cost per square foot	\$9.07	\$7.53	\$6.40
	Square footage per student	218	318	144
Food Service	Cost per meal equivalent	\$2.58	\$5.10	\$2.53
Transportation	Cost per mile	\$0.81	\$1.79	\$3.36
	Miles per rider	1,898	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	29%	31%	19%
Student/teacher ratio	15.1	10.8	17.1
Average teacher salary	\$38,920	\$45,165	\$45,209
Average years' experience	13.4	12.7	8.3
Percent of teachers in first 3 years	15%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,733 in additional salary, and each instructional aide earned an additional \$100.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,893	\$13,601	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,220	\$5,838	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$7,673	\$7,763	\$7,554	\$3,411	\$3,780
Administration	2,010	1,770	2,656	729	1,050
Plant Operations	1,760	1,977	2,297	920	951
Food Service	481	510	859	382	369
Transportation	2,083	2,255	930	343	406
Student Support	747	648	474	594	512
Instruction Support	592	603	338	431	470
Other	0	0	0	12	22

Congress Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

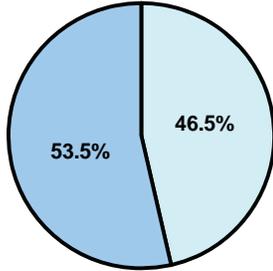
District size: Very Small
Students attending: 114
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,147
\$4,497



Nonclassroom
\$5,332
\$3,411

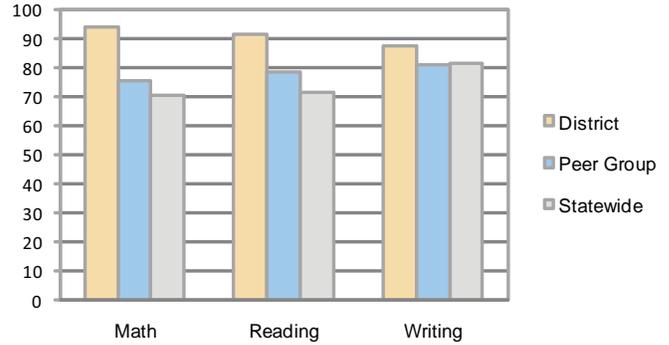
Total
\$11,479
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 59.3 to 53.5 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	16%	12%	19%
Student/teacher ratio	11.4	10.7	17.1
Average teacher salary	\$47,908	\$45,399	\$45,209
Average years' experience	12.8	10.9	8.3
Percent of teachers in first 3 years	21%	18%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,869	\$2,656	\$729
	Students per administrator	35	32	66
Plant Operations	Cost per square foot	\$5.58	\$7.53	\$6.40
	Square footage per student	228	318	144
Food Service	Cost per meal equivalent	\$4.39	\$5.10	\$2.53
Transportation	Cost per mile	\$0.95	\$1.79	\$3.36
	Miles per rider	550	710	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,295 in additional salary, which included performance pay for fiscal year 2008 performance.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$10,046	\$11,479	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,289	\$6,147	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,757	\$5,332	\$7,554	\$3,411	\$3,780
Administration	1,643	1,869	2,656	729	1,050
Plant Operations	1,348	1,272	2,297	920	951
Food Service	556	725	859	382	369
Transportation	462	478	930	343	406
Student Support	207	293	474	594	512
Instruction Support	539	694	338	431	470
Other	2	1	0	12	22

Continental Elementary School District

Pima County
Operational peer group: K
Legislative districts: 30

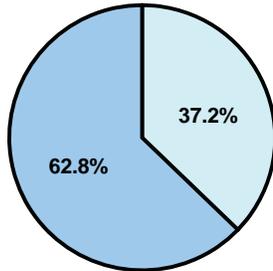
District size: Small
Students attending: 460
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,964
\$4,497



Nonclassroom
\$2,946
\$3,411

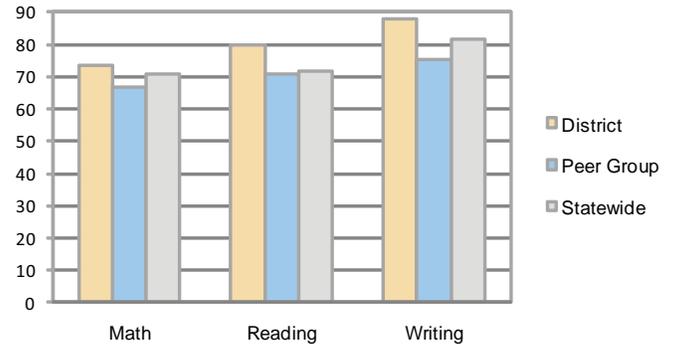
Total
\$7,910
\$7,908

5-year trend

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 58.3 to 62.8 percent. Spending on plant operations and transportation decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because it failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	14%	14%	19%
Student/teacher ratio	14.8	14.7	17.1
Average teacher salary	\$44,311	\$43,600	\$45,209
Average years' experience	9.0	10.7	8.3
Percent of teachers in first 3 years	27%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$904	\$1,288	\$729
	Students per administrator	59	70	66
Plant Operations	Cost per square foot	\$5.13	\$6.94	\$6.40
	Square footage per student	164	149	144
Food Service	Cost per meal equivalent	\$2.65	\$3.05	\$2.53
Transportation	Cost per mile	\$1.57	\$2.22	\$3.36
	Miles per rider	129	268	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,348	\$7,910	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,114	\$4,964	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$3,234	\$2,946	\$4,442	\$3,411	\$3,780
Administration	1,249	904	1,288	729	1,050
Plant Operations	860	840	1,162	920	951
Food Service	454	437	582	382	369
Transportation	259	231	512	343	406
Student Support	308	396	586	594	512
Instruction Support	104	138	311	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,932 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Coolidge Unified School District

Pinal County
Operational peer group: D
Legislative districts: 23

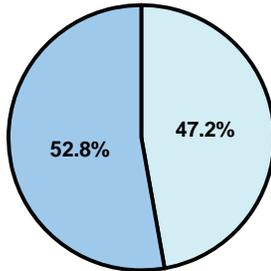
District size: Medium-Large
Students attending: 4,406
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,373
\$4,497



Nonclassroom
\$3,908
\$3,411

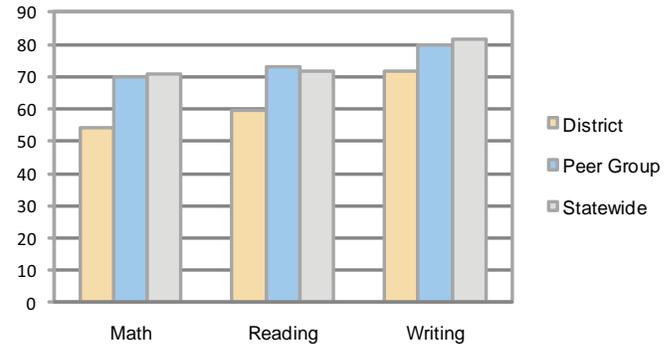
Total
\$8,281
\$7,908

5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom was very inconsistent year to year and increased overall from 51.9 to 52.8 percent. Spending on plant operations decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: academic progress (3); percentage of students tested (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	50%	73%	75%
Poverty rate	17%	15%	19%
Student/teacher ratio	15.6	17.2	17.1
Average teacher salary	\$40,486	\$42,175	\$45,209
Average years' experience	6.6	8.4	8.3
Percent of teachers in first 3 years	40%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$994	\$775	\$729
	Students per administrator	52	61	66
Plant Operations	Cost per square foot	\$6.15	\$6.13	\$6.40
	Square footage per student	150	168	144
Food Service	Cost per meal equivalent	\$2.83	\$2.64	\$2.53
Transportation	Cost per mile	\$2.41	\$2.96	\$3.36
	Miles per rider	417	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,231	\$8,281	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,757	\$4,373	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,474	\$3,908	\$3,584	\$3,411	\$3,780
Administration	821	994	775	729	1,050
Plant Operations	802	924	1,032	920	951
Food Service	374	381	365	382	369
Transportation	473	465	397	343	406
Student Support	669	759	629	594	512
Instruction Support	335	385	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$6,084 in additional salary, and each librarian, speech pathologist, and counselor earned an additional \$2,300.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Cottonwood-Oak Creek Elementary School District

Yavapai County
Operational peer group: J
Legislative districts: 1

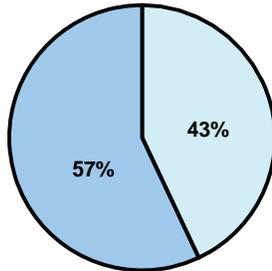
District size: Medium-Large
Students attending: 2,308
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,368
\$4,497



Nonclassroom
\$3,300
\$3,411

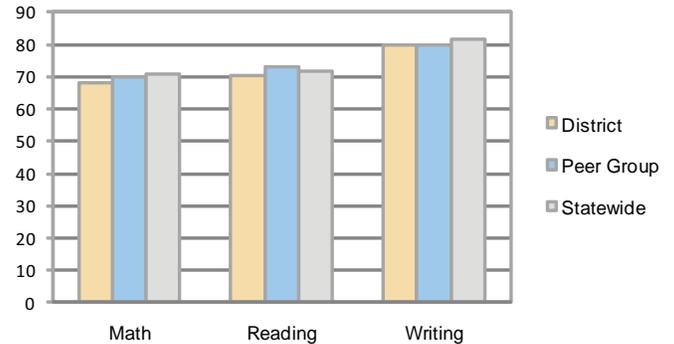
Total
\$7,668
\$7,908

5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year and increased significantly overall from 53.6 to 57 percent. Spending on administration and food service decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$932	\$921	\$729
	Students per administrator	60	64	66
Plant Operations	Cost per square foot	\$6.60	\$6.71	\$6.40
	Square footage per student	132	125	144
Food Service	Cost per meal equivalent	\$2.23	\$2.56	\$2.53
Transportation	Cost per mile	\$2.95	\$3.04	\$3.36
	Miles per rider	206	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	19%	15%	19%
Student/teacher ratio	15.7	17.2	17.1
Average teacher salary	\$43,910	\$42,175	\$45,209
Average years' experience	9.9	8.4	8.3
Percent of teachers in first 3 years	15%	34%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,820 in salary, and the librarian earned \$6,703.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,161	\$7,668	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,995	\$4,368	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,166	\$3,300	\$3,601	\$3,411	\$3,780
Administration	927	932	921	729	1,050
Plant Operations	843	875	879	920	951
Food Service	474	551	524	382	369
Transportation	266	276	410	343	406
Student Support	513	517	483	594	512
Instruction Support	143	149	384	431	470
Other	0	0	0	12	22

Crane Elementary School District

Yuma County
Operational peer group: I
Legislative districts: 24

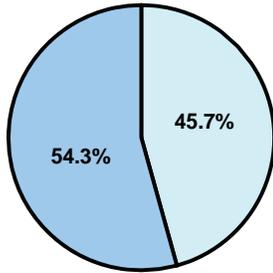
District size: Medium-Large
Students attending: 5,837
Number of schools: 10

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,788
\$4,497



Nonclassroom
\$3,182
\$3,411

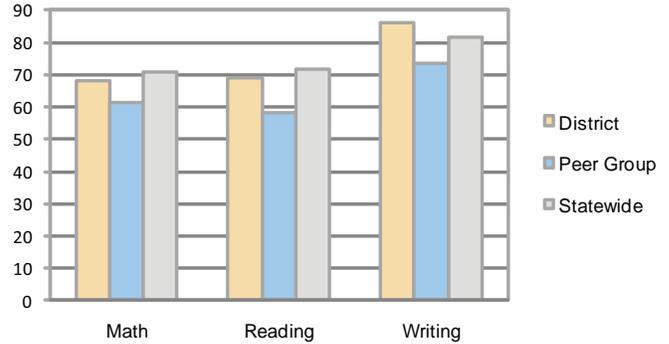
Total
\$6,970
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.8 to 54.3 percent. Spending on plant operations, food service, and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	27%	31%	19%
Student/teacher ratio	17.7	16.2	17.1
Average teacher salary	\$44,608	\$46,306	\$45,209
Average years' experience	8.6	8.5	8.3
Percent of teachers in first 3 years	20%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$778	\$840	\$729
	Students per administrator	67	69	66
Plant Operations	Cost per square foot	\$8.17	\$7.16	\$6.40
	Square footage per student	107	123	144
Food Service	Cost per meal equivalent	\$2.57	\$2.38	\$2.53
Transportation	Cost per mile	\$4.53	\$5.18	\$3.36
	Miles per rider	89	132	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,043	\$6,970	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,986	\$3,788	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,057	\$3,182	\$3,679	\$3,411	\$3,780
Administration	789	778	840	729	1,050
Plant Operations	724	877	890	920	951
Food Service	465	489	525	382	369
Transportation	262	237	253	343	406
Student Support	367	336	626	594	512
Instruction Support	450	465	545	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,776 in additional salary, and each speech pathologist and counselor earned between \$3,575 and \$4,048.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Creighton Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 11, 14, 15

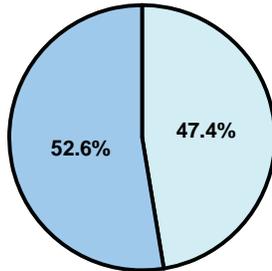
District size: Medium-Large
Students attending: 7,001
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,630
\$4,497



Nonclassroom
\$4,176
\$3,411

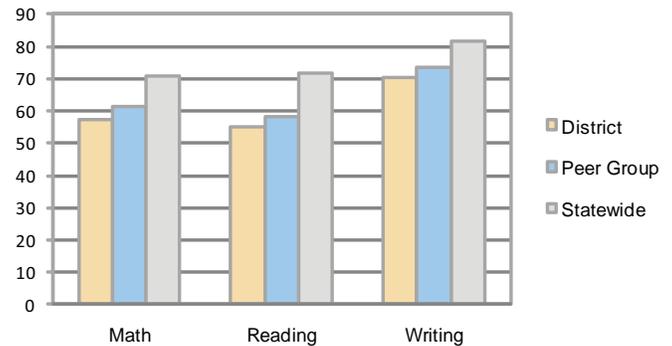
Total
\$8,806
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year and decreased significantly overall from 58 to 52.6 percent. Spending on administration, student support and instruction support increased significantly; spending on plant operations decreased; and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	32%	31%	19%
Student/teacher ratio	15.7	16.2	17.1
Average teacher salary	\$45,353	\$46,306	\$45,209
Average years' experience	9.2	8.5	8.3
Percent of teachers in first 3 years	30%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$825	\$840	\$729
	Students per administrator	60	69	66
Plant Operations	Cost per square foot	\$6.70	\$7.16	\$6.40
	Square footage per student	124	123	144
Food Service	Cost per meal equivalent	\$2.50	\$2.38	\$2.53
Transportation	Cost per mile	\$7.09	\$5.18	\$3.36
	Miles per rider	115	132	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,424 in additional salary, and each librarian and speech pathologist earned between \$956 and \$3,368.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,344	\$8,806	\$8,194	\$7,908	\$9,683
Classroom dollars	\$4,344	\$4,630	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$4,000	\$4,176	\$3,679	\$3,411	\$3,780
Administration	843	825	840	729	1,050
Plant Operations	907	834	890	920	951
Food Service	531	622	525	382	369
Transportation	254	256	253	343	406
Student Support	696	849	626	594	512
Instruction Support	769	790	545	431	470
Other	0	0	0	12	22

Crown King Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

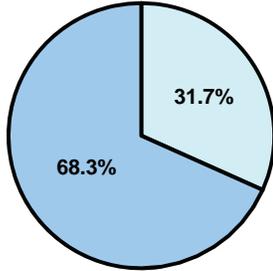
District size: Very Small
Students attending: 6
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$12,253
\$4,497



Nonclassroom
\$5,688
\$3,411

Total
\$17,941
\$7,908

5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 63.9 to 68.3 percent. Spending on student support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	5.8	10.8	17.1
Average teacher salary	N/A	\$45,165	\$45,209
Average years' experience	N/A	12.7	8.3
Percent of teachers in first 3 years	N/A	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,996	\$2,656	\$729
	Students per administrator	5	32	66
Plant Operations	Cost per square foot	\$10.20	\$7.53	\$6.40
	Square footage per student	328	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	N/A	\$1.79	\$3.36
	Miles per rider	N/A	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$16,984	\$17,941	\$16,311	\$7,908	\$9,683
Classroom dollars	\$11,552	\$12,253	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,432	\$5,688	\$7,554	\$3,411	\$3,780
Administration	2,424	1,996	2,656	729	1,050
Plant Operations	2,858	3,348	2,297	920	951
Food Service	0	0	859	382	369
Transportation	134	0	930	343	406
Student Support	0	113	474	594	512
Instruction Support	16	231	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

The teacher earned \$1,495 in additional salary, and the instructional aide earned an additional \$151.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Deer Valley Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 4, 6, 7, 9

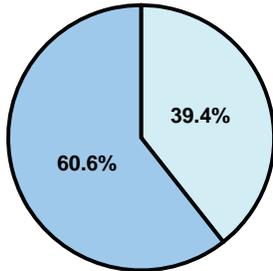
District size: Very Large
Students attending: 35,127
Number of schools: 37

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,239
\$4,497



Nonclassroom
\$2,755
\$3,411

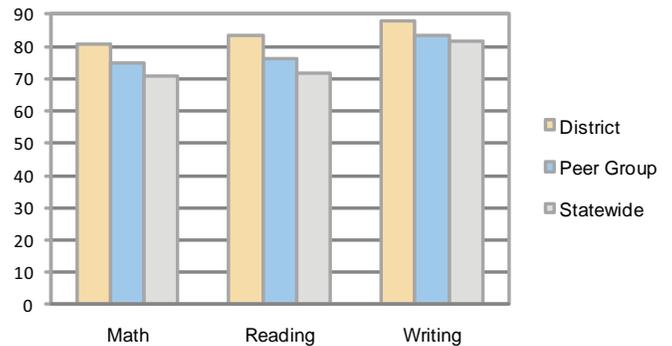
Total
\$6,994
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year and decreased significantly overall from 62.8 to 60.6 percent. Spending on student and instruction support increased, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

34 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	88%	86%	75%
Poverty rate	10%	14%	19%
Student/teacher ratio	18.2	17.5	17.1
Average teacher salary	\$48,505	\$50,748	\$45,209
Average years' experience	10.2	10.5	8.3
Percent of teachers in first 3 years	19%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$593	\$639	\$729
	Students per administrator	86	77	66
Plant Operations	Cost per square foot	\$6.17	\$6.38	\$6.40
	Square footage per student	125	138	144
Food Service	Cost per meal equivalent	\$2.34	\$2.49	\$2.53
Transportation	Cost per mile	\$4.03	\$4.22	\$3.36
	Miles per rider	252	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,722	\$6,994	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,135	\$4,239	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,587	\$2,755	\$3,204	\$3,411	\$3,780
Administration	549	593	639	729	1,050
Plant Operations	725	770	881	920	951
Food Service	310	315	322	382	369
Transportation	291	304	330	343	406
Student Support	445	465	616	594	512
Instruction Support	242	265	398	431	470
Other	25	43	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, nurse, intervention specialist, and therapist earned between \$5,200 and \$5,785 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Double Adobe Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

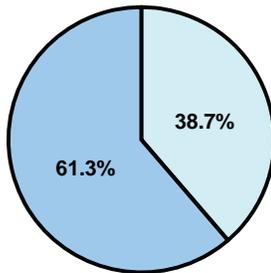
District size: Very Small
Students attending: 55
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,905
\$4,497



Nonclassroom
\$3,733
\$3,411

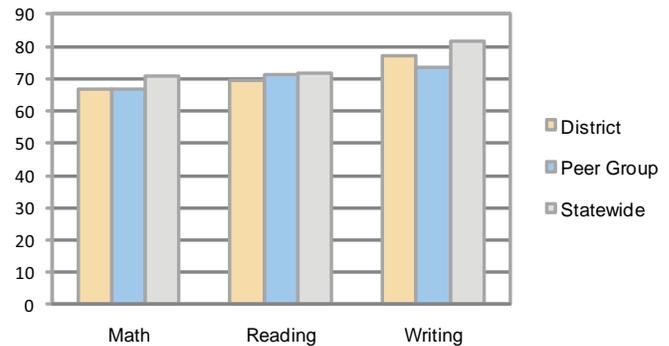
Total
\$9,638
\$7,908

5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year and decreased significantly overall from 63.5 to 61.3 percent. Spending on plant operations and transportation increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,352	\$2,656	\$729
	Students per administrator	NR	32	66
Plant Operations	Cost per square foot	\$7.78	\$7.53	\$6.40
	Square footage per student	159	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	\$0.54	\$1.79	\$3.36
	Miles per rider	631	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	13.8	10.8	17.1
Average teacher salary	\$50,859	\$45,165	\$45,209
Average years' experience	27.4	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,047 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$10,167	\$9,638	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,258	\$5,905	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,909	\$3,733	\$7,554	\$3,411	\$3,780
Administration	1,353	1,352	2,656	729	1,050
Plant Operations	1,411	1,236	2,297	920	951
Food Service	0	0	859	382	369
Transportation	385	406	930	343	406
Student Support	597	630	474	594	512
Instruction Support	163	109	338	431	470
Other	0	0	0	12	22

Douglas Unified School District

Cochise County
Operational peer group: D
Legislative districts: 25

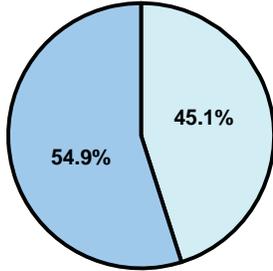
District size: Medium-Large
Students attending: 4,069
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,776
\$4,497



Nonclassroom
\$3,105
\$3,411

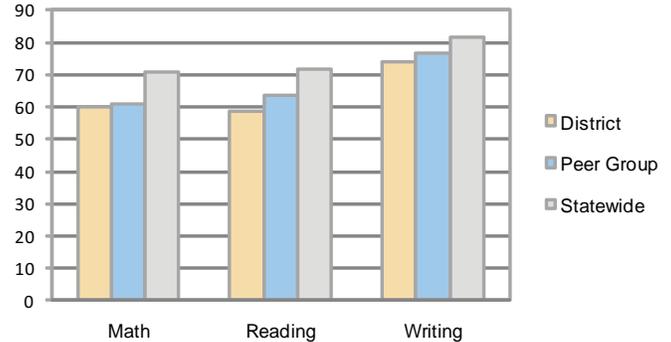
Total
\$6,881
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 63.6 to 54.9 percent. Spending on administration, plant operations, and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	86%	75%	75%
Poverty rate	39%	29%	19%
Student/teacher ratio	21.1	17.6	17.1
Average teacher salary	\$40,216	\$44,586	\$45,209
Average years' experience	10.2	10.4	8.3
Percent of teachers in first 3 years	23%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$878	\$775	\$729
	Students per administrator	61	61	66
Plant Operations	Cost per square foot	\$6.18	\$6.13	\$6.40
	Square footage per student	145	168	144
Food Service	Cost per meal equivalent	\$2.37	\$2.64	\$2.53
Transportation	Cost per mile	\$7.13	\$2.96	\$3.36
	Miles per rider	175	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,259	\$6,881	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,226	\$3,776	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,033	\$3,105	\$3,584	\$3,411	\$3,780
Administration	931	878	775	729	1,050
Plant Operations	876	894	1,032	920	951
Food Service	405	389	365	382	369
Transportation	122	134	397	343	406
Student Support	450	486	629	594	512
Instruction Support	249	324	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,898 in additional salary, and each librarian, counselor, and teacher on special assignment earned between \$3,179 and \$6,206.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Duncan Unified School District

Greenlee County
Operational peer group: F
Legislative districts: 5

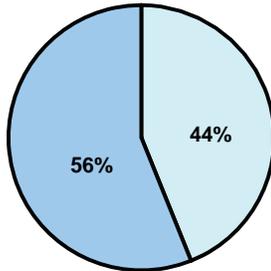
District size: Small
Students attending: 465
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,147
\$4,497



Nonclassroom
\$4,037
\$3,411

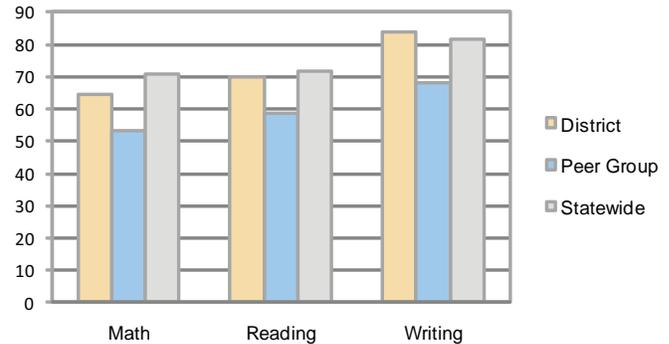
Total
\$9,184
\$7,908

5-year trend

Total spending per pupil increased by 43 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.1 to 56 percent. Spending on administration increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	86%	73%	75%
Poverty rate	21%	30%	19%
Student/teacher ratio	13.8	14.2	17.1
Average teacher salary	\$40,786	\$41,521	\$45,209
Average years' experience	10.8	10.8	8.3
Percent of teachers in first 3 years	28%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,321	\$1,524	\$729
	Students per administrator	43	42	66
Plant Operations	Cost per square foot	\$5.05	\$5.78	\$6.40
	Square footage per student	275	284	144
Food Service	Cost per meal equivalent	\$2.93	\$3.38	\$2.53
Transportation	Cost per mile	\$1.38	\$2.60	\$3.36
	Miles per rider	384	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,675	\$9,184	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,798	\$5,147	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$3,877	\$4,037	\$5,203	\$3,411	\$3,780
Administration	1,213	1,321	1,524	729	1,050
Plant Operations	1,345	1,389	1,549	920	951
Food Service	375	382	496	382	369
Transportation	417	429	552	343	406
Student Support	372	381	593	594	512
Instruction Support	155	135	481	431	470
Other	0	0	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$6,022 in additional salary, and each counselor earned an additional \$4,057.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Dysart Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 4, 9, 12

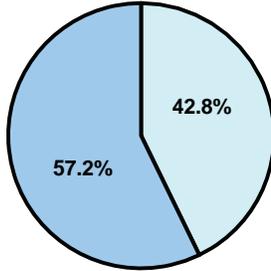
District size: Very Large
Students attending: 22,949
Number of schools: 23

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,184
\$4,497



Nonclassroom
\$3,132
\$3,411

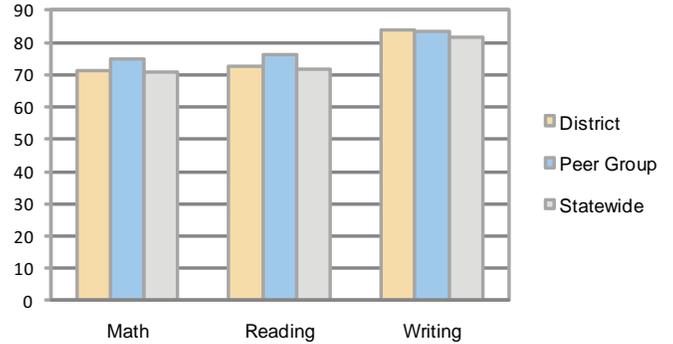
Total
\$7,316
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year and increased significantly overall from 55.3 to 57.2 percent. Spending on administration and instruction support decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

20 schools met all applicable AYP objectives for NCLB. 3 did not because some students failed to demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$680	\$639	\$729
	Students per administrator	69	77	66
Plant Operations	Cost per square foot	\$6.60	\$6.38	\$6.40
	Square footage per student	112	138	144
Food Service	Cost per meal equivalent	\$2.53	\$2.49	\$2.53
Transportation	Cost per mile	\$3.62	\$4.22	\$3.36
	Miles per rider	266	298	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	80%	86%	75%
Poverty rate	13%	14%	19%
Student/teacher ratio	18.1	17.5	17.1
Average teacher salary	\$48,048	\$50,748	\$45,209
Average years' experience	7.1	10.5	8.3
Percent of teachers in first 3 years	28%	20%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, coach, therapist, and psychologist earned between \$5,826 and \$6,793 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,949	\$7,316	\$7,781	\$7,908	\$9,683
Classroom dollars	\$3,981	\$4,184	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,968	\$3,132	\$3,204	\$3,411	\$3,780
Administration	656	680	639	729	1,050
Plant Operations	703	737	881	920	951
Food Service	360	388	322	382	369
Transportation	377	358	330	343	406
Student Support	527	580	616	594	512
Instruction Support	339	379	398	431	470
Other	6	10	18	12	22

Elfrida Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

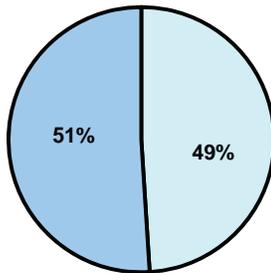
District size: Very Small
Students attending: 125
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,021
\$4,497



Nonclassroom
\$4,823
\$3,411

Total
\$9,844
\$7,908

5-year trend

Student enrollment decreased by 29 percent, which contributed to the 59 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 61.2 to 51 percent. Spending on student support also decreased significantly, while spending in all other nonclassroom areas increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,626	\$2,656	\$729
	Students per administrator	37	32	66
Plant Operations	Cost per square foot	\$5.57	\$7.53	\$6.40
	Square footage per student	238	318	144
Food Service	Cost per meal equivalent	\$3.34	\$5.10	\$2.53
Transportation	Cost per mile	\$2.25	\$1.79	\$3.36
	Miles per rider	296	710	271

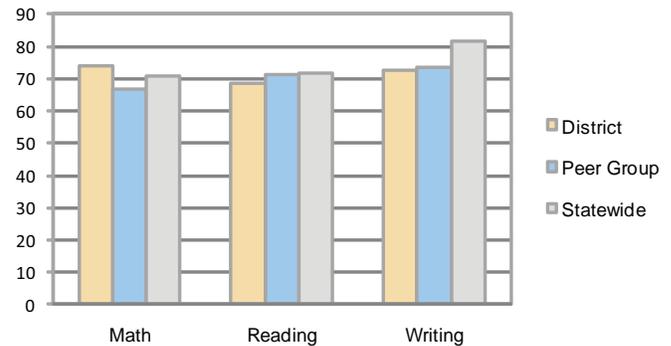
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,283	\$9,844	\$16,311	\$7,908	\$9,683
Classroom dollars	\$4,740	\$5,021	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,543	\$4,823	\$7,554	\$3,411	\$3,780
Administration	1,255	1,626	2,656	729	1,050
Plant Operations	718	1,326	2,297	920	951
Food Service	703	812	859	382	369
Transportation	376	528	930	343	406
Student Support	368	84	474	594	512
Instruction Support	123	447	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	26%	31%	19%
Student/teacher ratio	12.5	10.8	17.1
Average teacher salary	\$40,247	\$45,165	\$45,209
Average years' experience	10.7	12.7	8.3
Percent of teachers in first 3 years	20%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,067.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Eloy Elementary School District

Pinal County
Operational peer group: J
Legislative districts: 23

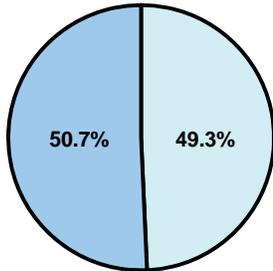
District size: Medium
Students attending: 1,114
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,984
\$4,497



Nonclassroom
\$3,872
\$3,411

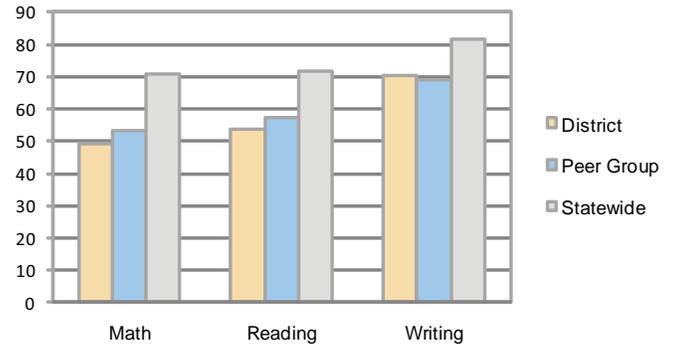
Total
\$7,856
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year and decreased overall from 52.2 to 50.7 percent. Spending on administration and student support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. An AYP determination was not available for 1 school.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	24%	31%	19%
Student/teacher ratio	18.6	14.9	17.1
Average teacher salary	\$39,763	\$41,086	\$45,209
Average years' experience	11.4	11.1	8.3
Percent of teachers in first 3 years	23%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$993	\$921	\$729
	Students per administrator	45	64	66
Plant Operations	Cost per square foot	\$6.09	\$6.71	\$6.40
	Square footage per student	142	125	144
Food Service	Cost per meal equivalent	\$2.86	\$2.56	\$2.53
Transportation	Cost per mile	\$4.16	\$3.04	\$3.36
	Miles per rider	124	145	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,411	\$7,856	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,820	\$3,984	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,591	\$3,872	\$3,601	\$3,411	\$3,780
Administration	861	993	921	729	1,050
Plant Operations	856	863	879	920	951
Food Service	681	736	524	382	369
Transportation	266	282	410	343	406
Student Support	740	732	483	594	512
Instruction Support	187	266	384	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher, counselor, special education director, reading coach, and reading interventionist earned between \$3,668 and \$3,851 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Flagstaff Unified School District

Coconino County
Operational peer group: B
Legislative districts: 1, 2

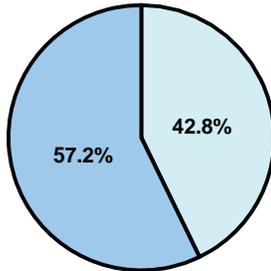
District size: Large
Students attending: 10,375
Number of schools: 17

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,794
\$4,497



Nonclassroom
\$3,581
\$3,411

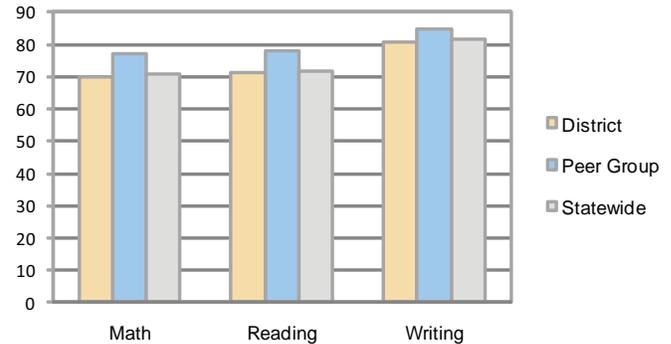
Total
\$8,375
\$7,908

5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom varied year to year and decreased overall from 58.4 to 56.6 percent. Spending on plant operations and instruction support increased, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 4 schools did not because they failed to achieve 1 or more of the following objectives: percentage of students tested (1); student achievement (4).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	81%	85%	75%
Poverty rate	15%	13%	19%
Student/teacher ratio	16.3	17.3	17.1
Average teacher salary	\$46,243	\$45,833	\$45,209
Average years' experience	11.4	9.1	8.3
Percent of teachers in first 3 years	20%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$648	\$634	\$729
	Students per administrator	69	67	66
Plant Operations	Cost per square foot	\$5.55	\$6.67	\$6.40
	Square footage per student	169	142	144
Food Service	Cost per meal equivalent	\$2.96	\$2.64	\$2.53
Transportation	Cost per mile	\$2.40	\$3.44	\$3.36
	Miles per rider	293	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,005	\$8,375	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,559	\$4,794	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,446	\$3,581	\$3,276	\$3,411	\$3,780
Administration	677	648	634	729	1,050
Plant Operations	963	938	936	920	951
Food Service	234	252	310	382	369
Transportation	404	437	359	343	406
Student Support	657	625	571	594	512
Instruction Support	463	624	443	431	470
Other	48	57	23	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,001 in salary, and each librarian, speech pathologist, counselor, nurse, and therapist earned between \$3,080 and \$4,147.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Florence Unified School District

Pinal County
Operational peer group: D
Legislative districts: 23

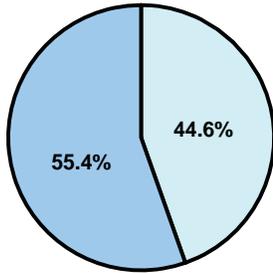
District size: Medium-Large
Students attending: 6,999
Number of schools: 8

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,914
\$4,497



Nonclassroom
\$3,153
\$3,411

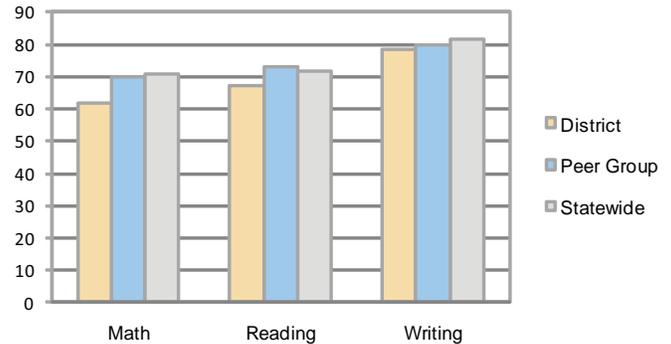
Total
\$7,067
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent from year to year and decreased overall from 56.4 to 55.4 percent. Spending on administration decreased, spending on transportation and student support increased, and spending in other nonclassroom areas varied from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet 1 or more of the following objectives: student achievement (2); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	59%	73%	75%
Poverty rate	11%	15%	19%
Student/teacher ratio	16.7	17.2	17.1
Average teacher salary	\$38,783	\$42,175	\$45,209
Average years' experience	3.3	8.4	8.3
Percent of teachers in first 3 years	78%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$705	\$775	\$729
	Students per administrator	65	61	66
Plant Operations	Cost per square foot	\$7.35	\$6.13	\$6.40
	Square footage per student	120	168	144
Food Service	Cost per meal equivalent	\$2.63	\$2.64	\$2.53
Transportation	Cost per mile	\$1.88	\$2.96	\$3.36
	Miles per rider	510	307	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$3,740 in additional salary, and each librarian, counselor, psychologist, technology teacher, and instructional specialist earned between \$1,776 and \$4,202.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$6,680	\$7,067	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,752	\$3,914	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,928	\$3,153	\$3,584	\$3,411	\$3,780
Administration	651	705	775	729	1,050
Plant Operations	825	884	1,032	920	951
Food Service	310	315	365	382	369
Transportation	519	500	397	343	406
Student Support	415	484	629	594	512
Instruction Support	208	265	380	431	470
Other	0	0	6	12	22

Flowing Wells Unified School District

Pima County
Operational peer group: C
Legislative districts: 26, 27

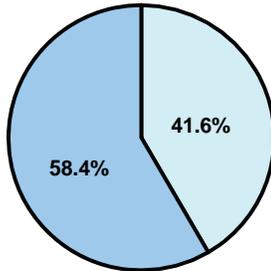
District size: Medium-Large
Students attending: 5,403
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,647
\$4,497



Nonclassroom
\$3,306
\$3,411

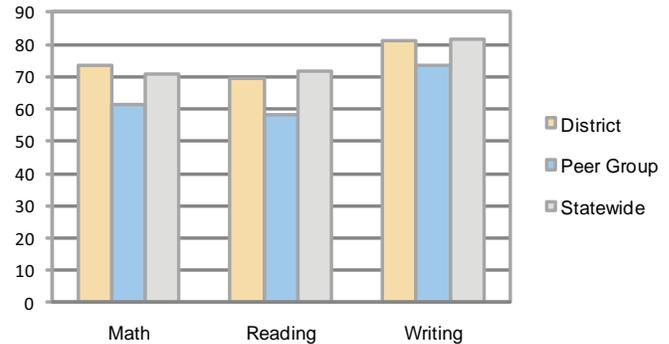
Total
\$7,953
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year and decreased significantly overall from 60.6 to 58.4 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: academic progress (2); percentage of students tested (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	86%	86%	75%
Poverty rate	22%	31%	19%
Student/teacher ratio	16.4	16.2	17.1
Average teacher salary	\$46,350	\$46,306	\$45,209
Average years' experience	10.2	8.5	8.3
Percent of teachers in first 3 years	28%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$705	\$733	\$729
	Students per administrator	50	63	66
Plant Operations	Cost per square foot	\$7.37	\$6.20	\$6.40
	Square footage per student	141	144	144
Food Service	Cost per meal equivalent	\$2.83	\$2.79	\$2.53
Transportation	Cost per mile	\$4.87	\$3.31	\$3.36
	Miles per rider	161	230	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,769	\$7,953	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,482	\$4,647	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,287	\$3,306	\$3,186	\$3,411	\$3,780
Administration	718	705	733	729	1,050
Plant Operations	1,010	1,038	869	920	951
Food Service	409	410	332	382	369
Transportation	254	233	400	343	406
Student Support	517	532	543	594	512
Instruction Support	366	372	295	431	470
Other	13	16	14	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,040 in salary, and each librarian and counselor earned between \$6,575 and \$6,699.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Fountain Hills Unified School District

Maricopa County
Operational peer group: C
Legislative districts: 8

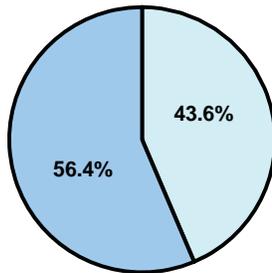
District size: Medium-Large
Students attending: 2,211
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,360
\$4,497



Nonclassroom
\$3,375
\$3,411

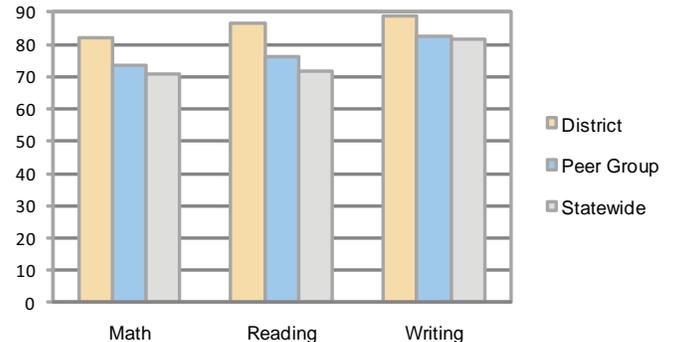
Total
\$7,735
\$7,908

5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom varied year to year and increased significantly overall from 53.9 to 56.4 percent. Spending on administration, plant operations, and food service decreased and spending on transportation and student support increased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	96%	84%	75%
Poverty rate	8%	13%	19%
Student/teacher ratio	16.1	17.5	17.1
Average teacher salary	\$42,646	\$44,052	\$45,209
Average years' experience	11.1	8.4	8.3
Percent of teachers in first 3 years	16%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$878	\$733	\$729
	Students per administrator	63	63	66
Plant Operations	Cost per square foot	\$4.53	\$6.20	\$6.40
	Square footage per student	214	144	144
Food Service	Cost per meal equivalent	\$3.79	\$2.79	\$2.53
Transportation	Cost per mile	\$2.96	\$3.31	\$3.36
	Miles per rider	301	230	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, and psychologist earned between \$4,319 and \$4,729 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,705	\$7,735	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,402	\$4,360	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,303	\$3,375	\$3,186	\$3,411	\$3,780
Administration	923	878	733	729	1,050
Plant Operations	924	968	869	920	951
Food Service	253	268	332	382	369
Transportation	322	358	400	343	406
Student Support	567	579	543	594	512
Instruction Support	314	324	295	431	470
Other	0	0	14	12	22

Fowler Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 16

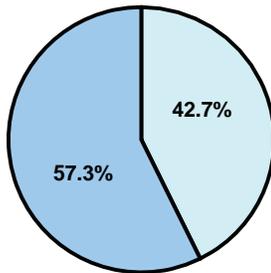
District size: Medium-Large
Students attending: 4,175
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,387
\$4,497



Nonclassroom
\$3,267
\$3,411

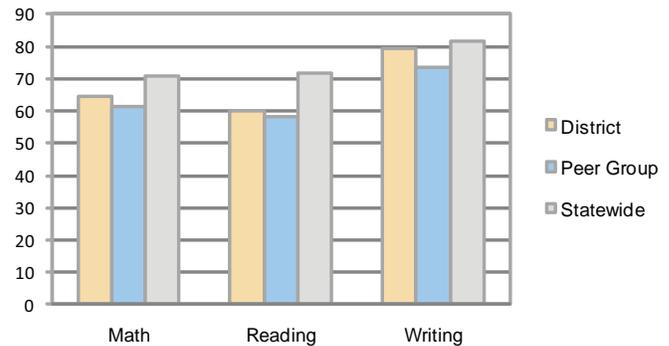
Total
\$7,654
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year and decreased significantly overall from 60.7 to 57.3 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic achievement.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	15.5	16.2	17.1
Average teacher salary	\$41,624	\$46,306	\$45,209
Average years' experience	7.5	8.5	8.3
Percent of teachers in first 3 years	32%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$780	\$840	\$729
	Students per administrator	76	69	66
Plant Operations	Cost per square foot	\$5.59	\$7.16	\$6.40
	Square footage per student	131	123	144
Food Service	Cost per meal equivalent	\$2.40	\$2.38	\$2.53
Transportation	Cost per mile	\$5.25	\$5.18	\$3.36
	Miles per rider	104	132	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$7,312	\$7,654	\$8,194	\$7,908	\$9,683
Classroom dollars	\$4,303	\$4,387	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,009	\$3,267	\$3,679	\$3,411	\$3,780
Administration	709	780	840	729	1,050
Plant Operations	617	733	890	920	951
Food Service	527	567	525	382	369
Transportation	241	269	253	343	406
Student Support	615	628	626	594	512
Instruction Support	300	290	545	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,676 in salary, and each librarian and counselor earned between \$4,812 and \$4,855.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Fredonia-Moccasin Unified School District

Coconino County
Operational peer group: F
Legislative districts: 3

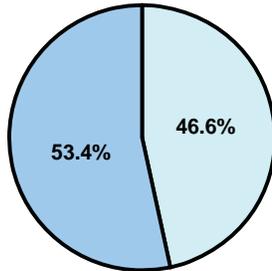
District size: Small
Students attending: 297
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,389
\$4,497



Nonclassroom
\$4,709
\$3,411

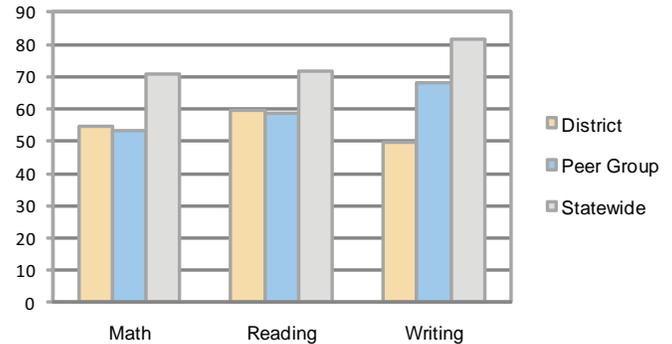
Total
\$10,098
\$7,908

5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 62.8 to 53.4 percent. Spending in all nonclassroom areas varied year to year and spending on administration, transportation, and instruction support increased significantly overall.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because it failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	95%	73%	75%
Poverty rate	22%	30%	19%
Student/teacher ratio	13.6	14.2	17.1
Average teacher salary	\$42,163	\$41,521	\$45,209
Average years' experience	8.6	10.8	8.3
Percent of teachers in first 3 years	28%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,719	\$1,524	\$729
	Students per administrator	38	42	66
Plant Operations	Cost per square foot	\$3.61	\$5.78	\$6.40
	Square footage per student	357	284	144
Food Service	Cost per meal equivalent	\$3.48	\$3.38	\$2.53
Transportation	Cost per mile	\$3.05	\$2.60	\$3.36
	Miles per rider	330	294	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$6,490 in additional salary, and the librarian and counselor earned between \$3,062 and \$4,366.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,665	\$10,098	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,790	\$5,389	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$3,875	\$4,709	\$5,203	\$3,411	\$3,780
Administration	1,359	1,719	1,524	729	1,050
Plant Operations	1,058	1,289	1,549	920	951
Food Service	535	584	496	382	369
Transportation	349	407	552	343	406
Student Support	293	400	593	594	512
Instruction Support	281	309	481	431	470
Other	0	1	8	12	22

Ft. Thomas Unified School District

Graham County
Operational peer group: F
Legislative districts: 5

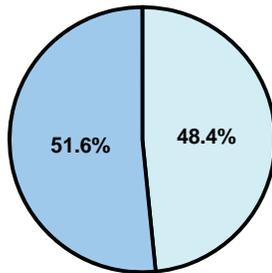
District size: Small
Students attending: 509
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,027
\$4,497



Nonclassroom
\$6,593
\$3,411

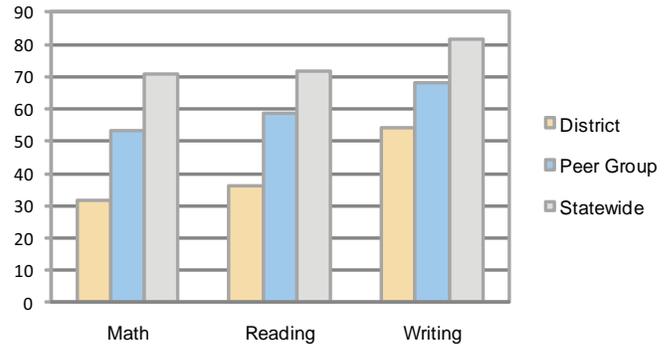
Total
\$13,620
\$7,908

5-year trend

Total spending per pupil increased by 53 percent. Spending in the classroom varied year to year and decreased significantly overall from 55.2 to 51.6 percent. Spending on administration, student support, and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2008)	74%	73%	75%
Poverty rate	34%	30%	19%
Student/teacher ratio	16.7	14.2	17.1
Average teacher salary	\$43,707	\$41,521	\$45,209
Average years' experience	12.3	10.8	8.3
Percent of teachers in first 3 years	19%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,013	\$1,524	\$729
	Students per administrator	28	42	66
Plant Operations	Cost per square foot	\$3.69	\$5.78	\$6.40
	Square footage per student	350	284	144
Food Service	Cost per meal equivalent	\$4.48	\$3.38	\$2.53
Transportation	Cost per mile	\$2.61	\$2.60	\$3.36
	Miles per rider	286	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$14,513	\$13,620	\$10,596	\$7,908	\$9,683
Classroom dollars	\$7,929	\$7,027	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$6,584	\$6,593	\$5,203	\$3,411	\$3,780
Administration	2,109	2,013	1,524	729	1,050
Plant Operations	1,556	1,294	1,549	920	951
Food Service	840	895	496	382	369
Transportation	814	739	552	343	406
Student Support	442	587	593	594	512
Instruction Support	823	1,065	481	431	470
Other	0	0	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,705 in salary, and each instructional aide, librarian, and counselor earned between \$439 and \$6,907 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Gadsden Elementary School District

Yuma County
Operational peer group: J
Legislative districts: 24

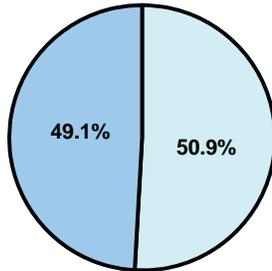
District size: Medium-Large
Students attending: 4,685
Number of schools: 8

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,646
\$4,497



Nonclassroom
\$3,781
\$3,411

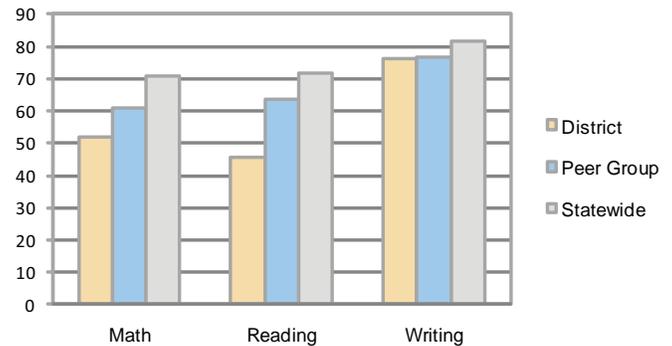
Total
\$7,427
\$7,908

5-year trend

Total per pupil spending increased by 22 percent. Spending in the classroom varied year to year and decreased slightly overall from 50.6 to 49.1 percent. Spending on administration and student support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 7 did not because some students failed to demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$935	\$921	\$729
	Students per administrator	63	64	66
Plant Operations	Cost per square foot	\$8.37	\$6.71	\$6.40
	Square footage per student	104	125	144
Food Service	Cost per meal equivalent	\$2.50	\$2.56	\$2.53
Transportation	Cost per mile	\$3.59	\$3.04	\$3.36
	Miles per rider	78	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	75%	75%
Poverty rate	46%	29%	19%
Student/teacher ratio	22.4	17.6	17.1
Average teacher salary	\$46,831	\$44,586	\$45,209
Average years' experience	7.2	10.4	8.3
Percent of teachers in first 3 years	33%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,480 in additional salary, and each instructional aide, librarian, counselor, psychologist, preschool director, and specialist earned between \$2,480 and \$3,480.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,694	\$7,427	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,953	\$3,646	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,741	\$3,781	\$3,601	\$3,411	\$3,780
Administration	1,026	935	921	729	1,050
Plant Operations	784	874	879	920	951
Food Service	622	604	524	382	369
Transportation	232	236	410	343	406
Student Support	494	528	483	594	512
Instruction Support	583	604	384	431	470
Other	0	0	0	12	22

Ganado Unified School District

Apache County
Operational peer group: E
Legislative districts: 2

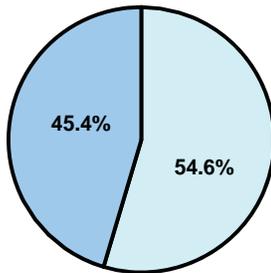
District size: Medium
Students attending: 1,675
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,834
\$4,497



Nonclassroom
\$7,007
\$3,411

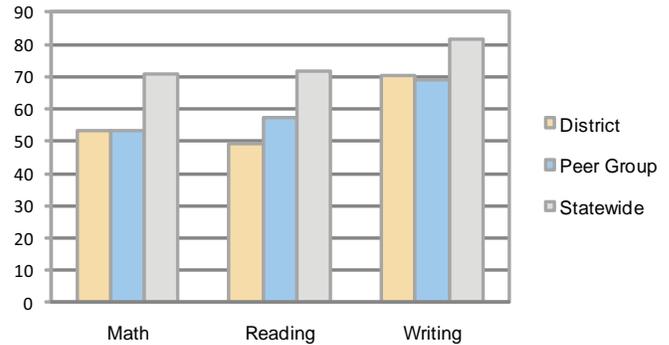
Total
\$12,841
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year and decreased overall from 47 to 45.4 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress and its attendance rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	90%	93%	95%
Graduation rate (2008)	75%	70%	75%
Poverty rate	36%	31%	19%
Student/teacher ratio	12.6	14.9	17.1
Average teacher salary	\$40,457	\$41,086	\$45,209
Average years' experience	9.0	11.1	8.3
Percent of teachers in first 3 years	25%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,622	\$1,148	\$729
	Students per administrator	33	51	66
Plant Operations	Cost per square foot	\$6.17	\$5.49	\$6.40
	Square footage per student	345	253	144
Food Service	Cost per meal equivalent	\$2.99	\$3.07	\$2.53
Transportation	Cost per mile	\$2.75	\$2.53	\$3.36
	Miles per rider	371	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,115	\$12,841	\$9,562	\$7,908	\$9,683
Classroom dollars	\$6,119	\$5,834	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$6,996	\$7,007	\$4,637	\$3,411	\$3,780
Administration	1,730	1,622	1,148	729	1,050
Plant Operations	2,163	2,126	1,379	920	951
Food Service	503	584	444	382	369
Transportation	1,000	950	554	343	406
Student Support	1,073	1,184	749	594	512
Instruction Support	527	541	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,706 in additional salary, and each librarian, speech pathologist, counselor, and psychologist earned between \$587 and \$3,879.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Gila Bend Unified School District

Maricopa County
Operational peer group: F
Legislative districts: 25

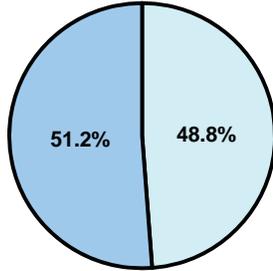
District size: Small
Students attending: 470
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,539
\$4,497



Nonclassroom
\$4,330
\$3,411

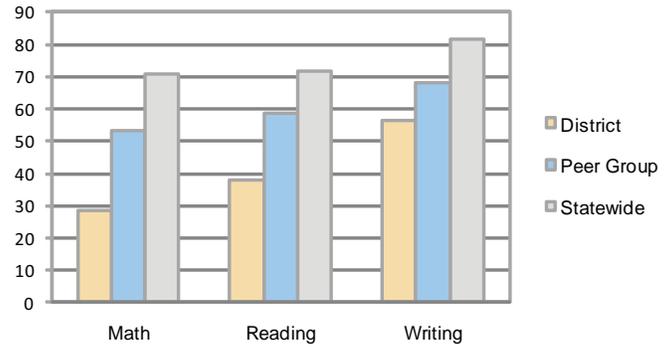
Total
\$8,869
\$7,908

5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54 to 51.2 percent. Spending on administration, transportation, and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	71%	73%	75%
Poverty rate	29%	30%	19%
Student/teacher ratio	14.0	14.2	17.1
Average teacher salary	\$37,205	\$41,521	\$45,209
Average years' experience	9.2	10.8	8.3
Percent of teachers in first 3 years	52%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,403	\$1,524	\$729
	Students per administrator	39	42	66
Plant Operations	Cost per square foot	\$7.22	\$5.78	\$6.40
	Square footage per student	197	284	144
Food Service	Cost per meal equivalent	\$2.27	\$3.38	\$2.53
Transportation	Cost per mile	\$1.94	\$2.60	\$3.36
	Miles per rider	263	294	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$3,158 in additional salary, and a drop-out prevention specialist earned \$2,193.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,181	\$8,869	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,966	\$4,539	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$5,215	\$4,330	\$5,203	\$3,411	\$3,780
Administration	1,828	1,403	1,524	729	1,050
Plant Operations	1,484	1,424	1,549	920	951
Food Service	616	417	496	382	369
Transportation	216	164	552	343	406
Student Support	729	621	593	594	512
Instruction Support	342	301	481	431	470
Other	0	0	8	12	22

Gilbert Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 18, 19, 21, 22

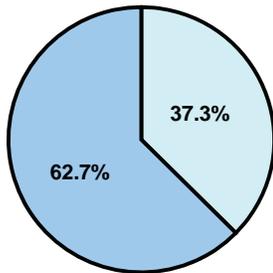
District size: Very Large
Students attending: 36,835
Number of schools: 39

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,432
\$4,497



Nonclassroom
\$2,642
\$3,411

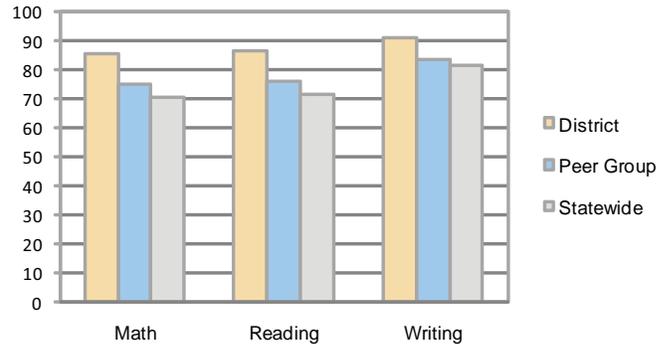
Total
\$7,074
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom was fairly stable and decreased overall from 64.3 to 62.7 percent. Spending on transportation and student support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

34 schools met all applicable AYP objectives for NCLB. 5 did not because they failed to meet 1 or more of the following objectives: academic progress (4); percentage of students tested (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	90%	86%	75%
Poverty rate	8%	14%	19%
Student/teacher ratio	16.8	17.5	17.1
Average teacher salary	\$47,866	\$50,748	\$45,209
Average years' experience	9.7	10.5	8.3
Percent of teachers in first 3 years	19%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$513	\$639	\$729
	Students per administrator	75	77	66
Plant Operations	Cost per square foot	\$6.36	\$6.38	\$6.40
	Square footage per student	123	138	144
Food Service	Cost per meal equivalent	\$2.42	\$2.49	\$2.53
Transportation	Cost per mile	\$3.83	\$4.22	\$3.36
	Miles per rider	285	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,928	\$7,074	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,381	\$4,432	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,547	\$2,642	\$3,204	\$3,411	\$3,780
Administration	522	513	639	729	1,050
Plant Operations	761	784	881	920	951
Food Service	295	302	322	382	369
Transportation	272	294	330	343	406
Student Support	512	541	616	594	512
Instruction Support	177	199	398	431	470
Other	8	9	18	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$6,036 in additional salary, and each speech pathologist, counselor, and librarian earned between \$4,102 and \$6,811.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Glendale Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 10, 12, 13

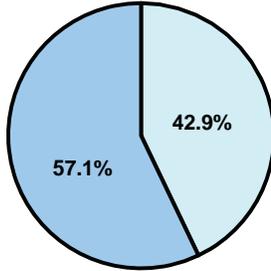
District size: Large
Students attending: 12,706
Number of schools: 17

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,240
\$4,497



Nonclassroom
\$3,187
\$3,411

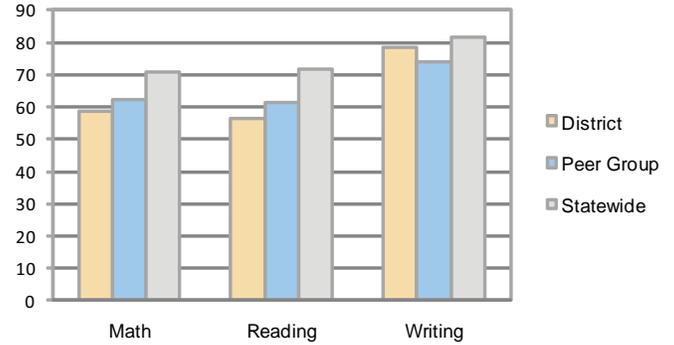
Total
\$7,427
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year and decreased overall from 58.3 to 57.1 percent. Spending on food service increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB. 5 schools did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$739	\$705	\$729
	Students per administrator	66	67	66
Plant Operations	Cost per square foot	\$7.09	\$6.62	\$6.40
	Square footage per student	106	120	144
Food Service	Cost per meal equivalent	\$2.47	\$2.44	\$2.53
Transportation	Cost per mile	\$6.69	\$4.77	\$3.36
	Miles per rider	110	197	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	74%	75%
Poverty rate	24%	28%	19%
Student/teacher ratio	18.2	18.0	17.1
Average teacher salary	\$47,905	\$48,318	\$45,209
Average years' experience	7.1	8.9	8.3
Percent of teachers in first 3 years	49%	33%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$7,587 in salary, and each librarian, student advisor, and instructional specialist earned between \$2,621 and \$4,096.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,397	\$7,427	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,120	\$4,240	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,277	\$3,187	\$3,322	\$3,411	\$3,780
Administration	770	739	705	729	1,050
Plant Operations	771	748	786	920	951
Food Service	518	524	494	382	369
Transportation	220	207	272	343	406
Student Support	397	406	536	594	512
Instruction Support	601	563	529	431	470
Other	0	0	0	12	22

Glendale Union High School District

Maricopa County
Operational peer group: B
Legislative districts: 6, 10, 11, 12, 13, 14, 15

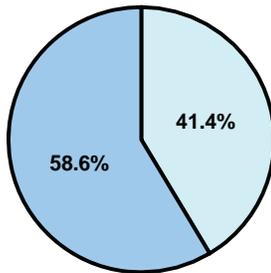
District size: Large
Students attending: 14,705
Number of schools: 10

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,690
\$4,497



Nonclassroom
\$3,318
\$3,411

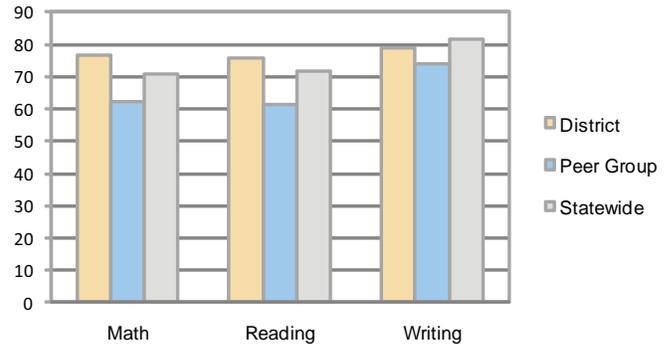
Total
\$8,008
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was fairly stable and decreased overall from 60.1 to 58.6 percent. Spending on administration decreased, spending on plant operations and student support increased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress. 1 did not have a sufficient graduation rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	87%	74%	75%
Poverty rate	22%	28%	19%
Student/teacher ratio	19.0	18.0	17.1
Average teacher salary	\$50,149	\$48,318	\$45,209
Average years' experience	11.7	8.9	8.3
Percent of teachers in first 3 years	14%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$639	\$634	\$729
	Students per administrator	74	67	66
Plant Operations	Cost per square foot	\$7.40	\$6.67	\$6.40
	Square footage per student	155	142	144
Food Service	Cost per meal equivalent	\$2.76	\$2.64	\$2.53
Transportation	Cost per mile	\$4.43	\$3.44	\$3.36
	Miles per rider	487	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,959	\$8,008	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,624	\$4,690	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,335	\$3,318	\$3,276	\$3,411	\$3,780
Administration	662	639	634	729	1,050
Plant Operations	1,157	1,147	936	920	951
Food Service	291	310	310	382	369
Transportation	251	250	359	343	406
Student Support	507	517	571	594	512
Instruction Support	432	419	443	431	470
Other	35	36	23	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$6,767 and \$8,443 in additional salary, which includes performance pay for fiscal year 2008 performance.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Globe Unified School District

Gila County
Operational peer group: E
Legislative districts: 5

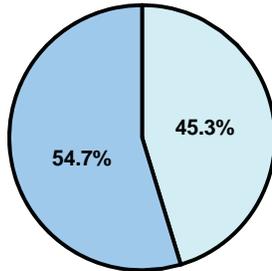
District size: Medium
Students attending: 1,791
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,036
\$4,497



Nonclassroom
\$3,342
\$3,411

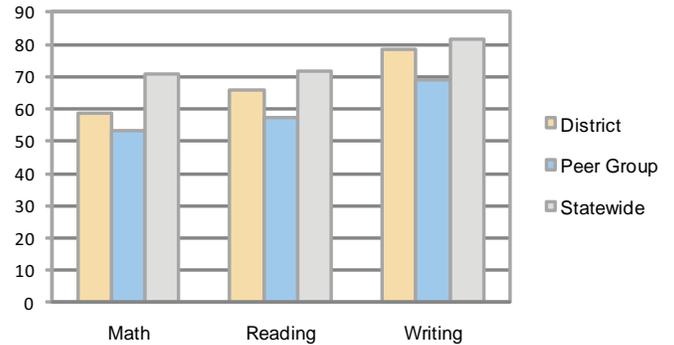
Total
\$7,378
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.1 to 54.7 percent. Spending on plant operations, student support, and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	93%	95%
Graduation rate (2008)	78%	70%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	17.1	14.9	17.1
Average teacher salary	\$37,916	\$41,086	\$45,209
Average years' experience	11.9	11.1	8.3
Percent of teachers in first 3 years	24%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$904	\$1,148	\$729
	Students per administrator	58	51	66
Plant Operations	Cost per square foot	\$5.10	\$5.49	\$6.40
	Square footage per student	188	253	144
Food Service	Cost per meal equivalent	\$3.34	\$3.07	\$2.53
Transportation	Cost per mile	\$2.26	\$2.53	\$3.36
	Miles per rider	223	359	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,962 in additional salary, and each librarian and counselor earned between \$3,203 and \$6,125.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,210	\$7,378	\$9,562	\$7,908	\$9,683
Classroom dollars	\$3,875	\$4,036	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,335	\$3,342	\$4,637	\$3,411	\$3,780
Administration	933	904	1,148	729	1,050
Plant Operations	1,058	959	1,379	920	951
Food Service	370	421	444	382	369
Transportation	361	355	554	343	406
Student Support	213	312	749	594	512
Instruction Support	400	380	356	431	470
Other	0	11	7	12	22

Grand Canyon Unified School District

Coconino County
Operational peer group: F
Legislative districts: 1, 2

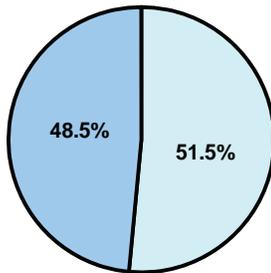
District size: Small
Students attending: 280
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,188
\$4,497



Nonclassroom
\$6,581
\$3,411

Total
\$12,769
\$7,908

5-year trend

Student enrollment decreased by 12 percent, which contributed to the 52 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 51.1 to 48.5 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,297	\$1,524	\$729
	Students per administrator	47	42	66
Plant Operations	Cost per square foot	\$9.95	\$5.78	\$6.40
	Square footage per student	275	284	144
Food Service	Cost per meal equivalent	\$2.99	\$3.38	\$2.53
Transportation	Cost per mile	\$1.74	\$2.60	\$3.36
	Miles per rider	NR	294	271

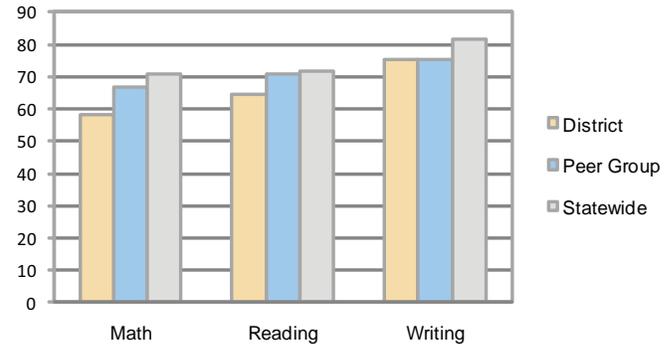
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,612	\$12,769	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,786	\$6,188	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$6,826	\$6,581	\$5,203	\$3,411	\$3,780
Administration	2,316	2,297	1,524	729	1,050
Plant Operations	2,670	2,732	1,549	920	951
Food Service	286	305	496	382	369
Transportation	534	503	552	343	406
Student Support	644	568	593	594	512
Instruction Support	376	176	481	431	470
Other	0	0	8	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	88%	79%	75%
Poverty rate	10%	14%	19%
Student/teacher ratio	9.6	14.7	17.1
Average teacher salary	\$38,853	\$43,600	\$45,209
Average years' experience	10.1	10.7	8.3
Percent of teachers in first 3 years	10%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$2,903 in salary, and the librarian earned \$936.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Hackberry Elementary School District

Mohave County
Operational peer group: L
Legislative districts: 2, 3

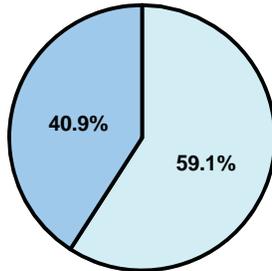
District size: Very Small
Students attending: 43
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,968
\$4,497



Nonclassroom
\$12,943
\$3,411

Total
\$21,911
\$7,908

5-year trend

Total spending per pupil doubled, which is only partially explained by the 19 percent decline in student enrollment. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 52.5 to 40.9 percent. Spending on plant operations, food service, and instruction support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$5,533	\$2,656	\$729
	Students per administrator	17	32	66
Plant Operations	Cost per square foot	\$7.02	\$7.53	\$6.40
	Square footage per student	407	318	144
Food Service	Cost per meal equivalent	\$5.33	\$5.10	\$2.53
Transportation	Cost per mile	\$1.49	\$1.79	\$3.36
	Miles per rider	664	710	271

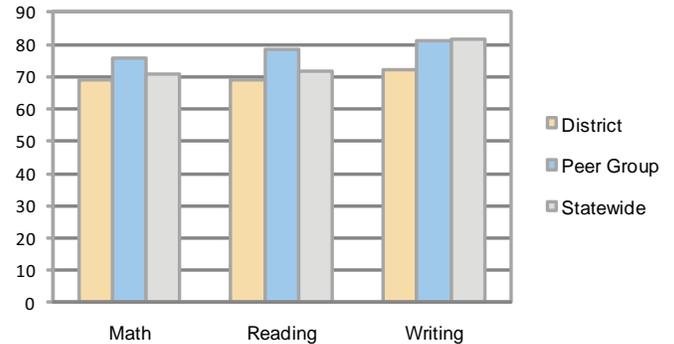
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,924	\$21,911	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,736	\$8,968	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,188	\$12,943	\$7,554	\$3,411	\$3,780
Administration	2,856	5,533	2,656	729	1,050
Plant Operations	1,864	2,856	2,297	920	951
Food Service	939	1,065	859	382	369
Transportation	736	993	930	343	406
Student Support	210	340	474	594	512
Instruction Support	1,583	2,156	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	19%	12%	19%
Student/teacher ratio	7.1	10.7	17.1
Average teacher salary	\$41,922	\$45,399	\$45,209
Average years' experience	11.2	10.9	8.3
Percent of teachers in first 3 years	17%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$6,054 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Hayden-Winkelman Unified School District

Gila County
Operational peer group: F
Legislative districts: 5, 23

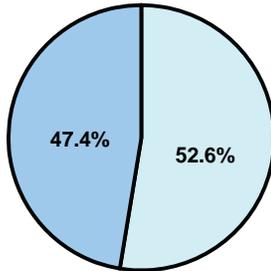
District size: Small
Students attending: 374
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,523
\$4,497



Nonclassroom
\$5,022
\$3,411

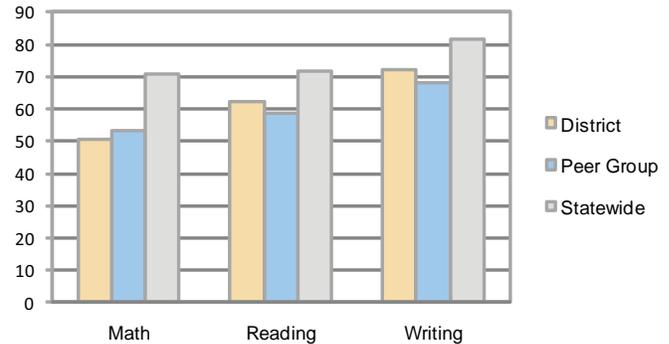
Total
\$9,545
\$7,908

5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year and decreased significantly overall from 51.2 to 47.4 percent. Spending on plant operations increased significantly and spending on administration decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	98%	94%	95%
Graduation rate (2008)	74%	73%	75%
Poverty rate	32%	30%	19%
Student/teacher ratio	14.4	14.2	17.1
Average teacher salary	\$38,366	\$41,521	\$45,209
Average years' experience	14.4	10.8	8.3
Percent of teachers in first 3 years	8%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,259	\$1,524	\$729
	Students per administrator	45	42	66
Plant Operations	Cost per square foot	\$3.62	\$5.78	\$6.40
	Square footage per student	479	284	144
Food Service	Cost per meal equivalent	\$3.07	\$3.38	\$2.53
Transportation	Cost per mile	\$1.88	\$2.60	\$3.36
	Miles per rider	267	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,488	\$9,545	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,885	\$4,523	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,603	\$5,022	\$5,203	\$3,411	\$3,780
Administration	1,244	1,259	1,524	729	1,050
Plant Operations	1,501	1,732	1,549	920	951
Food Service	582	705	496	382	369
Transportation	471	474	552	343	406
Student Support	505	461	593	594	512
Instruction Support	300	391	481	431	470
Other	0	0	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,657 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Heber-Overgaard Unified School District

Navajo County
Operational peer group: F
Legislative districts: 5

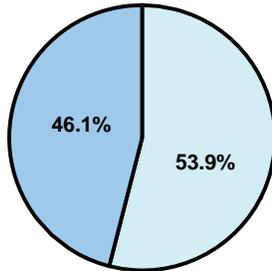
District size: Small
Students attending: 563
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,122
\$4,497



Nonclassroom
\$4,829
\$3,411

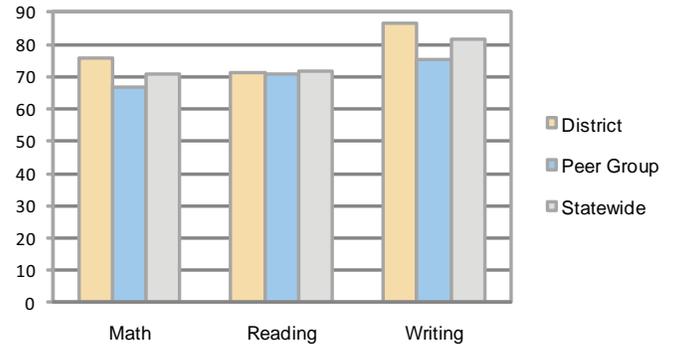
Total
\$8,951
\$7,908

5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year and decreased significantly overall from 52.3 to 46.1 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,226	\$1,524	\$729
	Students per administrator	47	42	66
Plant Operations	Cost per square foot	\$6.06	\$5.78	\$6.40
	Square footage per student	271	284	144
Food Service	Cost per meal equivalent	\$3.68	\$3.38	\$2.53
Transportation	Cost per mile	\$2.10	\$2.60	\$3.36
	Miles per rider	413	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	86%	79%	75%
Poverty rate	18%	14%	19%
Student/teacher ratio	16.5	14.7	17.1
Average teacher salary	\$39,138	\$43,600	\$45,209
Average years' experience	10.0	10.7	8.3
Percent of teachers in first 3 years	27%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$6,698 and \$6,881 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,108	\$8,951	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,368	\$4,122	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,740	\$4,829	\$5,203	\$3,411	\$3,780
Administration	1,162	1,226	1,524	729	1,050
Plant Operations	1,427	1,642	1,549	920	951
Food Service	494	476	496	382	369
Transportation	591	498	552	343	406
Student Support	547	476	593	594	512
Instruction Support	482	475	481	431	470
Other	37	36	8	12	22

Higley Unified School District

Maricopa County
Operational peer group: B
Legislative districts: 21, 22

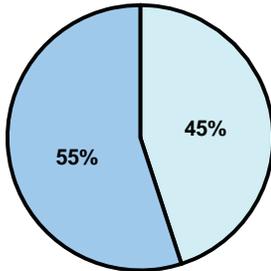
District size: Large
Students attending: 9,161
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,579
\$4,497



Nonclassroom
\$2,925
\$3,411

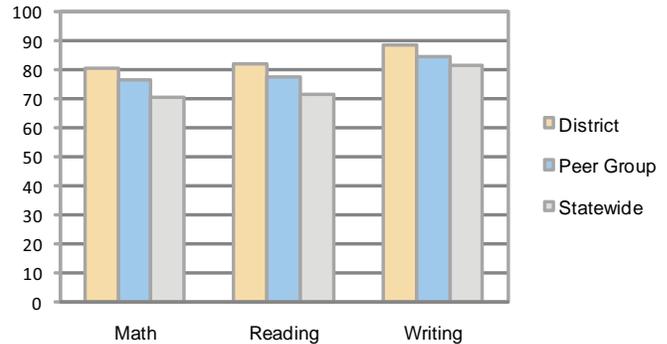
Total
\$6,504
\$7,908

5-year trend

Total spending per pupil increased by 41 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 59.9 to 55 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

9 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	96%	95%
Graduation rate (2008)	82%	85%	75%
Poverty rate	9%	13%	19%
Student/teacher ratio	18.9	17.3	17.1
Average teacher salary	\$40,526	\$45,833	\$45,209
Average years' experience	5.8	9.1	8.3
Percent of teachers in first 3 years	36%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$678	\$634	\$729
	Students per administrator	89	67	66
Plant Operations	Cost per square foot	\$5.89	\$6.67	\$6.40
	Square footage per student	136	142	144
Food Service	Cost per meal equivalent	\$2.84	\$2.64	\$2.53
Transportation	Cost per mile	\$5.07	\$3.44	\$3.36
	Miles per rider	121	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,480	\$6,504	\$7,523	\$7,908	\$9,683
Classroom dollars	\$3,692	\$3,579	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$2,788	\$2,925	\$3,276	\$3,411	\$3,780
Administration	696	678	634	729	1,050
Plant Operations	752	802	936	920	951
Food Service	251	272	310	382	369
Transportation	333	331	359	343	406
Student Support	474	520	571	594	512
Instruction Support	274	313	443	431	470
Other	8	9	23	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,384 in additional salary, and each librarian, speech pathologist, counselor, and teacher on assignment earned between \$1,477 and \$5,377.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Hillside Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

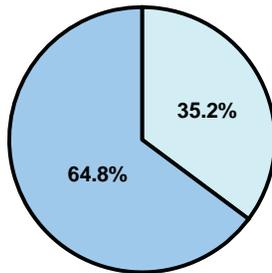
District size: Very Small
Students attending: 25
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,764
\$4,497



Nonclassroom
\$4,752
\$3,411

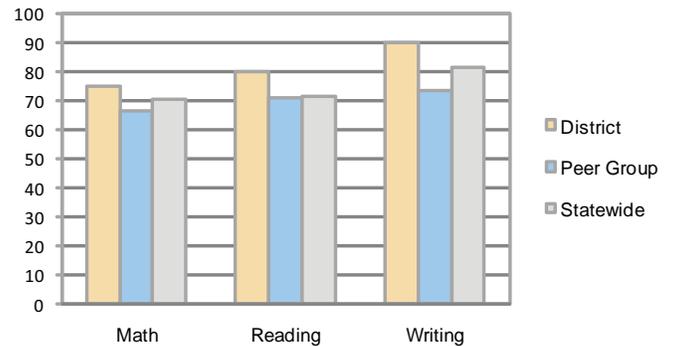
Total
\$13,516
\$7,908

5-year trend

Student enrollment increased by 79 percent, which contributed to the 11 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 57.5 to 64.8 percent. Spending on transportation decreased significantly, while other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	25%	31%	19%
Student/teacher ratio	12.6	10.8	17.1
Average teacher salary	N/A	\$45,165	\$45,209
Average years' experience	18.0	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,793	\$2,656	\$729
	Students per administrator	N/A	32	66
Plant Operations	Cost per square foot	\$7.81	\$7.53	\$6.40
	Square footage per student	288	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	N/A	\$1.79	\$3.36
	Miles per rider	N/A	710	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,526 in additional salary, and each instructional aide earned an additional \$1,243.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$10,270	\$13,516	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,975	\$8,764	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,295	\$4,752	\$7,554	\$3,411	\$3,780
Administration	1,122	1,793	2,656	729	1,050
Plant Operations	1,513	2,249	2,297	920	951
Food Service	4	0	859	382	369
Transportation	498	469	930	343	406
Student Support	124	153	474	594	512
Instruction Support	34	88	338	431	470
Other	0	0	0	12	22

Holbrook Unified School District

Navajo County
Operational peer group: E
Legislative districts: 5

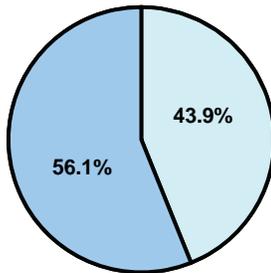
District size: Medium
Students attending: 1,973
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,743
\$4,497



Nonclassroom
\$4,485
\$3,411

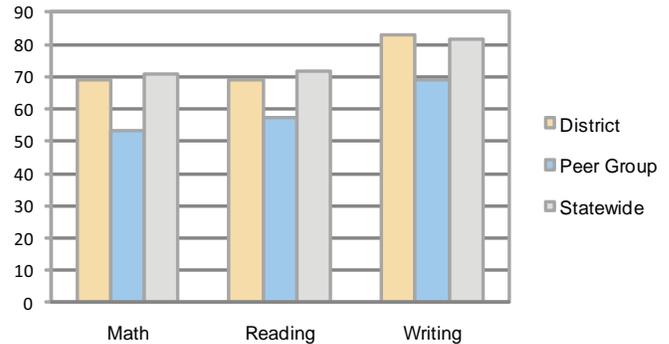
Total
\$10,228
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year and increased overall from 54.6 to 56.1 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 did not because it is not eligible for AYP determination.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$950	\$1,148	\$729
	Students per administrator	54	51	66
Plant Operations	Cost per square foot	\$6.05	\$5.49	\$6.40
	Square footage per student	200	253	144
Food Service	Cost per meal equivalent	\$2.69	\$3.07	\$2.53
Transportation	Cost per mile	\$1.52	\$2.53	\$3.36
	Miles per rider	611	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	75%	70%	75%
Poverty rate	33%	31%	19%
Student/teacher ratio	13.2	14.9	17.1
Average teacher salary	\$47,970	\$41,086	\$45,209
Average years' experience	10.4	11.1	8.3
Percent of teachers in first 3 years	20%	20%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$6,641 in additional salary, and each librarian and counselor earned between \$555 and \$2,536.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,056	\$10,228	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,730	\$5,743	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,326	\$4,485	\$4,637	\$3,411	\$3,780
Administration	940	950	1,148	729	1,050
Plant Operations	1,177	1,212	1,379	920	951
Food Service	404	421	444	382	369
Transportation	558	588	554	343	406
Student Support	716	814	749	594	512
Instruction Support	531	500	356	431	470
Other	0	0	7	12	22

Humboldt Unified School District

Yavapai County
Operational peer group: C
Legislative districts: 1, 4

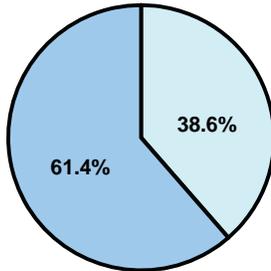
District size: Medium-Large
Students attending: 5,994
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,215
\$4,497



Nonclassroom
\$2,647
\$3,411

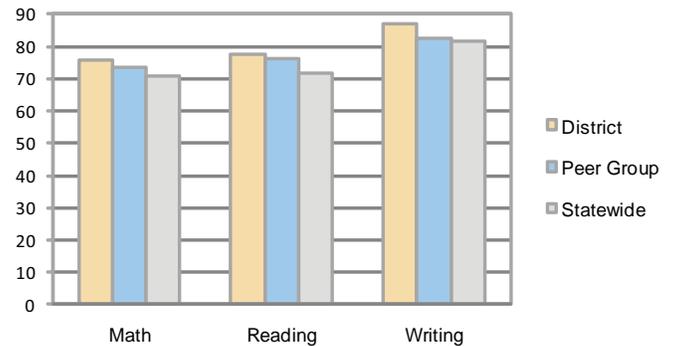
Total
\$6,862
\$7,908

5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 57.6 to 61.4 percent. Spending on administration, plant operations, and transportation decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	82%	84%	75%
Poverty rate	17%	13%	19%
Student/teacher ratio	17.4	17.5	17.1
Average teacher salary	\$44,426	\$44,052	\$45,209
Average years' experience	10.4	8.4	8.3
Percent of teachers in first 3 years	10%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$535	\$733	\$729
	Students per administrator	NR	63	66
Plant Operations	Cost per square foot	\$5.17	\$6.20	\$6.40
	Square footage per student	127	144	144
Food Service	Cost per meal equivalent	\$2.41	\$2.79	\$2.53
Transportation	Cost per mile	\$3.03	\$3.31	\$3.36
	Miles per rider	227	230	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,039 in salary, and each librarian, speech pathologist, counselor, and nurse earned between \$4,857 and \$5,050.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,010	\$6,862	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,211	\$4,215	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$2,799	\$2,647	\$3,186	\$3,411	\$3,780
Administration	572	535	733	729	1,050
Plant Operations	723	657	869	920	951
Food Service	385	355	332	382	369
Transportation	420	384	400	343	406
Student Support	455	481	543	594	512
Instruction Support	244	235	295	431	470
Other	0	0	14	12	22

Hyder Elementary School District

Yuma County
Operational peer group: L
Legislative districts: 24

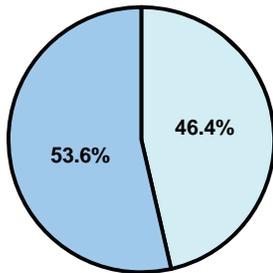
District size: Very Small
Students attending: 131
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,197
\$4,497



Nonclassroom
\$6,231
\$3,411

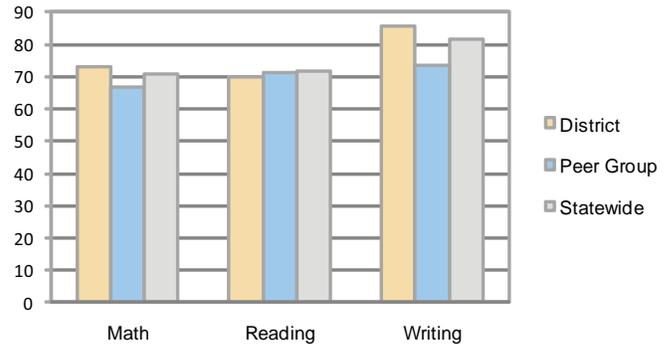
Total
\$13,428
\$7,908

5-year trend

Student enrollment decreased by 30 percent, which contributed to the 45 percent increase in total spending per pupil. Spending in the classroom varied year to year and decreased overall from 55.1 to 53.6 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	47%	31%	19%
Student/teacher ratio	12.1	10.8	17.1
Average teacher salary	\$50,641	\$45,165	\$45,209
Average years' experience	20.4	12.7	8.3
Percent of teachers in first 3 years	10%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,602	\$2,656	\$729
	Students per administrator	41	32	66
Plant Operations	Cost per square foot	\$6.48	\$7.53	\$6.40
	Square footage per student	362	318	144
Food Service	Cost per meal equivalent	\$3.31	\$5.10	\$2.53
Transportation	Cost per mile	\$1.82	\$1.79	\$3.36
	Miles per rider	567	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,293	\$13,428	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,417	\$7,197	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,876	\$6,231	\$7,554	\$3,411	\$3,780
Administration	1,477	1,602	2,656	729	1,050
Plant Operations	2,267	2,343	2,297	920	951
Food Service	927	954	859	382	369
Transportation	990	1,041	930	343	406
Student Support	61	82	474	594	512
Instruction Support	154	209	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,647 in additional salary, and each instructional aide earned an additional \$1,510.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Indian Oasis-Baboquivari Unified School District

Pima County
Operational peer group: E
Legislative districts: 25

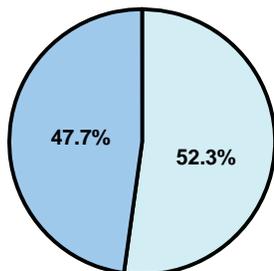
District size: Medium
Students attending: 881
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,407
\$4,497



Nonclassroom
\$7,011
\$3,411

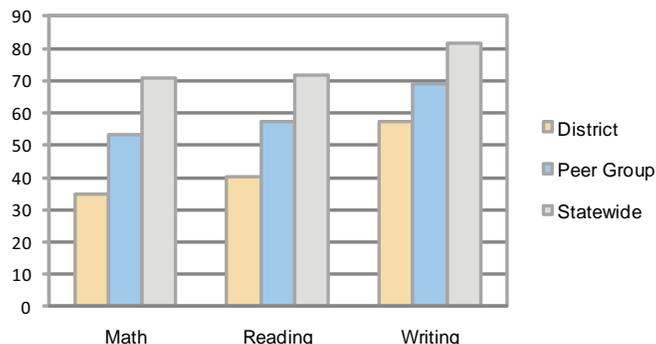
Total
\$13,418
\$7,908

5-year trend

Student enrollment decreased by 23 percent, which contributed to the 39 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 52.2 to 47.7 percent. Spending on plant operations, transportation, and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: percentage of students tested (3); academic progress (3); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	90%	93%	95%
Graduation rate (2008)	39%	70%	75%
Poverty rate	51%	31%	19%
Student/teacher ratio	11.7	14.9	17.1
Average teacher salary	\$40,375	\$41,086	\$45,209
Average years' experience	10.8	11.1	8.3
Percent of teachers in first 3 years	19%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,280	\$1,148	\$729
	Students per administrator	46	51	66
Plant Operations	Cost per square foot	\$5.68	\$5.49	\$6.40
	Square footage per student	358	253	144
Food Service	Cost per meal equivalent	\$2.95	\$3.07	\$2.53
Transportation	Cost per mile	\$2.80	\$2.53	\$3.36
	Miles per rider	327	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,044	\$13,418	\$9,562	\$7,908	\$9,683
Classroom dollars	\$6,151	\$6,407	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$5,893	\$7,011	\$4,637	\$3,411	\$3,780
Administration	1,067	1,280	1,148	729	1,050
Plant Operations	1,624	2,032	1,379	920	951
Food Service	496	484	444	382	369
Transportation	855	1,038	554	343	406
Student Support	1,294	1,422	749	594	512
Instruction Support	557	755	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$4,156 and \$4,335 in additional salary, and each instructional aide earned an additional \$1,861.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Isaac Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 14

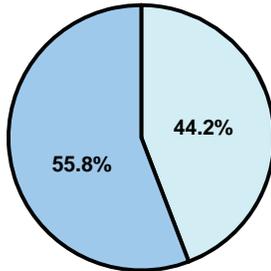
District size: Medium-Large
Students attending: 7,358
Number of schools: 12

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,895
\$4,497



Nonclassroom
\$3,872
\$3,411

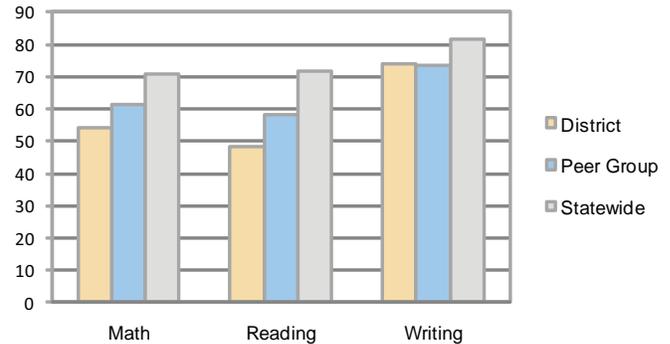
Total
\$8,767
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.3 to 55.8 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 9 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$809	\$840	\$729
	Students per administrator	61	69	66
Plant Operations	Cost per square foot	\$7.77	\$7.16	\$6.40
	Square footage per student	119	123	144
Food Service	Cost per meal equivalent	\$2.46	\$2.38	\$2.53
Transportation	Cost per mile	\$6.31	\$5.18	\$3.36
	Miles per rider	205	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	31%	31%	19%
Student/teacher ratio	15.4	16.2	17.1
Average teacher salary	\$48,371	\$46,306	\$45,209
Average years' experience	9.3	8.5	8.3
Percent of teachers in first 3 years	27%	33%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,745 in salary, and each librarian, speech pathologist, counselor, intervention specialist, and academic coach earned between \$2,926 and \$6,745.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,098	\$8,767	\$8,194	\$7,908	\$9,683
Classroom dollars	\$5,170	\$4,895	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,928	\$3,872	\$3,679	\$3,411	\$3,780
Administration	809	809	840	729	1,050
Plant Operations	1,010	927	890	920	951
Food Service	625	588	525	382	369
Transportation	207	181	253	343	406
Student Support	765	802	626	594	512
Instruction Support	512	565	545	431	470
Other	0	0	0	12	22

J. O. Combs Unified School District

Pinal County
Operational peer group: D
Legislative districts: 23

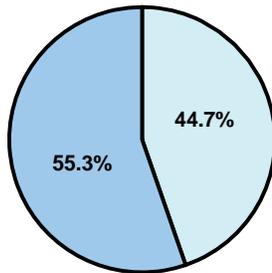
District size: Medium-Large
Students attending: 3,706
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,656
\$4,497



Nonclassroom
\$2,960
\$3,411

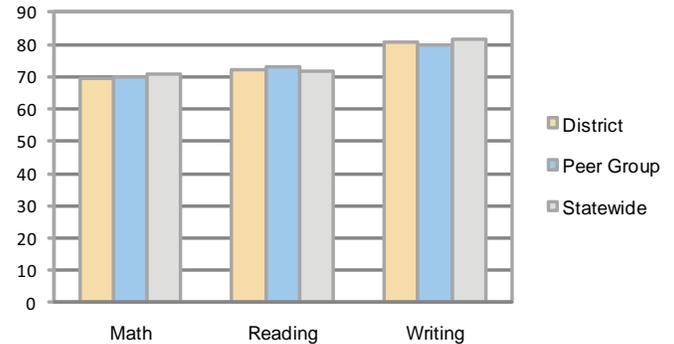
Total
\$6,616
\$7,908

5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 52.3 to 55.3 percent. Spending on administration, plant operations, and transportation decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$803	\$775	\$729
	Students per administrator	81	61	66
Plant Operations	Cost per square foot	\$6.46	\$6.13	\$6.40
	Square footage per student	113	168	144
Food Service	Cost per meal equivalent	\$1.93	\$2.64	\$2.53
Transportation	Cost per mile	\$3.86	\$2.96	\$3.36
	Miles per rider	216	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	11%	15%	19%
Student/teacher ratio	15.8	17.2	17.1
Average teacher salary	\$34,729	\$42,175	\$45,209
Average years' experience	5.5	8.4	8.3
Percent of teachers in first 3 years	48%	34%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$3,910 in salary, and each librarian, speech pathologist, and counselor earned between \$3,333 and \$6,401.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,019	\$6,616	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,198	\$3,656	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,821	\$2,960	\$3,584	\$3,411	\$3,780
Administration	835	803	775	729	1,050
Plant Operations	741	728	1,032	920	951
Food Service	241	264	365	382	369
Transportation	341	368	397	343	406
Student Support	430	459	629	594	512
Instruction Support	230	331	380	431	470
Other	3	7	6	12	22

Joseph City Unified School District

Navajo County
Operational peer group: F
Legislative districts: 2, 5

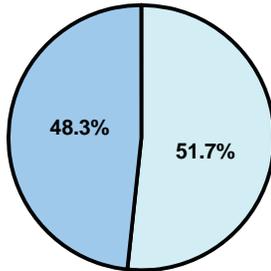
District size: Small
Students attending: 464
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,548
\$4,497



Nonclassroom
\$5,949
\$3,411

Total
\$11,497
\$7,908

5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year and decreased significantly overall from 55.5 to 48.3 percent. Spending on plant operations, transportation, and student and instruction support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,277	\$1,524	\$729
	Students per administrator	39	42	66
Plant Operations	Cost per square foot	\$4.38	\$5.78	\$6.40
	Square footage per student	438	284	144
Food Service	Cost per meal equivalent	\$3.74	\$3.38	\$2.53
Transportation	Cost per mile	\$0.97	\$2.60	\$3.36
	Miles per rider	NR	294	271

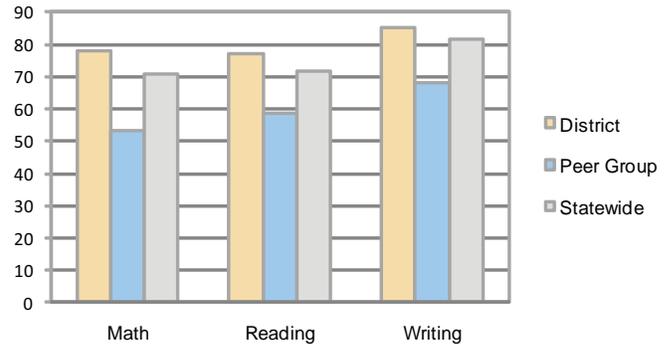
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,895	\$11,497	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,377	\$5,548	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$5,518	\$5,949	\$5,203	\$3,411	\$3,780
Administration	1,451	1,277	1,524	729	1,050
Plant Operations	1,905	1,915	1,549	920	951
Food Service	293	318	496	382	369
Transportation	794	879	552	343	406
Student Support	671	1,053	593	594	512
Instruction Support	404	507	481	431	470
Other	0	0	8	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	97%	73%	75%
Poverty rate	22%	30%	19%
Student/teacher ratio	14.4	14.2	17.1
Average teacher salary	\$42,731	\$41,521	\$45,209
Average years' experience	12.7	10.8	8.3
Percent of teachers in first 3 years	27%	23%	16%

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$3,325 and \$3,419 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Kayenta Unified School District

Navajo County
Operational peer group: D
Legislative districts: 2

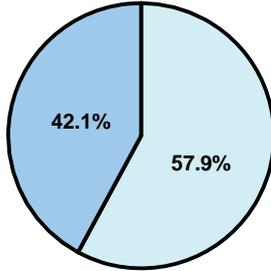
District size: Medium-Large
Students attending: 2,085
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,782
\$4,497



Nonclassroom
\$6,580
\$3,411

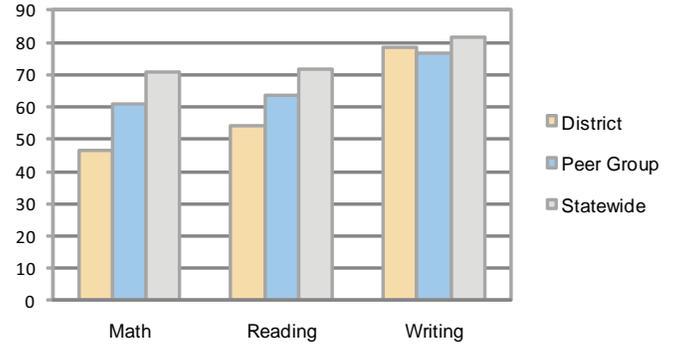
Total
\$11,362
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year and decreased significantly overall from 47.9 to 42.1 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students failed to demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,057	\$775	\$729
	Students per administrator	52	61	66
Plant Operations	Cost per square foot	\$7.73	\$6.13	\$6.40
	Square footage per student	305	168	144
Food Service	Cost per meal equivalent	\$3.07	\$2.64	\$2.53
Transportation	Cost per mile	\$2.29	\$2.96	\$3.36
	Miles per rider	530	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	83%	75%	75%
Poverty rate	37%	29%	19%
Student/teacher ratio	13.6	17.6	17.1
Average teacher salary	\$39,979	\$44,586	\$45,209
Average years' experience	11.8	10.4	8.3
Percent of teachers in first 3 years	18%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,375 in additional salary, and each instructional aide, librarian, counselor, social worker, staff developer, and literacy coach earned between \$511 and \$2,423.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,145	\$11,362	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,809	\$4,782	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$6,336	\$6,580	\$3,584	\$3,411	\$3,780
Administration	1,065	1,057	775	729	1,050
Plant Operations	2,151	2,361	1,032	920	951
Food Service	497	507	365	382	369
Transportation	904	815	397	343	406
Student Support	1,126	1,175	629	594	512
Instruction Support	593	665	380	431	470
Other	0	0	6	12	22

Kingman Unified School District

Mohave County
Operational peer group: D
Legislative districts: 3

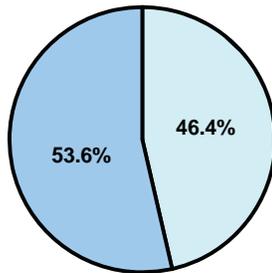
District size: Medium-Large
Students attending: 7,084
Number of schools: 10

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,551
\$4,497



Nonclassroom
\$3,075
\$3,411

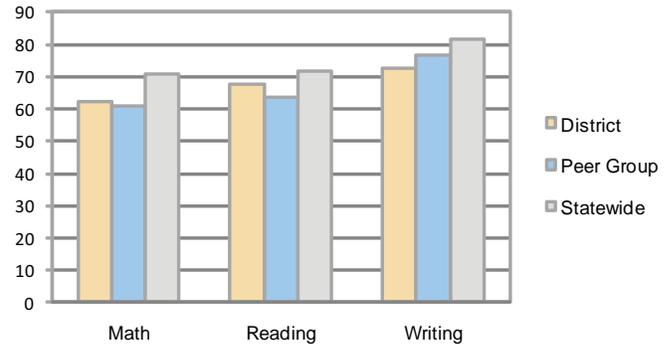
Total
\$6,626
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year and decreased significantly overall from 56.4 to 53.6 percent. Spending on plant operations and student support increased, spending on administration varied year to year, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 2 schools did not because they failed to meet 1 or more of the following objectives: percentage of students tested (2); student achievement (2).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	59%	75%	75%
Poverty rate	21%	29%	19%
Student/teacher ratio	18.4	17.6	17.1
Average teacher salary	\$38,734	\$44,586	\$45,209
Average years' experience	10.1	10.4	8.3
Percent of teachers in first 3 years	18%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$574	\$775	\$729
	Students per administrator	59	61	66
Plant Operations	Cost per square foot	\$5.45	\$6.13	\$6.40
	Square footage per student	165	168	144
Food Service	Cost per meal equivalent	\$2.47	\$2.64	\$2.53
Transportation	Cost per mile	\$2.04	\$2.96	\$3.36
	Miles per rider	361	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,232	\$6,626	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,000	\$3,551	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,232	\$3,075	\$3,584	\$3,411	\$3,780
Administration	646	574	775	729	1,050
Plant Operations	850	902	1,032	920	951
Food Service	296	304	365	382	369
Transportation	457	389	397	343	406
Student Support	695	655	629	594	512
Instruction Support	261	247	380	431	470
Other	27	4	6	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, athletic trainer, and coordinator earned between \$4,621 and \$4,725 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Kirkland Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

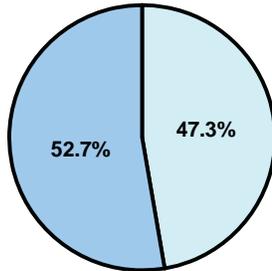
District size: Very Small
Students attending: 53
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,060
\$4,497



Nonclassroom
\$8,141
\$3,411

Total
\$17,201
\$7,908

5-year trend

Total spending per pupil more than doubled, which is partially explained by the 28 percent decline in student enrollment. Spending in the classroom varied year to year and decreased significantly overall from 56.7 to 52.7 percent. Spending on administration and student support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,035	\$2,656	\$729
	Students per administrator	26	32	66
Plant Operations	Cost per square foot	\$9.64	\$7.53	\$6.40
	Square footage per student	199	318	144
Food Service	Cost per meal equivalent	\$7.37	\$5.10	\$2.53
Transportation	Cost per mile	\$5.38	\$1.79	\$3.36
	Miles per rider	120	710	271

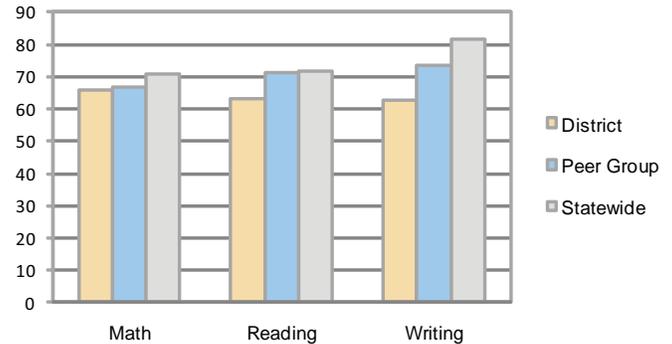
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,173	\$17,201	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,827	\$9,060	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$6,346	\$8,141	\$7,554	\$3,411	\$3,780
Administration	2,306	3,035	2,656	729	1,050
Plant Operations	1,430	1,918	2,297	920	951
Food Service	721	971	859	382	369
Transportation	1,295	1,291	930	343	406
Student Support	537	844	474	594	512
Instruction Support	57	82	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	26%	31%	19%
Student/teacher ratio	10.5	10.8	17.1
Average teacher salary	\$47,335	\$45,165	\$45,209
Average years' experience	10.9	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,689 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Kyrene Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 17, 20

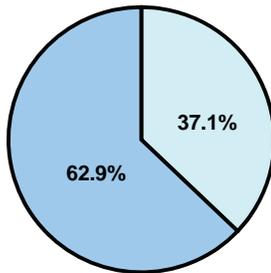
District size: Large
Students attending: 16,977
Number of schools: 25

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,635
\$4,497



Nonclassroom
\$2,728
\$3,411

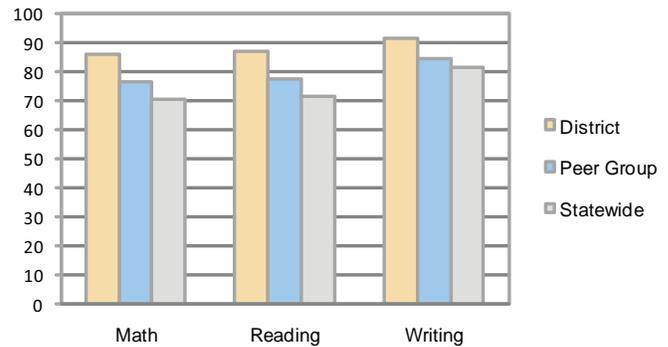
Total
\$7,363
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom was fairly stable and decreased overall from 64.4 to 62.9 percent. Spending on transportation increased, while spending in other nonclassroom areas remained stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

25 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$561	\$705	\$729
	Students per administrator	72	67	66
Plant Operations	Cost per square foot	\$5.11	\$6.62	\$6.40
	Square footage per student	148	120	144
Food Service	Cost per meal equivalent	\$3.27	\$2.44	\$2.53
Transportation	Cost per mile	\$3.47	\$4.77	\$3.36
	Miles per rider	262	197	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	N/A	85%	75%
Poverty rate	5%	13%	19%
Student/teacher ratio	15.7	17.3	17.1
Average teacher salary	\$49,060	\$45,833	\$45,209
Average years' experience	10.9	9.1	8.3
Percent of teachers in first 3 years	17%	27%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,448 in salary, and each librarian, speech pathologist, counselor, technology, and teacher specialist earned between \$1,590 and \$4,781.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$7,326	\$7,363	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,638	\$4,635	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$2,688	\$2,728	\$3,322	\$3,411	\$3,780
Administration	539	561	705	729	1,050
Plant Operations	759	756	786	920	951
Food Service	336	346	494	382	369
Transportation	286	299	272	343	406
Student Support	428	436	536	594	512
Instruction Support	340	330	529	431	470
Other	0	0	0	12	22

Lake Havasu Unified School District

Mohave County
Operational peer group: D
Legislative districts: 3

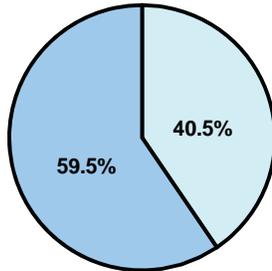
District size: Medium-Large
Students attending: 6,128
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,029
\$4,497



Nonclassroom
\$2,747
\$3,411

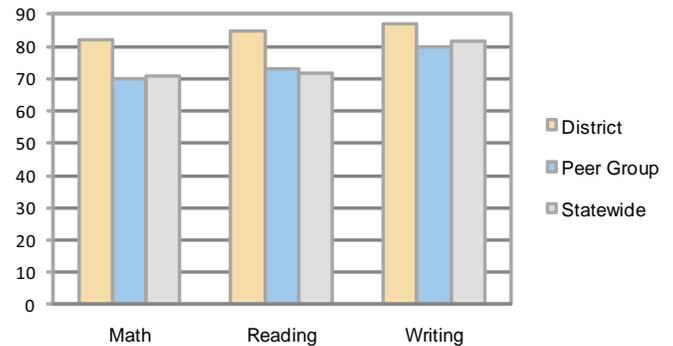
Total
\$6,776
\$7,908

5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom was fairly stable and decreased overall from 60.1 to 59.5 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 2 did not because they failed to meet one or more of the following objectives: academic progress (2); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	68%	73%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	17.4	17.2	17.1
Average teacher salary	\$43,847	\$42,175	\$45,209
Average years' experience	8.7	8.4	8.3
Percent of teachers in first 3 years	21%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$650	\$775	\$729
	Students per administrator	64	61	66
Plant Operations	Cost per square foot	\$6.14	\$6.13	\$6.40
	Square footage per student	138	168	144
Food Service	Cost per meal equivalent	\$2.39	\$2.64	\$2.53
Transportation	Cost per mile	\$2.54	\$2.96	\$3.36
	Miles per rider	444	307	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$5,178 and \$6,221 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,660	\$6,776	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,980	\$4,029	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,680	\$2,747	\$3,584	\$3,411	\$3,780
Administration	649	650	775	729	1,050
Plant Operations	806	847	1,032	920	951
Food Service	406	359	365	382	369
Transportation	175	152	397	343	406
Student Support	383	390	629	594	512
Instruction Support	255	293	380	431	470
Other	6	56	6	12	22

Laveen Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 16

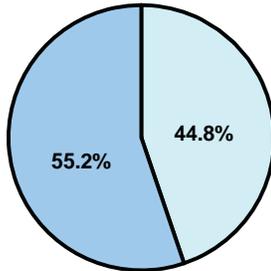
District size: Medium-Large
Students attending: 4,615
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,453
\$4,497



Nonclassroom
\$2,798
\$3,411

Total
\$6,251
\$7,908

5-year trend

Student enrollment almost tripled, which contributed to the 5 percent decrease in total spending per pupil. Spending in the classroom varied year to year and increased significantly overall from 52.3 to 55.2 percent. Spending on administration and student support decreased, spending on plant operations increased, and spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$701	\$840	\$729
	Students per administrator	87	69	66
Plant Operations	Cost per square foot	\$7.22	\$7.16	\$6.40
	Square footage per student	97	123	144
Food Service	Cost per meal equivalent	\$2.10	\$2.38	\$2.53
Transportation	Cost per mile	\$5.61	\$5.18	\$3.36
	Miles per rider	116	132	271

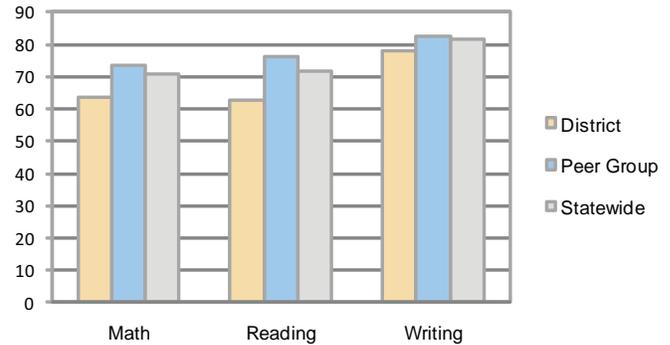
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$5,866	\$6,251	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,345	\$3,453	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$2,521	\$2,798	\$3,679	\$3,411	\$3,780
Administration	644	701	840	729	1,050
Plant Operations	613	699	890	920	951
Food Service	359	369	525	382	369
Transportation	187	235	253	343	406
Student Support	372	427	626	594	512
Instruction Support	346	367	545	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	16%	13%	19%
Student/teacher ratio	19.6	17.5	17.1
Average teacher salary	\$41,363	\$44,052	\$45,209
Average years' experience	4.2	8.4	8.3
Percent of teachers in first 3 years	76%	30%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,866 in additional salary, and each speech pathologist, counselor, psychologist, social worker, and occupational therapist earned between \$1,072 and \$4,050.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Liberty Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 12

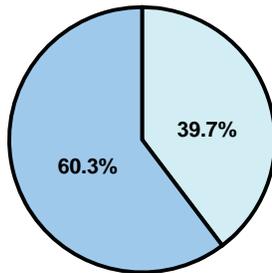
District size: Medium-Large
Students attending: 3,638
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,253
\$4,497



Nonclassroom
\$2,805
\$3,411

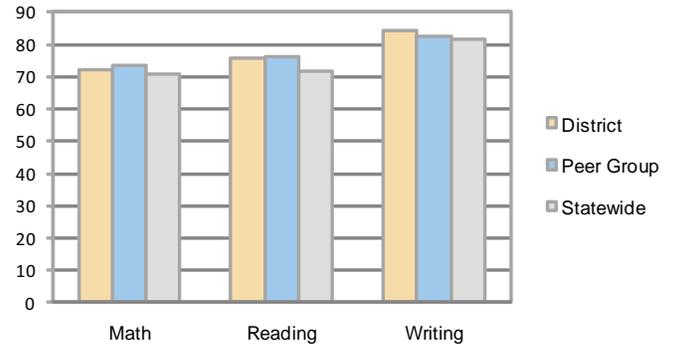
Total
\$7,058
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year and decreased significantly overall from 64.3 to 60.3 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$624	\$840	\$729
	Students per administrator	68	69	66
Plant Operations	Cost per square foot	\$5.62	\$7.16	\$6.40
	Square footage per student	96	123	144
Food Service	Cost per meal equivalent	\$2.47	\$2.38	\$2.53
Transportation	Cost per mile	\$2.81	\$5.18	\$3.36
	Miles per rider	NR	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	12%	13%	19%
Student/teacher ratio	16.2	17.5	17.1
Average teacher salary	\$42,235	\$44,052	\$45,209
Average years' experience	5.9	8.4	8.3
Percent of teachers in first 3 years	51%	30%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$3,677 and \$4,890 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$6,490	\$7,058	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,956	\$4,253	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$2,534	\$2,805	\$3,679	\$3,411	\$3,780
Administration	684	624	840	729	1,050
Plant Operations	499	537	890	920	951
Food Service	280	291	525	382	369
Transportation	280	325	253	343	406
Student Support	344	400	626	594	512
Instruction Support	447	628	545	431	470
Other	0	0	0	12	22

Litchfield Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 4, 12

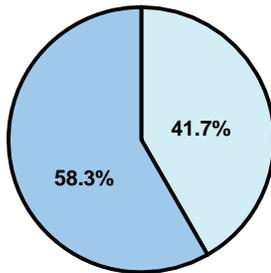
District size: Large
Students attending: 9,427
Number of schools: 11

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,629
\$4,497



Nonclassroom
\$2,600
\$3,411

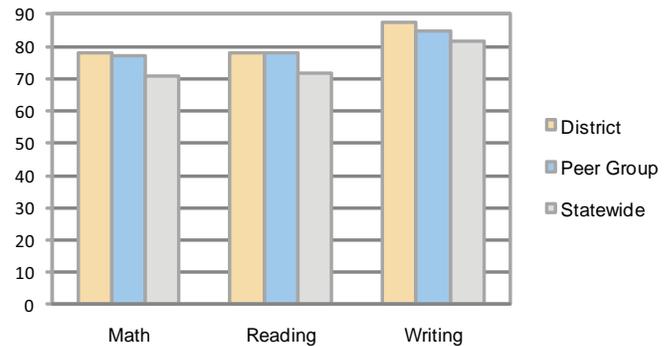
Total
\$6,229
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was fairly stable and decreased significantly overall from 60.7 to 58.3 percent. Spending on food service, student support, and instruction support increased, while spending on administration decreased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

11 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$541	\$705	\$729
	Students per administrator	92	67	66
Plant Operations	Cost per square foot	\$7.58	\$6.62	\$6.40
	Square footage per student	103	120	144
Food Service	Cost per meal equivalent	\$1.73	\$2.44	\$2.53
Transportation	Cost per mile	\$3.16	\$4.77	\$3.36
	Miles per rider	254	197	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	N/A	85%	75%
Poverty rate	11%	13%	19%
Student/teacher ratio	19.8	17.3	17.1
Average teacher salary	\$48,109	\$45,833	\$45,209
Average years' experience	6.6	9.1	8.3
Percent of teachers in first 3 years	43%	27%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, and instructional coach earned between \$4,379 and \$4,400 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,269	\$6,229	\$7,808	\$7,908	\$9,683
Classroom dollars	\$3,627	\$3,629	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$2,642	\$2,600	\$3,322	\$3,411	\$3,780
Administration	503	541	705	729	1,050
Plant Operations	861	781	786	920	951
Food Service	370	388	494	382	369
Transportation	310	294	272	343	406
Student Support	362	375	536	594	512
Instruction Support	235	221	529	431	470
Other	1	0	0	12	22

Littlefield Unified School District

Mohave County
Operational peer group: F
Legislative districts: 3

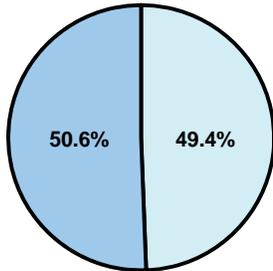
District size: Small
Students attending: 561
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,969
\$4,497



Nonclassroom
\$3,879
\$3,411

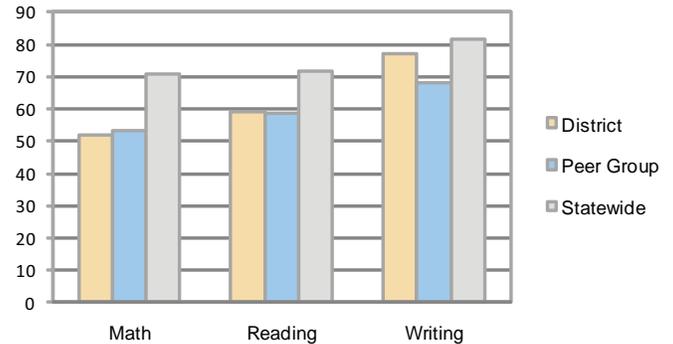
Total
\$7,848
\$7,908

5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year and decreased significantly overall from 63.7 to 50.6 percent. Spending on administration, student support, and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	73%	73%	75%
Poverty rate	22%	30%	19%
Student/teacher ratio	16.0	14.2	17.1
Average teacher salary	\$35,812	\$41,521	\$45,209
Average years' experience	6.2	10.8	8.3
Percent of teachers in first 3 years	27%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,433	\$1,524	\$729
	Students per administrator	57	42	66
Plant Operations	Cost per square foot	\$5.52	\$5.78	\$6.40
	Square footage per student	122	284	144
Food Service	Cost per meal equivalent	\$2.94	\$3.38	\$2.53
Transportation	Cost per mile	\$3.03	\$2.60	\$3.36
	Miles per rider	200	294	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned an additional \$2,960 in salary, and each librarian and counselor earned between \$3,141 and \$3,440.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,953	\$7,848	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,345	\$3,969	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$3,608	\$3,879	\$5,203	\$3,411	\$3,780
Administration	1,435	1,433	1,524	729	1,050
Plant Operations	681	674	1,549	920	951
Food Service	462	463	496	382	369
Transportation	495	442	552	343	406
Student Support	306	395	593	594	512
Instruction Support	229	472	481	431	470
Other	0	0	8	12	22

Littleton Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 12, 13, 23

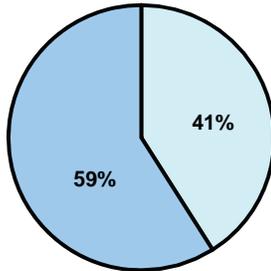
District size: Medium-Large
Students attending: 4,913
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,369
\$4,497



Nonclassroom
\$3,030
\$3,411

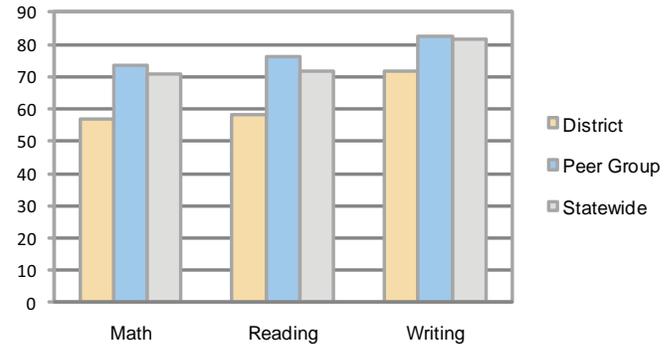
Total
\$7,399
\$7,908

5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom varied year to year and increased significantly overall from 56.4 to 59 percent. Spending on transportation and instruction support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	17%	13%	19%
Student/teacher ratio	14.7	17.5	17.1
Average teacher salary	\$41,462	\$44,052	\$45,209
Average years' experience	4.0	8.4	8.3
Percent of teachers in first 3 years	71%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$664	\$840	\$729
	Students per administrator	63	69	66
Plant Operations	Cost per square foot	\$6.45	\$7.16	\$6.40
	Square footage per student	102	123	144
Food Service	Cost per meal equivalent	\$2.30	\$2.38	\$2.53
Transportation	Cost per mile	\$4.12	\$5.18	\$3.36
	Miles per rider	160	132	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,686	\$7,399	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,857	\$4,369	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$2,829	\$3,030	\$3,679	\$3,411	\$3,780
Administration	593	664	840	729	1,050
Plant Operations	625	657	890	920	951
Food Service	410	521	525	382	369
Transportation	268	206	253	343	406
Student Support	575	663	626	594	512
Instruction Support	358	319	545	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,189 in salary, each counselor earned an additional \$4,606, and each mentor earned \$983.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Madison Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 11, 15

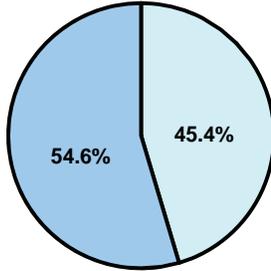
District size: Medium-Large
Students attending: 5,306
Number of schools: 8

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,005
\$4,497



Nonclassroom
\$3,325
\$3,411

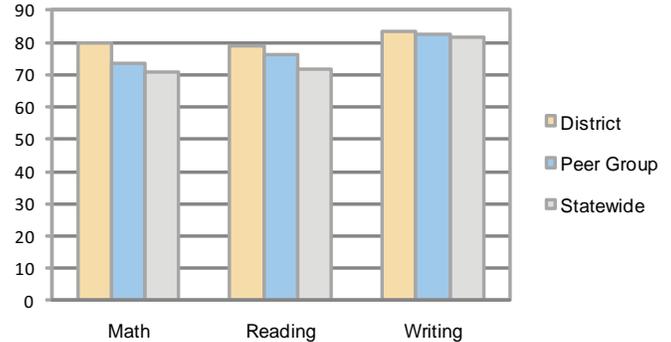
Total
\$7,330
\$7,908

5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year and decreased significantly overall from 59.5 to 54.6 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	14%	13%	19%
Student/teacher ratio	17.1	17.5	17.1
Average teacher salary	\$43,914	\$44,052	\$45,209
Average years' experience	6.0	8.4	8.3
Percent of teachers in first 3 years	42%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$819	\$840	\$729
	Students per administrator	60	69	66
Plant Operations	Cost per square foot	\$6.94	\$7.16	\$6.40
	Square footage per student	133	123	144
Food Service	Cost per meal equivalent	\$2.21	\$2.38	\$2.53
Transportation	Cost per mile	\$5.59	\$5.18	\$3.36
	Miles per rider	159	132	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,535 in additional salary, and each librarian, speech pathologist, counselor, and psychologist earned between \$3,632 and \$6,601.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,471	\$7,330	\$8,194	\$7,908	\$9,683
Classroom dollars	\$4,059	\$4,005	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,412	\$3,325	\$3,679	\$3,411	\$3,780
Administration	815	819	840	729	1,050
Plant Operations	844	924	890	920	951
Food Service	422	410	525	382	369
Transportation	274	259	253	343	406
Student Support	581	490	626	594	512
Instruction Support	476	423	545	431	470
Other	0	0	0	12	22

Maine Consolidated School District

Coconino County
Operational peer group: L
Legislative districts: 1

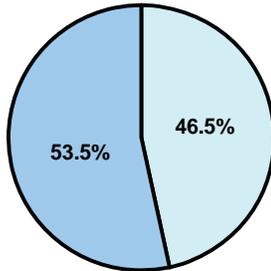
District size: Very Small
Students attending: 134
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,436
\$4,497



Nonclassroom
\$6,475
\$3,411

Total
\$13,911
\$7,908

5-year trend

Student enrollment doubled, which contributed to the 25 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 50.6 to 53.5 percent. Spending on plant operations and transportation decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,818	\$2,656	\$729
	Students per administrator	47	32	66
Plant Operations	Cost per square foot	\$6.76	\$7.53	\$6.40
	Square footage per student	220	318	144
Food Service	Cost per meal equivalent	\$5.50	\$5.10	\$2.53
Transportation	Cost per mile	\$2.84	\$1.79	\$3.36
	Miles per rider	627	710	271

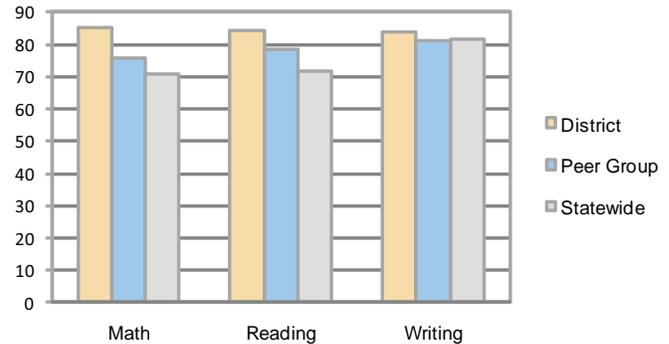
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,558	\$13,911	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,204	\$7,436	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$7,354	\$6,475	\$7,554	\$3,411	\$3,780
Administration	1,873	1,818	2,656	729	1,050
Plant Operations	1,752	1,489	2,297	920	951
Food Service	831	730	859	382	369
Transportation	1,759	1,367	930	343	406
Student Support	669	800	474	594	512
Instruction Support	470	271	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	14%	12%	19%
Student/teacher ratio	10.6	10.7	17.1
Average teacher salary	\$38,592	\$45,399	\$45,209
Average years' experience	6.8	10.9	8.3
Percent of teachers in first 3 years	9%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$3,636 in salary, and a librarian and counselor earned between \$860 and \$1,361.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Mammoth-San Manuel Unified School District

Pinal County
Operational peer group: E
Legislative districts: 23

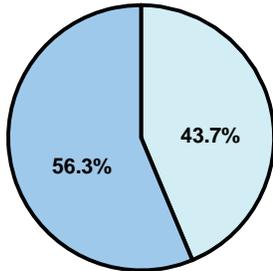
District size: Medium
Students attending: 1,131
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,534
\$4,497



Nonclassroom
\$3,524
\$3,411

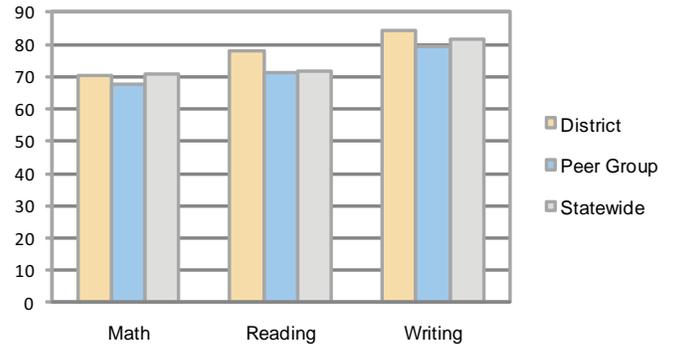
Total
\$8,058
\$7,908

5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year and increased slightly overall from 55.9 to 56.3 percent. Spending on student and instruction support decreased, spending on plant operations increased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$904	\$1,148	\$729
	Students per administrator	55	51	66
Plant Operations	Cost per square foot	\$3.95	\$5.49	\$6.40
	Square footage per student	297	253	144
Food Service	Cost per meal equivalent	\$2.59	\$3.07	\$2.53
Transportation	Cost per mile	\$2.10	\$2.53	\$3.36
	Miles per rider	346	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	76%	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	15.7	16.8	17.1
Average teacher salary	\$43,041	\$42,842	\$45,209
Average years' experience	10.7	10.1	8.3
Percent of teachers in first 3 years	18%	24%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned \$5,328 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,780	\$8,058	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,315	\$4,534	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,465	\$3,524	\$4,637	\$3,411	\$3,780
Administration	921	904	1,148	729	1,050
Plant Operations	1,147	1,175	1,379	920	951
Food Service	475	468	444	382	369
Transportation	319	275	554	343	406
Student Support	403	479	749	594	512
Instruction Support	197	221	356	431	470
Other	3	2	7	12	22

Marana Unified School District

Pima County
Operational peer group: B
Legislative districts: 25, 26, 27

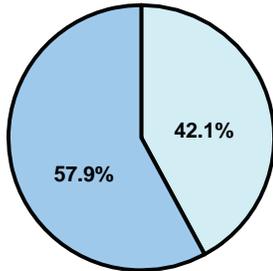
District size: Large
Students attending: 12,287
Number of schools: 16

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,431
\$4,497



Nonclassroom
\$3,221
\$3,411

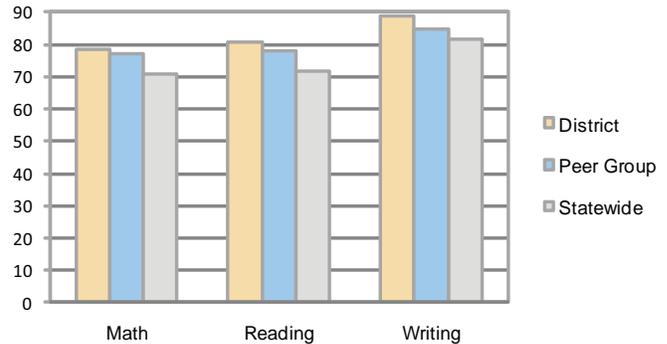
Total
\$7,652
\$7,908

5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom was fairly stable and decreased overall from 59.2 to 57.9 percent. Spending on student and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet 1 of the following objectives: percentage of students tested (1); academic progress (2).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	96%	95%
Graduation rate (2008)	83%	85%	75%
Poverty rate	11%	13%	19%
Student/teacher ratio	16.6	17.3	17.1
Average teacher salary	\$45,621	\$45,833	\$45,209
Average years' experience	11.1	9.1	8.3
Percent of teachers in first 3 years	21%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$618	\$634	\$729
	Students per administrator	76	67	66
Plant Operations	Cost per square foot	\$6.51	\$6.67	\$6.40
	Square footage per student	139	142	144
Food Service	Cost per meal equivalent	\$2.53	\$2.64	\$2.53
Transportation	Cost per mile	\$3.29	\$3.44	\$3.36
	Miles per rider	321	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,431	\$7,652	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,259	\$4,431	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,172	\$3,221	\$3,276	\$3,411	\$3,780
Administration	629	618	634	729	1,050
Plant Operations	911	904	936	920	951
Food Service	268	301	310	382	369
Transportation	573	564	359	343	406
Student Support	490	497	571	594	512
Instruction Support	291	325	443	431	470
Other	10	12	23	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$6,399 and \$6,456 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Maricopa Unified School District

Pinal County
Operational peer group: D
Legislative districts: 23, 25

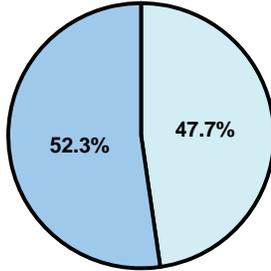
District size: Medium-Large
Students attending: 5,922
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,941
\$4,497



Nonclassroom
\$3,600
\$3,411

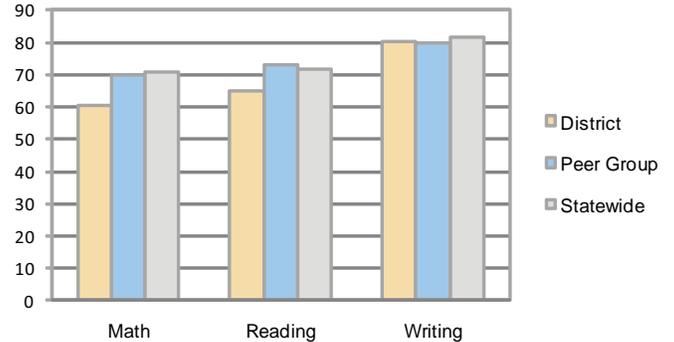
Total
\$7,541
\$7,908

5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year and increased overall from 51.1 to 52.3 percent. Spending on administration decreased significantly; spending on plant operations, and student and instruction support increased; and spending on transportation and food service remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet 1 or more of the following objectives: percentage of students tested (1); academic progress (3).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	77%	73%	75%
Poverty rate	10%	15%	19%
Student/teacher ratio	18.4	17.2	17.1
Average teacher salary	\$43,633	\$42,175	\$45,209
Average years' experience	4.2	8.4	8.3
Percent of teachers in first 3 years	62%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$725	\$775	\$729
	Students per administrator	69	61	66
Plant Operations	Cost per square foot	\$7.04	\$6.13	\$6.40
	Square footage per student	141	168	144
Food Service	Cost per meal equivalent	\$2.48	\$2.64	\$2.53
Transportation	Cost per mile	\$4.36	\$2.96	\$3.36
	Miles per rider	192	307	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$2,994 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,652	\$7,541	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,974	\$3,941	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,678	\$3,600	\$3,584	\$3,411	\$3,780
Administration	584	725	775	729	1,050
Plant Operations	591	995	1,032	920	951
Food Service	319	359	365	382	369
Transportation	319	451	397	343	406
Student Support	568	695	629	594	512
Instruction Support	297	375	380	431	470
Other	0	0	6	12	22

Mayer Unified School District

Yavapai County
Operational peer group: F
Legislative districts: 4

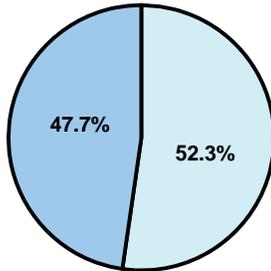
District size: Small
Students attending: 495
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,240
\$4,497



Nonclassroom
\$4,645
\$3,411

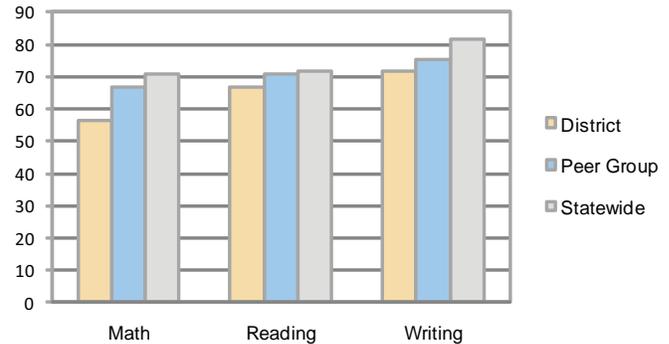
Total
\$8,885
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.4 to 47.7 percent. Spending on plant operations, transportation, and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	95%	95%
Graduation rate (2008)	75%	79%	75%
Poverty rate	18%	14%	19%
Student/teacher ratio	16.1	14.7	17.1
Average teacher salary	\$34,590	\$43,600	\$45,209
Average years' experience	9.7	10.7	8.3
Percent of teachers in first 3 years	30%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,099	\$1,524	\$729
	Students per administrator	46	42	66
Plant Operations	Cost per square foot	\$6.27	\$5.78	\$6.40
	Square footage per student	213	284	144
Food Service	Cost per meal equivalent	\$2.75	\$3.38	\$2.53
Transportation	Cost per mile	\$2.24	\$2.60	\$3.36
	Miles per rider	336	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,604	\$8,885	\$10,596	\$7,908	\$9,683
Classroom dollars	\$4,317	\$4,240	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,287	\$4,645	\$5,203	\$3,411	\$3,780
Administration	1,038	1,099	1,524	729	1,050
Plant Operations	1,138	1,336	1,549	920	951
Food Service	511	548	496	382	369
Transportation	826	778	552	343	406
Student Support	570	671	593	594	512
Instruction Support	204	213	481	431	470
Other	0	0	8	12	22

Proposition 301

Teacher pay

On average, each teacher, speech pathologist, and counselor earned between \$5,913 and \$6,000 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

McNary Elementary School District

Apache County
Operational peer group: L
Legislative districts: 5

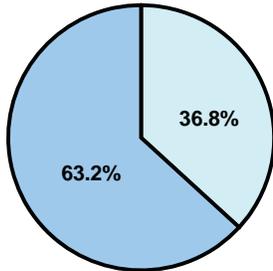
District size: Very Small
Students attending: 111
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,768
\$4,497



Nonclassroom
\$5,694
\$3,411

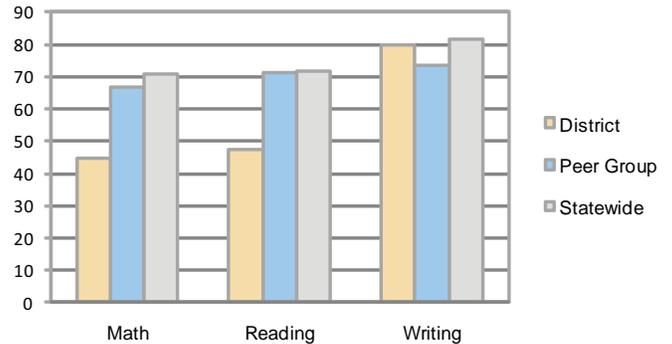
Total
\$15,462
\$7,908

5-year trend

Student enrollment decreased by 26 percent, which contributed to the 78 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased overall from 61.8 to 63.2 percent. Spending on plant operations and instruction support decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	79%	31%	19%
Student/teacher ratio	10.0	10.8	17.1
Average teacher salary	\$38,755	\$45,165	\$45,209
Average years' experience	9.3	12.7	8.3
Percent of teachers in first 3 years	10%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,742	\$2,656	\$729
	Students per administrator	37	32	66
Plant Operations	Cost per square foot	\$5.12	\$7.53	\$6.40
	Square footage per student	359	318	144
Food Service	Cost per meal equivalent	\$4.67	\$5.10	\$2.53
Transportation	Cost per mile	\$0.69	\$1.79	\$3.36
	Miles per rider	843	710	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$4,635 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,109	\$15,462	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,831	\$9,768	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,278	\$5,694	\$7,554	\$3,411	\$3,780
Administration	1,271	1,742	2,656	729	1,050
Plant Operations	1,448	1,838	2,297	920	951
Food Service	776	1,026	859	382	369
Transportation	52	84	930	343	406
Student Support	443	607	474	594	512
Instruction Support	288	397	338	431	470
Other	0	0	0	12	22

McNeal Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

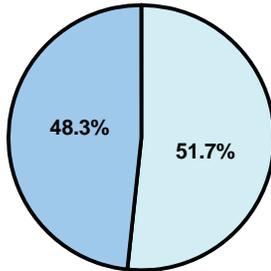
District size: Very Small
Students attending: 51
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,506
\$4,497



Nonclassroom
\$6,954
\$3,411

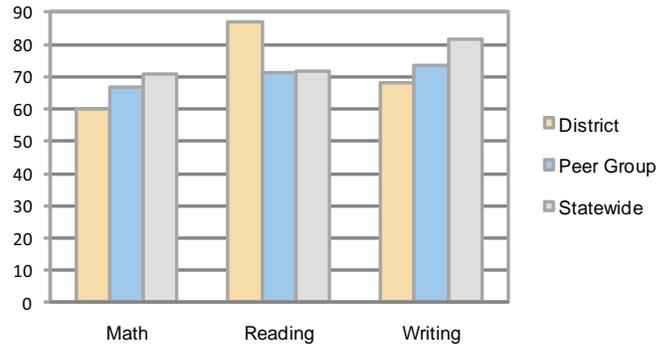
Total
\$13,460
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 49.9 to 48.3 percent. Spending on food service increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,907	\$2,656	\$729
	Students per administrator	34	32	66
Plant Operations	Cost per square foot	\$9.79	\$7.53	\$6.40
	Square footage per student	167	318	144
Food Service	Cost per meal equivalent	\$4.06	\$5.10	\$2.53
Transportation	Cost per mile	\$0.66	\$1.79	\$3.36
	Miles per rider	1,131	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	31%	31%	19%
Student/teacher ratio	10.2	10.8	17.1
Average teacher salary	\$44,854	\$45,165	\$45,209
Average years' experience	10.8	12.7	8.3
Percent of teachers in first 3 years	44%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,642 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,971	\$13,460	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,198	\$6,506	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,773	\$6,954	\$7,554	\$3,411	\$3,780
Administration	2,469	2,907	2,656	729	1,050
Plant Operations	1,311	1,635	2,297	920	951
Food Service	941	1,062	859	382	369
Transportation	470	609	930	343	406
Student Support	447	677	474	594	512
Instruction Support	135	64	338	431	470
Other	0	0	0	12	22

Mesa Unified School District

Maricopa County
 Operational peer group: A
 Legislative districts: 17, 18, 19, 20, 21, 22, 23

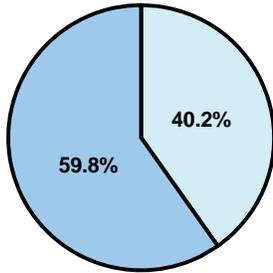
District size: Very Large
 Students attending: 65,750
 Number of schools: 89

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
 State

Classroom
\$4,722
 \$4,497



Nonclassroom
\$3,172
 \$3,411

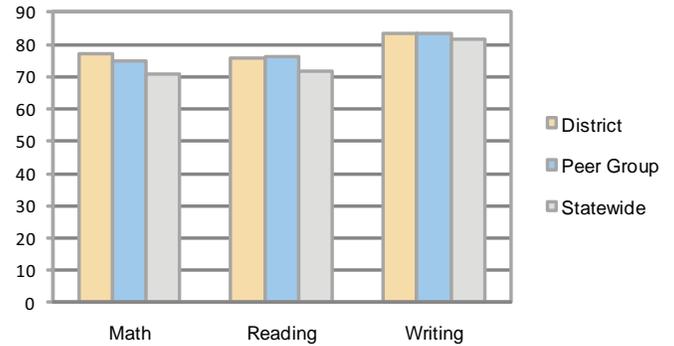
Total
\$7,894
 \$7,908

5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year and decreased significantly overall from 63.1 to 59.8 percent. Spending on transportation and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

71 schools met AYP objectives for NCLB. 16 did not for 1 or more of the following objectives: percentage of students tested (8); academic progress (9); attendance rate (2); graduation rate (1). 2 schools have no AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	81%	86%	75%
Poverty rate	16%	14%	19%
Student/teacher ratio	17.5	17.5	17.1
Average teacher salary	\$55,714	\$50,748	\$45,209
Average years' experience	13.8	10.5	8.3
Percent of teachers in first 3 years	14%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$625	\$639	\$729
	Students per administrator	70	77	66
Plant Operations	Cost per square foot	\$7.12	\$6.38	\$6.40
	Square footage per student	124	138	144
Food Service	Cost per meal equivalent	\$2.34	\$2.49	\$2.53
Transportation	Cost per mile	\$4.46	\$4.22	\$3.36
	Miles per rider	316	298	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$6,766 in additional salary, and each instructional aide, librarian, and counselor earned between \$1,654 and \$5,087.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,867	\$7,894	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,828	\$4,722	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$3,039	\$3,172	\$3,204	\$3,411	\$3,780
Administration	600	625	639	729	1,050
Plant Operations	796	886	881	920	951
Food Service	369	370	322	382	369
Transportation	392	405	330	343	406
Student Support	464	442	616	594	512
Instruction Support	392	405	398	431	470
Other	26	39	18	12	22

Miami Unified School District

Gila County
Operational peer group: E
Legislative districts: 5

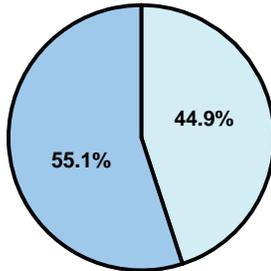
District size: Medium
Students attending: 1,188
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,322
\$4,497



Nonclassroom
\$3,529
\$3,411

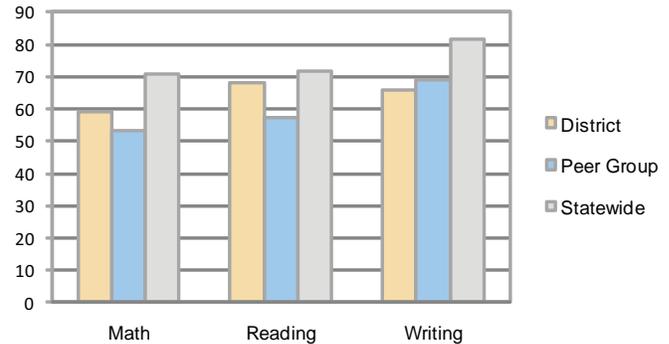
Total
\$7,851
\$7,908

5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 56.1 to 55.1 percent. Spending on administration increased significantly, spending on plant operations decreased significantly, and spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	93%	70%	75%
Poverty rate	24%	31%	19%
Student/teacher ratio	16.4	14.9	17.1
Average teacher salary	\$40,965	\$41,086	\$45,209
Average years' experience	16.9	11.1	8.3
Percent of teachers in first 3 years	13%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,216	\$1,148	\$729
	Students per administrator	48	51	66
Plant Operations	Cost per square foot	\$4.41	\$5.49	\$6.40
	Square footage per student	229	253	144
Food Service	Cost per meal equivalent	\$2.53	\$3.07	\$2.53
Transportation	Cost per mile	\$3.12	\$2.53	\$3.36
	Miles per rider	230	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,143	\$7,851	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,534	\$4,322	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,609	\$3,529	\$4,637	\$3,411	\$3,780
Administration	1,223	1,216	1,148	729	1,050
Plant Operations	1,072	1,008	1,379	920	951
Food Service	439	400	444	382	369
Transportation	305	271	554	343	406
Student Support	436	465	749	594	512
Instruction Support	134	169	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$4,867 and \$5,056 in additional salary, and each instructional aide earned an additional \$495.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Mingus Union High School District

Yavapai County
Operational peer group: E
Legislative districts: 1

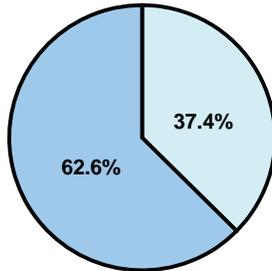
District size: Medium
Students attending: 1,211
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,790
\$4,497



Nonclassroom
\$2,861
\$3,411

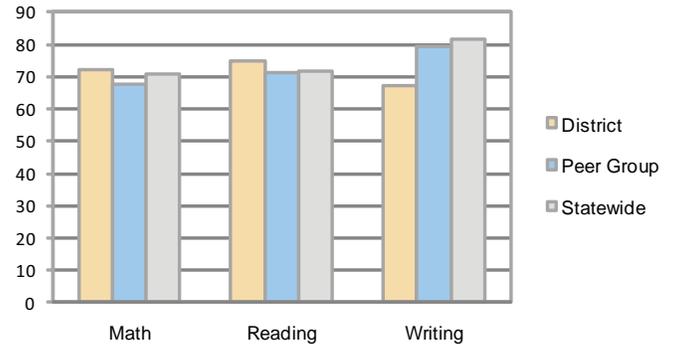
Total
\$7,651
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 58.6 to 62.6 percent. Spending on student support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	72%	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	18.1	16.8	17.1
Average teacher salary	\$50,023	\$42,842	\$45,209
Average years' experience	9.6	10.1	8.3
Percent of teachers in first 3 years	21%	24%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$825	\$1,148	\$729
	Students per administrator	65	51	66
Plant Operations	Cost per square foot	\$5.65	\$5.49	\$6.40
	Square footage per student	164	253	144
Food Service	Cost per meal equivalent	N/A	\$3.07	\$2.53
Transportation	Cost per mile	\$3.14	\$2.53	\$3.36
	Miles per rider	357	359	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,547 in salary, and each librarian and counselor earned between \$6,852 and \$6,933.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,348	\$7,651	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,302	\$4,790	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,046	\$2,861	\$4,637	\$3,411	\$3,780
Administration	853	825	1,148	729	1,050
Plant Operations	984	928	1,379	920	951
Food Service	0	0	444	382	369
Transportation	355	319	554	343	406
Student Support	708	603	749	594	512
Instruction Support	146	186	356	431	470
Other	0	0	7	12	22

Mobile Elementary School District

Maricopa County
Operational peer group: L
Legislative districts: 25

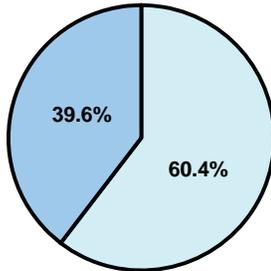
District size: Very Small
Students attending: 23
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$13,994
\$4,497



Nonclassroom
\$21,385
\$3,411

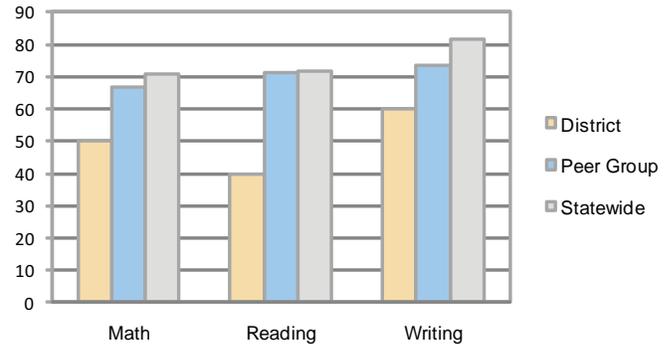
Total
\$35,379
\$7,908

5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 34.9 to 39.6 percent. Spending on transportation decreased significantly, spending on administration increased significantly, and spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	35%	31%	19%
Student/teacher ratio	6.0	10.8	17.1
Average teacher salary	\$39,948	\$45,165	\$45,209
Average years' experience	7.1	12.7	8.3
Percent of teachers in first 3 years	52%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$11,441	\$2,656	\$729
	Students per administrator	11	32	66
Plant Operations	Cost per square foot	\$6.32	\$7.53	\$6.40
	Square footage per student	999	318	144
Food Service	Cost per meal equivalent	\$7.04	\$5.10	\$2.53
Transportation	Cost per mile	\$2.62	\$1.79	\$3.36
	Miles per rider	336	710	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$2,139 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$24,985	\$35,379	\$16,311	\$7,908	\$9,683
Classroom dollars	\$7,814	\$13,994	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$17,171	\$21,385	\$7,554	\$3,411	\$3,780
Administration	8,547	11,441	2,656	729	1,050
Plant Operations	4,719	6,317	2,297	920	951
Food Service	1,678	2,025	859	382	369
Transportation	1,829	809	930	343	406
Student Support	188	534	474	594	512
Instruction Support	210	259	338	431	470
Other	0	0	0	12	22

Mohave Valley Elementary School District

Mohave County
Operational peer group: J
Legislative districts: 3

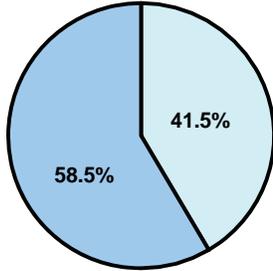
District size: Medium
Students attending: 1,770
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,290
\$4,497



Nonclassroom
\$3,045
\$3,411

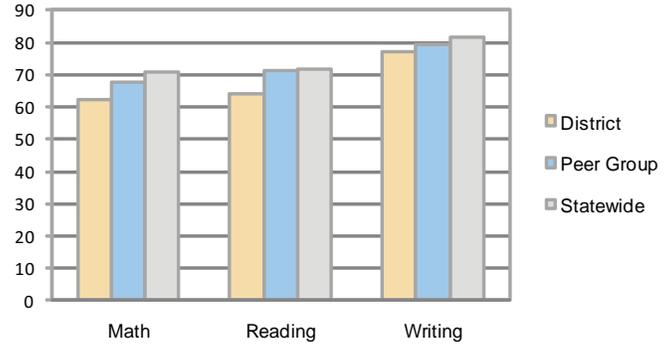
Total
\$7,335
\$7,908

5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom was fairly stable and increased overall from 57.2 to 58.5 percent. Spending on administration and transportation decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$715	\$921	\$729
	Students per administrator	84	64	66
Plant Operations	Cost per square foot	\$6.32	\$6.71	\$6.40
	Square footage per student	126	125	144
Food Service	Cost per meal equivalent	\$2.19	\$2.56	\$2.53
Transportation	Cost per mile	\$2.82	\$3.04	\$3.36
	Miles per rider	174	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	17.0	16.8	17.1
Average teacher salary	\$48,212	\$42,842	\$45,209
Average years' experience	8.6	10.1	8.3
Percent of teachers in first 3 years	24%	24%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,789 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,965	\$7,335	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,097	\$4,290	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$2,868	\$3,045	\$3,601	\$3,411	\$3,780
Administration	644	715	921	729	1,050
Plant Operations	747	794	879	920	951
Food Service	424	423	524	382	369
Transportation	328	309	410	343	406
Student Support	406	452	483	594	512
Instruction Support	319	352	384	431	470
Other	0	0	0	12	22

Mohawk Valley Elementary School District

Yuma County
Operational peer group: L
Legislative districts: 24

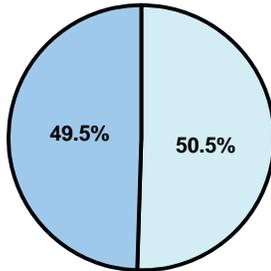
District size: Very Small
Students attending: 165
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,931
\$4,497



Nonclassroom
\$5,039
\$3,411

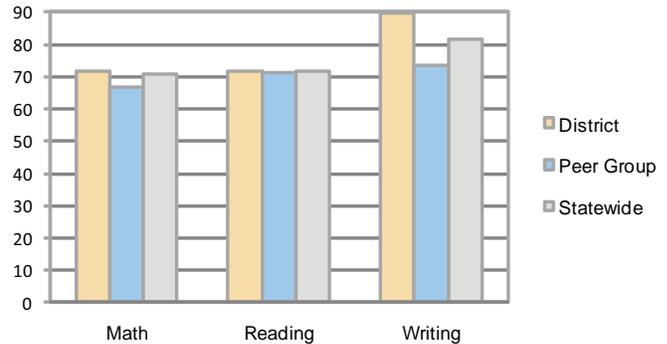
Total
\$9,970
\$7,908

5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54 to 49.5 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	13.8	10.8	17.1
Average teacher salary	\$45,390	\$45,165	\$45,209
Average years' experience	19.9	12.7	8.3
Percent of teachers in first 3 years	17%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,063	\$2,656	\$729
	Students per administrator	33	32	66
Plant Operations	Cost per square foot	\$5.08	\$7.53	\$6.40
	Square footage per student	290	318	144
Food Service	Cost per meal equivalent	\$2.36	\$5.10	\$2.53
Transportation	Cost per mile	\$1.85	\$1.79	\$3.36
	Miles per rider	352	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,917	\$9,970	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,722	\$4,931	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,195	\$5,039	\$7,554	\$3,411	\$3,780
Administration	1,925	2,063	2,656	729	1,050
Plant Operations	1,594	1,472	2,297	920	951
Food Service	675	543	859	382	369
Transportation	659	562	930	343	406
Student Support	142	138	474	594	512
Instruction Support	200	261	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,723 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Morenci Unified School District

Greenlee County
Operational peer group: E
Legislative districts: 5

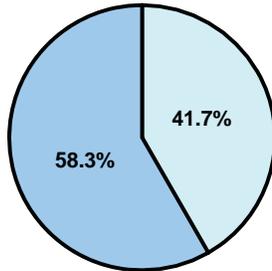
District size: Medium
Students attending: 1,200
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,908
\$4,497



Nonclassroom
\$2,796
\$3,411

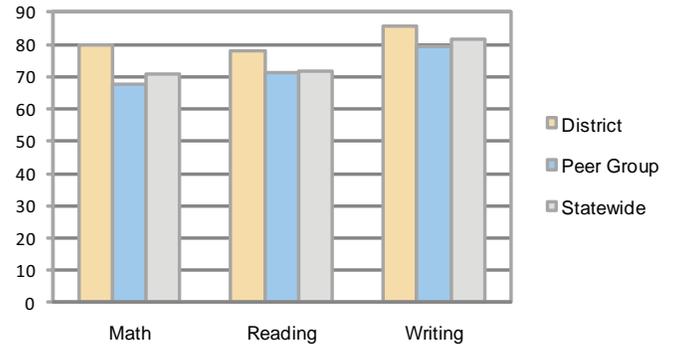
Total
\$6,704
\$7,908

5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied from year to year and increased overall from 56.8 to 58.3 percent. Spending on administration and plant operations decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$935	\$1,148	\$729
	Students per administrator	71	51	66
Plant Operations	Cost per square foot	\$4.34	\$5.49	\$6.40
	Square footage per student	228	253	144
Food Service	Cost per meal equivalent	\$3.48	\$3.07	\$2.53
Transportation	Cost per mile	\$3.15	\$2.53	\$3.36
	Miles per rider	115	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	82%	70%	75%
Poverty rate	5%	15%	19%
Student/teacher ratio	19.7	16.8	17.1
Average teacher salary	\$41,505	\$42,842	\$45,209
Average years' experience	10.7	10.1	8.3
Percent of teachers in first 3 years	6%	24%	16%

Proposition 301

Teacher pay

On average, each teacher and the speech pathologist earned between \$5,189 and \$5,323 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,559	\$6,704	\$9,562	\$7,908	\$9,683
Classroom dollars	\$3,706	\$3,908	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$2,853	\$2,796	\$4,637	\$3,411	\$3,780
Administration	953	935	1,148	729	1,050
Plant Operations	963	990	1,379	920	951
Food Service	334	326	444	382	369
Transportation	232	225	554	343	406
Student Support	301	248	749	594	512
Instruction Support	66	70	356	431	470
Other	4	2	7	12	22

Morristown Elementary School District

Maricopa County
Operational peer group: L
Legislative districts: 4

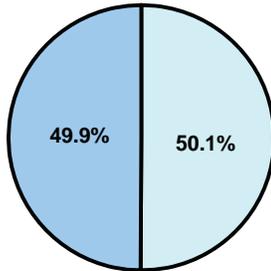
District size: Very Small
Students attending: 138
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,058
\$4,497



Nonclassroom
\$5,084
\$3,411

Total
\$10,142
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom was very inconsistent year to year and increased slightly overall from 49.8 to 49.9 percent. Spending on plant operations and instruction support decreased significantly, spending on student support increased significantly, and spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,429	\$2,656	\$729
	Students per administrator	55	32	66
Plant Operations	Cost per square foot	\$5.49	\$7.53	\$6.40
	Square footage per student	244	318	144
Food Service	Cost per meal equivalent	\$4.05	\$5.10	\$2.53
Transportation	Cost per mile	\$1.42	\$1.79	\$3.36
	Miles per rider	350	710	271

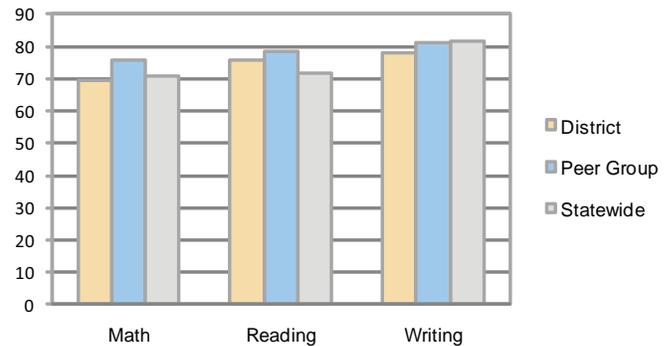
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,314	\$10,142	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,152	\$5,058	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,162	\$5,084	\$7,554	\$3,411	\$3,780
Administration	1,365	1,429	2,656	729	1,050
Plant Operations	1,368	1,338	2,297	920	951
Food Service	812	855	859	382	369
Transportation	849	681	930	343	406
Student Support	459	565	474	594	512
Instruction Support	309	207	338	431	470
Other	0	9	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	12%	12%	19%
Student/teacher ratio	17.7	10.7	17.1
Average teacher salary	\$49,197	\$45,399	\$45,209
Average years' experience	10.4	10.9	8.3
Percent of teachers in first 3 years	12%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,258 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Murphy Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 16

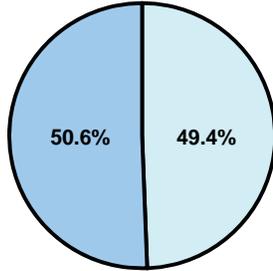
District size: Medium-Large
Students attending: 2,273
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,953
\$4,497



Nonclassroom
\$4,831
\$3,411

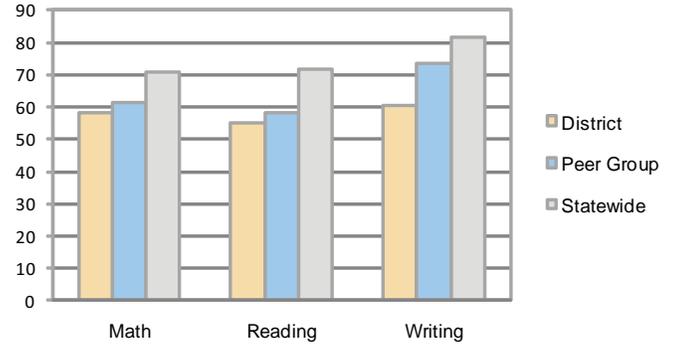
Total
\$9,784
\$7,908

5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year and decreased significantly overall from 54.4 to 50.6 percent. Spending on student and instruction support increased significantly, while spending in other areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,452	\$840	\$729
	Students per administrator	49	69	66
Plant Operations	Cost per square foot	\$8.34	\$7.16	\$6.40
	Square footage per student	134	123	144
Food Service	Cost per meal equivalent	\$2.92	\$2.38	\$2.53
Transportation	Cost per mile	\$4.14	\$5.18	\$3.36
	Miles per rider	73	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	46%	31%	19%
Student/teacher ratio	18.6	16.2	17.1
Average teacher salary	\$43,782	\$46,306	\$45,209
Average years' experience	7.5	8.5	8.3
Percent of teachers in first 3 years	51%	33%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$5,252 and \$6,612 in additional salary, which includes performance pay for fiscal year 2008.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,225	\$9,784	\$8,194	\$7,908	\$9,683
Classroom dollars	\$5,213	\$4,953	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$5,012	\$4,831	\$3,679	\$3,411	\$3,780
Administration	1,471	1,452	840	729	1,050
Plant Operations	1,204	1,119	890	920	951
Food Service	711	745	525	382	369
Transportation	196	188	253	343	406
Student Support	811	725	626	594	512
Instruction Support	619	602	545	431	470
Other	0	0	0	12	22

Naco Elementary School District

Cochise County
Operational peer group: K
Legislative districts: 16

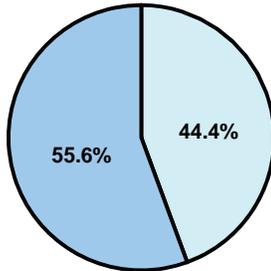
District size: Small
Students attending: 268
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,355
\$4,497



Nonclassroom
\$3,475
\$3,411

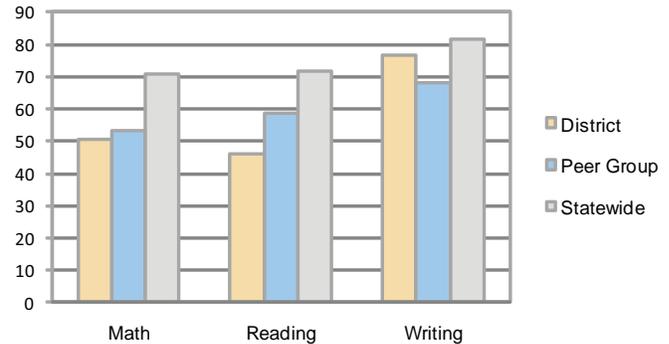
Total
\$7,830
\$7,908

5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 62.7 to 55.6 percent. Spending on administration and food service increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	32%	30%	19%
Student/teacher ratio	15.8	14.2	17.1
Average teacher salary	\$40,334	\$41,521	\$45,209
Average years' experience	15.4	10.8	8.3
Percent of teachers in first 3 years	12%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$986	\$1,288	\$729
	Students per administrator	64	70	66
Plant Operations	Cost per square foot	\$7.96	\$6.94	\$6.40
	Square footage per student	134	149	144
Food Service	Cost per meal equivalent	\$2.89	\$3.05	\$2.53
Transportation	Cost per mile	\$1.50	\$2.22	\$3.36
	Miles per rider	120	268	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,172	\$7,830	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,792	\$4,355	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$3,380	\$3,475	\$4,442	\$3,411	\$3,780
Administration	798	986	1,288	729	1,050
Plant Operations	1,094	1,069	1,162	920	951
Food Service	542	560	582	382	369
Transportation	194	137	512	343	406
Student Support	160	138	586	594	512
Instruction Support	592	585	311	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher earned a base pay increase of \$1,247. Fiscal year 2009 performance pay and menu monies were not paid out until fiscal year 2010.

Performance pay plan goals and results

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

■ = yes, ☐ = no, and ▴ = partially

Nadaburg Unified School District

Maricopa County
Operational peer group: E
Legislative districts: 4

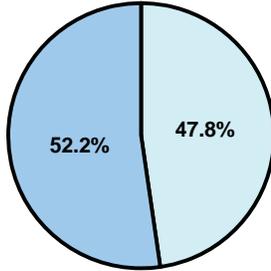
District size: Medium
Students attending: 892
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,611
\$4,497



Nonclassroom
\$4,214
\$3,411

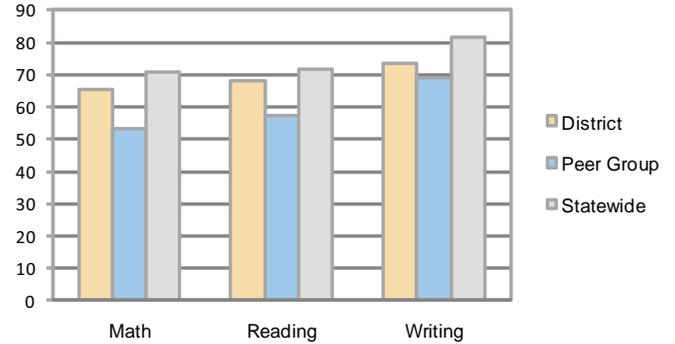
Total
\$8,825
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom decreased significantly overall from 56.1 to 52.2 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not have a sufficient attendance rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	22%	31%	19%
Student/teacher ratio	17.1	14.9	17.1
Average teacher salary	\$45,331	\$41,086	\$45,209
Average years' experience	9.6	11.1	8.3
Percent of teachers in first 3 years	26%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$894	\$1,148	\$729
	Students per administrator	65	51	66
Plant Operations	Cost per square foot	\$6.08	\$5.49	\$6.40
	Square footage per student	191	253	144
Food Service	Cost per meal equivalent	\$2.70	\$3.07	\$2.53
Transportation	Cost per mile	\$2.07	\$2.53	\$3.36
	Miles per rider	412	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,619	\$8,825	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,462	\$4,611	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,157	\$4,214	\$4,637	\$3,411	\$3,780
Administration	966	894	1,148	729	1,050
Plant Operations	857	1,161	1,379	920	951
Food Service	436	484	444	382	369
Transportation	1,090	855	554	343	406
Student Support	565	518	749	594	512
Instruction Support	243	302	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,538 in salary, and each speech pathologist and counselor earned between \$3,450 and \$4,880.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Nogales Unified School District

Santa Cruz County
Operational peer group: D
Legislative districts: 25

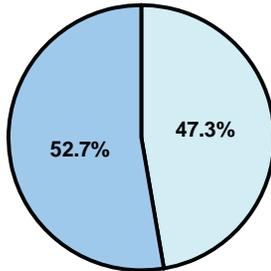
District size: Medium-Large
Students attending: 5,755
Number of schools: 10

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,052
\$4,497



Nonclassroom
\$3,639
\$3,411

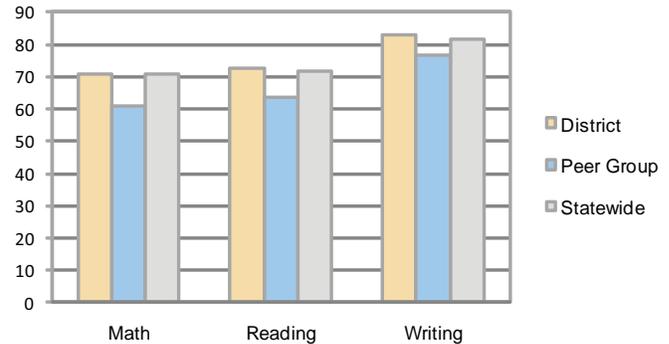
Total
\$7,691
\$7,908

5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied from year to year and decreased significantly overall from 54.7 to 52.7 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

9 schools met all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	81%	75%	75%
Poverty rate	34%	29%	19%
Student/teacher ratio	17.7	17.6	17.1
Average teacher salary	\$47,480	\$44,586	\$45,209
Average years' experience	12.5	10.4	8.3
Percent of teachers in first 3 years	14%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$730	\$775	\$729
	Students per administrator	57	61	66
Plant Operations	Cost per square foot	\$8.17	\$6.13	\$6.40
	Square footage per student	129	168	144
Food Service	Cost per meal equivalent	\$2.76	\$2.64	\$2.53
Transportation	Cost per mile	\$2.54	\$2.96	\$3.36
	Miles per rider	71	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,640	\$7,691	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,147	\$4,052	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,493	\$3,639	\$3,584	\$3,411	\$3,780
Administration	727	730	775	729	1,050
Plant Operations	1,017	1,052	1,032	920	951
Food Service	507	483	365	382	369
Transportation	136	136	397	343	406
Student Support	625	771	629	594	512
Instruction Support	462	448	380	431	470
Other	19	19	6	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, Title I coordinator and reading coach, earned an additional \$6,171 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Oracle Elementary School District

Pinal County
Operational peer group: K
Legislative districts: 23, 26

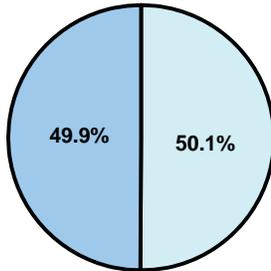
District size: Small
Students attending: 470
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,844
\$4,497



Nonclassroom
\$4,872
\$3,411

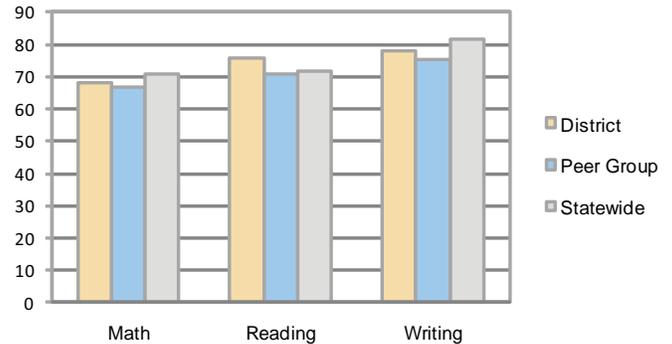
Total
\$9,716
\$7,908

5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 52.4 to 49.9 percent. Spending on administration, plant operations, and student support increased, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	11%	14%	19%
Student/teacher ratio	16.2	14.7	17.1
Average teacher salary	\$43,242	\$43,600	\$45,209
Average years' experience	12.1	10.7	8.3
Percent of teachers in first 3 years	10%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,621	\$1,288	\$729
	Students per administrator	43	70	66
Plant Operations	Cost per square foot	\$7.56	\$6.94	\$6.40
	Square footage per student	165	149	144
Food Service	Cost per meal equivalent	\$2.83	\$3.05	\$2.53
Transportation	Cost per mile	\$1.67	\$2.22	\$3.36
	Miles per rider	443	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$5,753 in additional salary, and each counselor earned an additional \$2,691.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,924	\$9,716	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,466	\$4,844	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$5,458	\$4,872	\$4,442	\$3,411	\$3,780
Administration	1,736	1,621	1,288	729	1,050
Plant Operations	1,564	1,251	1,162	920	951
Food Service	508	468	582	382	369
Transportation	855	735	512	343	406
Student Support	702	593	586	594	512
Instruction Support	93	204	311	431	470
Other	0	0	1	12	22

Osborn Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 11, 15

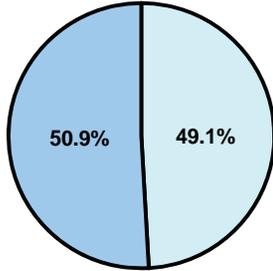
District size: Medium-Large
Students attending: 3,211
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,541
\$4,497



Nonclassroom
\$4,387
\$3,411

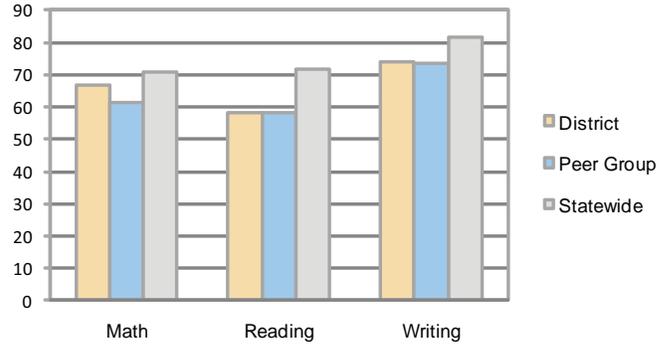
Total
\$8,928
\$7,908

5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year and decreased overall from 51.5 to 50.9 percent. Spending on administration and transportation increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	25%	31%	19%
Student/teacher ratio	13.3	16.2	17.1
Average teacher salary	\$38,853	\$46,306	\$45,209
Average years' experience	6.3	8.5	8.3
Percent of teachers in first 3 years	52%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$814	\$840	\$729
	Students per administrator	65	69	66
Plant Operations	Cost per square foot	\$7.06	\$7.16	\$6.40
	Square footage per student	160	123	144
Food Service	Cost per meal equivalent	\$2.34	\$2.38	\$2.53
Transportation	Cost per mile	\$6.46	\$5.18	\$3.36
	Miles per rider	85	132	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$9,004	\$8,928	\$8,194	\$7,908	\$9,683
Classroom dollars	\$4,465	\$4,541	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$4,539	\$4,387	\$3,679	\$3,411	\$3,780
Administration	745	814	840	729	1,050
Plant Operations	1,181	1,129	890	920	951
Food Service	594	530	525	382	369
Transportation	334	369	253	343	406
Student Support	966	905	626	594	512
Instruction Support	719	640	545	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,232 in additional salary, and each librarian earned an additional \$6,427.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Owens-Whitney Elementary School District

Mohave County
Operational peer group: L
Legislative districts: 3

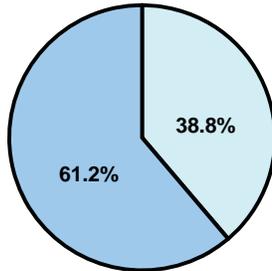
District size: Very Small
Students attending: 31
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$13,345
\$4,497



Nonclassroom
\$8,471
\$3,411

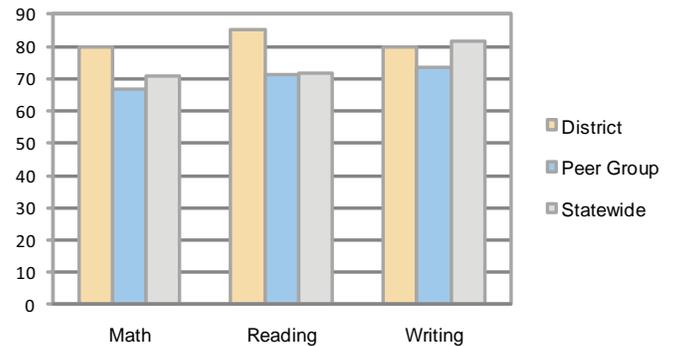
Total
\$21,816
\$7,908

5-year trend

Although student enrollment declined by only 5 percent, total spending per pupil increased by 66 percent. Spending in the classroom varied year to year and increased significantly overall from 53.7 to 61.2 percent. Spending on administration and student support decreased significantly, while spending in other nonclassroom areas varied from year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,346	\$2,656	\$729
	Students per administrator	31	32	66
Plant Operations	Cost per square foot	\$15.58	\$7.53	\$6.40
	Square footage per student	244	318	144
Food Service	Cost per meal equivalent	\$10.03	\$5.10	\$2.53
Transportation	Cost per mile	\$0.14	\$1.79	\$3.36
	Miles per rider	NR	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	26%	31%	19%
Student/teacher ratio	15.3	10.8	17.1
Average teacher salary	N/A	\$45,165	\$45,209
Average years' experience	25.5	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,834 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$19,160	\$21,816	\$16,311	\$7,908	\$9,683
Classroom dollars	\$11,819	\$13,345	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$7,341	\$8,471	\$7,554	\$3,411	\$3,780
Administration	2,146	2,346	2,656	729	1,050
Plant Operations	3,052	3,797	2,297	920	951
Food Service	1,524	1,847	859	382	369
Transportation	229	271	930	343	406
Student Support	101	8	474	594	512
Instruction Support	289	202	338	431	470
Other	0	0	0	12	22

Page Unified School District

Coconino County
Operational peer group: D
Legislative districts: 2, 3

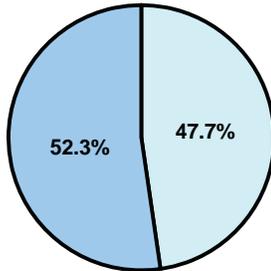
District size: Medium-Large
Students attending: 2,845
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,228
\$4,497



Nonclassroom
\$4,767
\$3,411

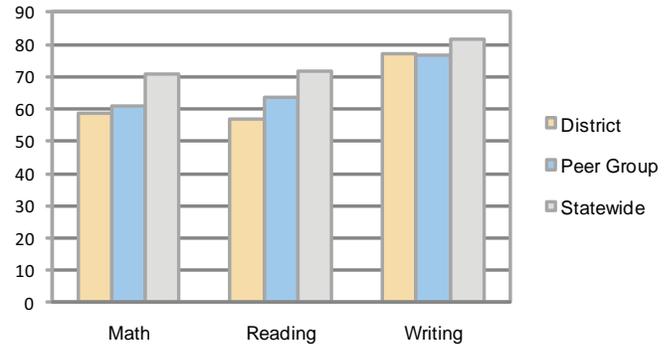
Total
\$9,995
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 53 to 52.3 percent. Spending on student support increased significantly, spending on plant operations decreased significantly, and spending in other areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools did not meet all applicable AYP objectives for NCLB because they failed to meet 1 of the following objectives: percentage of students tested (1); academic progress (3).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	81%	75%	75%
Poverty rate	22%	29%	19%
Student/teacher ratio	16.0	17.6	17.1
Average teacher salary	\$49,870	\$44,586	\$45,209
Average years' experience	11.2	10.4	8.3
Percent of teachers in first 3 years	13%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$742	\$775	\$729
	Students per administrator	52	61	66
Plant Operations	Cost per square foot	\$5.60	\$6.13	\$6.40
	Square footage per student	224	168	144
Food Service	Cost per meal equivalent	\$2.72	\$2.64	\$2.53
Transportation	Cost per mile	\$1.87	\$2.96	\$3.36
	Miles per rider	383	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,781	\$9,995	\$7,896	\$7,908	\$9,683
Classroom dollars	\$5,136	\$5,228	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$4,645	\$4,767	\$3,584	\$3,411	\$3,780
Administration	744	742	775	729	1,050
Plant Operations	1,251	1,255	1,032	920	951
Food Service	428	418	365	382	369
Transportation	383	402	397	343	406
Student Support	1,200	1,403	629	594	512
Instruction Support	618	534	380	431	470
Other	21	13	6	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, dean, gifted coordinator, program evaluator, CTE director, and district liaison earned between \$2,260 and \$7,349 in additional pay.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Palo Verde Elementary School District

Maricopa County
Operational peer group: K
Legislative districts: 4, 25

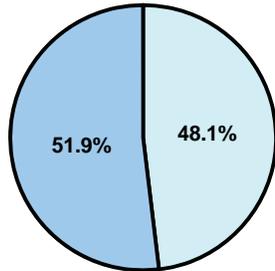
District size: Small
Students attending: 425
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,569
\$4,497



Nonclassroom
\$4,232
\$3,411

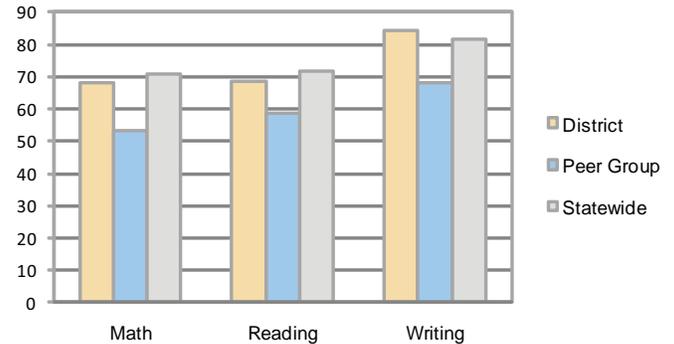
Total
\$8,801
\$7,908

5-year trend

Total spending per pupil increased by 35 percent. Spending in the classroom varied year to year and increased significantly overall from 49.9 to 51.9 percent. Spending on plant operations and student support decreased significantly, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,429	\$1,288	\$729
	Students per administrator	47	70	66
Plant Operations	Cost per square foot	\$5.94	\$6.94	\$6.40
	Square footage per student	150	149	144
Food Service	Cost per meal equivalent	\$2.66	\$3.05	\$2.53
Transportation	Cost per mile	\$2.25	\$2.22	\$3.36
	Miles per rider	336	268	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	30%	30%	19%
Student/teacher ratio	15.7	14.2	17.1
Average teacher salary	\$42,704	\$41,521	\$45,209
Average years' experience	8.2	10.8	8.3
Percent of teachers in first 3 years	30%	23%	16%

Proposition 301

Teacher pay

On average, each teacher and librarian earned between \$2,896 and \$3,213 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,710	\$8,801	\$9,786	\$7,908	\$9,683
Classroom dollars	\$3,770	\$4,569	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$3,940	\$4,232	\$4,442	\$3,411	\$3,780
Administration	1,428	1,429	1,288	729	1,050
Plant Operations	842	891	1,162	920	951
Food Service	528	519	582	382	369
Transportation	598	660	512	343	406
Student Support	406	457	586	594	512
Instruction Support	138	276	311	431	470
Other	0	0	1	12	22

Paloma Elementary School District

Maricopa County
Operational peer group: L
Legislative districts: 25

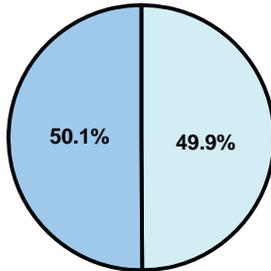
District size: Very Small
Students attending: 64
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,665
\$4,497



Nonclassroom
\$7,623
\$3,411

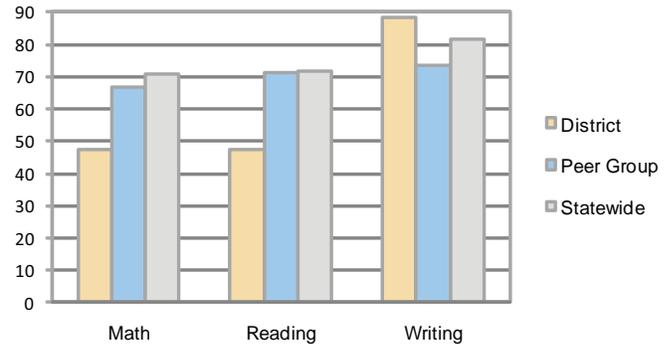
Total
\$15,288
\$7,908

5-year trend

Although student enrollment declined by only 3 percent, total spending per pupil increased by 49 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 46.6 to 50.1 percent. Spending on administration and transportation decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	27%	31%	19%
Student/teacher ratio	10.6	10.8	17.1
Average teacher salary	\$44,314	\$45,165	\$45,209
Average years' experience	10.5	12.7	8.3
Percent of teachers in first 3 years	17%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,392	\$2,656	\$729
	Students per administrator	64	32	66
Plant Operations	Cost per square foot	\$13.95	\$7.53	\$6.40
	Square footage per student	239	318	144
Food Service	Cost per meal equivalent	\$4.32	\$5.10	\$2.53
Transportation	Cost per mile	\$1.74	\$1.79	\$3.36
	Miles per rider	414	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,384	\$15,288	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,850	\$7,665	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,534	\$7,623	\$7,554	\$3,411	\$3,780
Administration	1,685	2,392	2,656	729	1,050
Plant Operations	2,495	3,342	2,297	920	951
Food Service	828	1,107	859	382	369
Transportation	312	428	930	343	406
Student Support	0	0	474	594	512
Instruction Support	214	354	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,457 in additional salary, and each instructional aide earned an additional \$411.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Palominas Elementary School District

Cochise County
Operational peer group: J
Legislative districts: 25

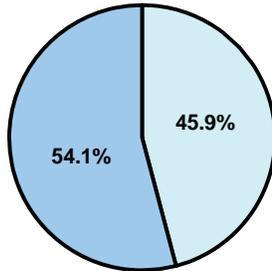
District size: Medium
Students attending: 1,013
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,337
\$4,497



Nonclassroom
\$3,674
\$3,411

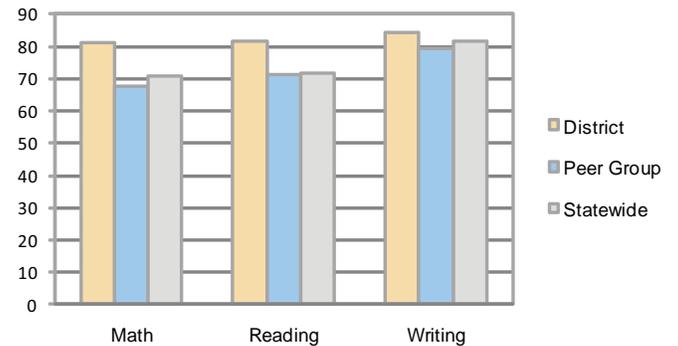
Total
\$8,011
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was fairly stable but decreased overall from 55.7 to 54.1 percent. Spending on administration and instruction support increased, spending on transportation decreased, and spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$896	\$921	\$729
	Students per administrator	55	64	66
Plant Operations	Cost per square foot	\$7.22	\$6.71	\$6.40
	Square footage per student	128	125	144
Food Service	Cost per meal equivalent	\$2.60	\$2.56	\$2.53
Transportation	Cost per mile	\$1.69	\$3.04	\$3.36
	Miles per rider	NR	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	16.1	16.8	17.1
Average teacher salary	\$40,636	\$42,842	\$45,209
Average years' experience	10.8	10.1	8.3
Percent of teachers in first 3 years	15%	24%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned \$4,700 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,416	\$8,011	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,702	\$4,337	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,714	\$3,674	\$3,601	\$3,411	\$3,780
Administration	872	896	921	729	1,050
Plant Operations	935	925	879	920	951
Food Service	353	355	524	382	369
Transportation	908	735	410	343	406
Student Support	400	408	483	594	512
Instruction Support	246	355	384	431	470
Other	0	0	0	12	22

Paradise Valley Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 6, 7, 8, 10, 11

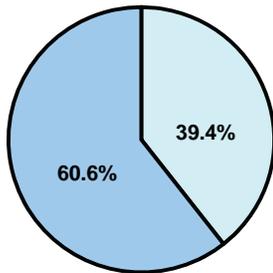
District size: Very Large
Students attending: 32,255
Number of schools: 46

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,479
\$4,497



Nonclassroom
\$2,908
\$3,411

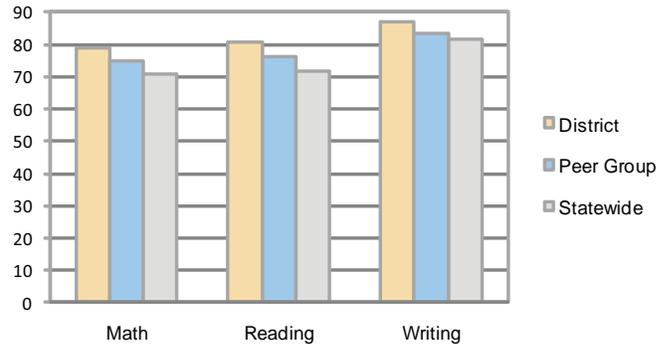
Total
\$7,387
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year and decreased overall from 61.8 to 60.6 percent. Spending on student support increased, spending on plant operations decreased, and spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

38 schools met all applicable AYP objectives for NCLB. 8 did not because they failed to meet one or more of the following objectives: percentage of students tested (2); academic progress (7); attendance rate (2); graduation rate (2).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	88%	86%	75%
Poverty rate	11%	14%	19%
Student/teacher ratio	19.5	17.5	17.1
Average teacher salary	\$54,478	\$50,748	\$45,209
Average years' experience	12.6	10.5	8.3
Percent of teachers in first 3 years	17%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$561	\$639	\$729
	Students per administrator	74	77	66
Plant Operations	Cost per square foot	\$5.41	\$6.38	\$6.40
	Square footage per student	153	138	144
Food Service	Cost per meal equivalent	\$2.46	\$2.49	\$2.53
Transportation	Cost per mile	\$3.45	\$4.22	\$3.36
	Miles per rider	265	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,319	\$7,387	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,451	\$4,479	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,868	\$2,908	\$3,204	\$3,411	\$3,780
Administration	513	561	639	729	1,050
Plant Operations	794	828	881	920	951
Food Service	230	233	322	382	369
Transportation	257	262	330	343	406
Student Support	596	620	616	594	512
Instruction Support	465	391	398	431	470
Other	13	13	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$4,946 and \$7,517 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Parker Unified School District

La Paz County
Operational peer group: E
Legislative districts: 24

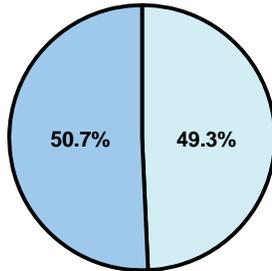
District size: Medium
Students attending: 1,785
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,650
\$4,497



Nonclassroom
\$4,523
\$3,411

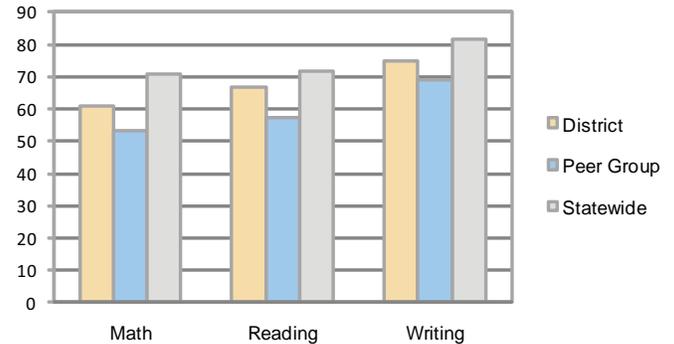
Total
\$9,173
\$7,908

5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year and decreased significantly overall from 57 to 50.7 percent. Spending on plant operations, food service, and student support increased significantly, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 2 did not because they failed to meet 1 or more of the following objectives: academic progress (1); attendance rate (2); graduation rate (1). 1 school has no AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2008)	82%	70%	75%
Poverty rate	35%	31%	19%
Student/teacher ratio	16.8	14.9	17.1
Average teacher salary	\$41,460	\$41,086	\$45,209
Average years' experience	11.5	11.1	8.3
Percent of teachers in first 3 years	26%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$935	\$1,148	\$729
	Students per administrator	50	51	66
Plant Operations	Cost per square foot	\$6.12	\$5.49	\$6.40
	Square footage per student	205	253	144
Food Service	Cost per meal equivalent	\$2.99	\$3.07	\$2.53
Transportation	Cost per mile	\$2.44	\$2.53	\$3.36
	Miles per rider	372	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,264	\$9,173	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,983	\$4,650	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,281	\$4,523	\$4,637	\$3,411	\$3,780
Administration	901	935	1,148	729	1,050
Plant Operations	1,144	1,255	1,379	920	951
Food Service	468	479	444	382	369
Transportation	390	431	554	343	406
Student Support	888	926	749	594	512
Instruction Support	490	497	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$3,632 and \$4,195 in additional salary, which includes performance pay for fiscal year 2008 performance.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Patagonia Elementary School District

Santa Cruz County
Operational peer group: L
Legislative districts: 25, 30

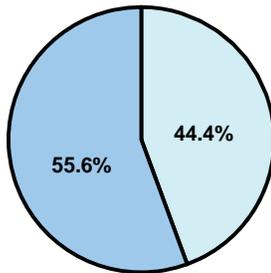
District size: Very Small
Students attending: 74
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,701
\$4,497



Nonclassroom
\$6,157
\$3,411

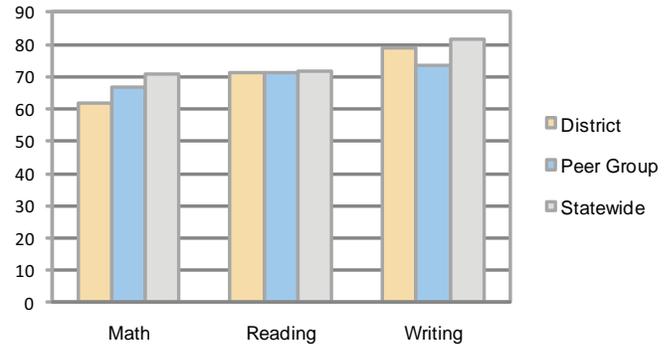
Total
\$13,858
\$7,908

5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year and decreased significantly overall from 60.4 to 55.6 percent. Spending on plant operations and instructional support increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,221	\$2,656	\$729
	Students per administrator	47	32	66
Plant Operations	Cost per square foot	\$9.22	\$7.53	\$6.40
	Square footage per student	169	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	NR	\$1.79	\$3.36
	Miles per rider	NR	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	14.7	10.8	17.1
Average teacher salary	\$48,461	\$45,165	\$45,209
Average years' experience	19.7	12.7	8.3
Percent of teachers in first 3 years	17%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,098 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$17,911	\$13,858	\$16,311	\$7,908	\$9,683
Classroom dollars	\$9,805	\$7,701	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,106	\$6,157	\$7,554	\$3,411	\$3,780
Administration	3,330	2,221	2,656	729	1,050
Plant Operations	1,690	1,561	2,297	920	951
Food Service	243	68	859	382	369
Transportation	1,672	1,139	930	343	406
Student Support	356	495	474	594	512
Instruction Support	815	673	338	431	470
Other	0	0	0	12	22

Patagonia Union High School District

Santa Cruz County
Operational peer group: G
Legislative districts: 25, 30

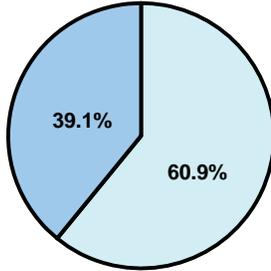
District size: Very Small
Students attending: 92
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,562
\$4,497



Nonclassroom
\$10,234
\$3,411

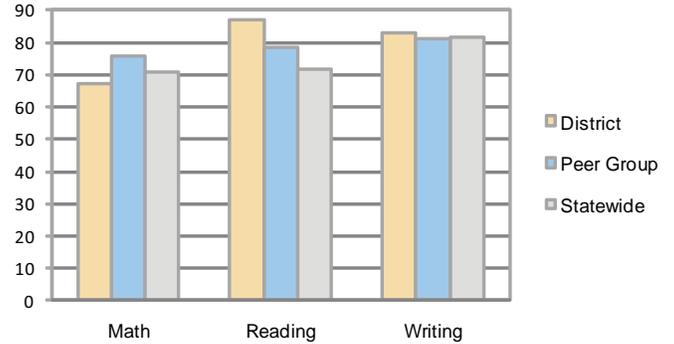
Total
\$16,796
\$7,908

5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year and decreased significantly overall from 42.5 to 39.1 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,031	\$2,646	\$729
	Students per administrator	22	26	66
Plant Operations	Cost per square foot	\$4.07	\$4.99	\$6.40
	Square footage per student	770	535	144
Food Service	Cost per meal equivalent	\$3.13	\$4.15	\$2.53
Transportation	Cost per mile	NR	\$1.93	\$3.36
	Miles per rider	NR	772	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	95%	95%
Graduation rate (2008)	88%	55%	75%
Poverty rate	13%	12%	19%
Student/teacher ratio	12.3	10.7	17.1
Average teacher salary	\$40,869	\$45,399	\$45,209
Average years' experience	5.9	10.9	8.3
Percent of teachers in first 3 years	59%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$6,271 in additional salary, and the librarian and counselor each earned between \$1,506 and \$2,011.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$16,395	\$16,796	\$15,223	\$7,908	\$9,683
Classroom dollars	\$6,422	\$6,562	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$9,973	\$10,234	\$8,028	\$3,411	\$3,780
Administration	2,730	3,031	2,646	729	1,050
Plant Operations	3,050	3,134	2,496	920	951
Food Service	1,122	1,110	800	382	369
Transportation	2,112	1,702	1,036	343	406
Student Support	498	757	529	594	512
Instruction Support	461	500	520	431	470
Other	0	0	1	12	22

Payson Unified School District

Gila County
Operational peer group: D
Legislative districts: 5

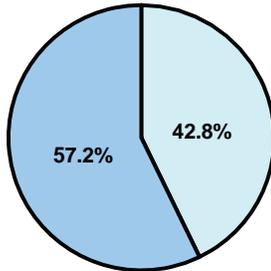
District size: Medium-Large
Students attending: 2,569
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,456
\$4,497



Nonclassroom
\$3,334
\$3,411

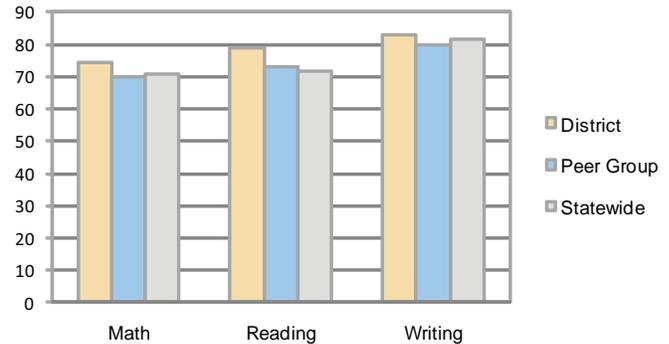
Total
\$7,790
\$7,908

5-year trend

Total spending per pupil increased 30 percent. Spending in the classroom varied year to year and decreased significantly overall from 59.5 to 57.2 percent. Spending on instruction support, food service, and transportation increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 school was not eligible for AYP determination.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$722	\$775	\$729
	Students per administrator	52	61	66
Plant Operations	Cost per square foot	\$5.93	\$6.13	\$6.40
	Square footage per student	151	168	144
Food Service	Cost per meal equivalent	\$2.91	\$2.64	\$2.53
Transportation	Cost per mile	\$2.77	\$2.96	\$3.36
	Miles per rider	372	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	69%	73%	75%
Poverty rate	17%	15%	19%
Student/teacher ratio	15.5	17.2	17.1
Average teacher salary	\$43,644	\$42,175	\$45,209
Average years' experience	10.7	8.4	8.3
Percent of teachers in first 3 years	23%	34%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,438 in additional salary, and each librarian, speech pathologist, and counselor earned between \$1,570 and \$6,761.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$7,804	\$7,790	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,546	\$4,456	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,258	\$3,334	\$3,584	\$3,411	\$3,780
Administration	690	722	775	729	1,050
Plant Operations	915	895	1,032	920	951
Food Service	369	370	365	382	369
Transportation	316	322	397	343	406
Student Support	602	635	629	594	512
Instruction Support	355	380	380	431	470
Other	11	10	6	12	22

Peach Springs Unified School District

Mohave County
Operational peer group: G
Legislative districts: 2, 3

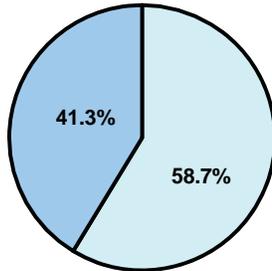
District size: Very Small
Students attending: 175
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,450
\$4,497



Nonclassroom
\$7,735
\$3,441

Total
\$13,185
\$7,908

5-year trend

Total spending per pupil was stable. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 55 to 41.3 percent. Spending on administration, plant operations, and transportation increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,991	\$2,646	\$729
	Students per administrator	30	26	66
Plant Operations	Cost per square foot	\$4.23	\$4.99	\$6.40
	Square footage per student	598	535	144
Food Service	Cost per meal equivalent	\$2.88	\$4.15	\$2.53
Transportation	Cost per mile	\$5.20	\$1.93	\$3.36
	Miles per rider	NR	772	271

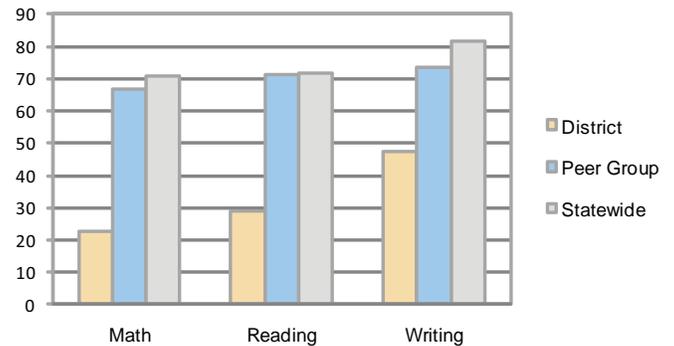
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,312	\$13,185	\$15,223	\$7,908	\$9,683
Classroom dollars	\$7,155	\$5,450	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$6,157	\$7,735	\$8,028	\$3,411	\$3,780
Administration	3,245	2,991	2,646	729	1,050
Plant Operations	1,728	2,532	2,496	920	951
Food Service	556	555	800	382	369
Transportation	226	999	1,036	343	406
Student Support	348	423	529	594	512
Instruction Support	54	235	520	431	470
Other	0	0	1	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet applicable AYP objectives for NCLB for the following reasons: percentage of students tested; academic progress; and attendance rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2008)	6%	54%	75%
Poverty rate	40%	31%	19%
Student/teacher ratio	16.7	10.8	17.1
Average teacher salary	\$47,454	\$45,165	\$45,209
Average years' experience	10.4	12.7	8.3
Percent of teachers in first 3 years	9%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$1,143 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Pearce Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

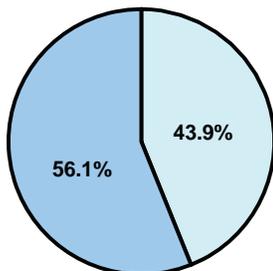
District size: Very Small
Students attending: 88
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,192
\$4,497



Nonclassroom
\$7,196
\$3,411

Total
\$16,388
\$7,908

5-year trend

Total spending per pupil almost doubled which is partially explained by the 25 percent decline in student enrollment. Spending in the classroom varied year to year and increased overall from 54.6 to 56.1 percent. Spending on administration, plant operations, and student support decreased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,857	\$2,656	\$729
	Students per administrator	16	32	66
Plant Operations	Cost per square foot	\$5.27	\$7.53	\$6.40
	Square footage per student	333	318	144
Food Service	Cost per meal equivalent	\$4.02	\$5.10	\$2.53
Transportation	Cost per mile	\$1.82	\$1.79	\$3.36
	Miles per rider	536	710	271

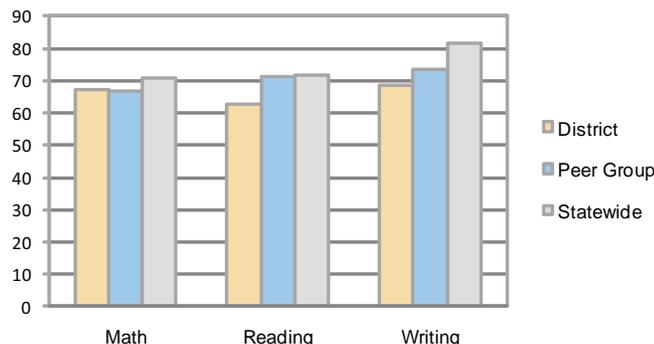
Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$13,601	\$16,388	\$16,311	\$7,908	\$9,683
Classroom dollars	\$7,518	\$9,192	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$6,083	\$7,196	\$7,554	\$3,411	\$3,780
Administration	2,233	2,857	2,656	729	1,050
Plant Operations	1,639	1,753	2,297	920	951
Food Service	644	847	859	382	369
Transportation	981	1,161	930	343	406
Student Support	153	235	474	594	512
Instruction Support	433	343	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	22%	31%	19%
Student/teacher ratio	7.3	10.8	17.1
Average teacher salary	\$47,579	\$45,165	\$45,209
Average years' experience	11.6	12.7	8.3
Percent of teachers in first 3 years	9%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,061 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Pendergast Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 12, 13

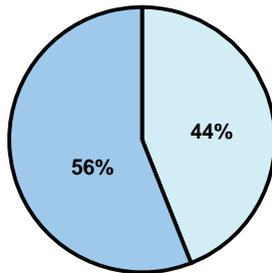
District size: Large
Students attending: 9,921
Number of schools: 14

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,129
\$4,497



Nonclassroom
\$3,241
\$3,411

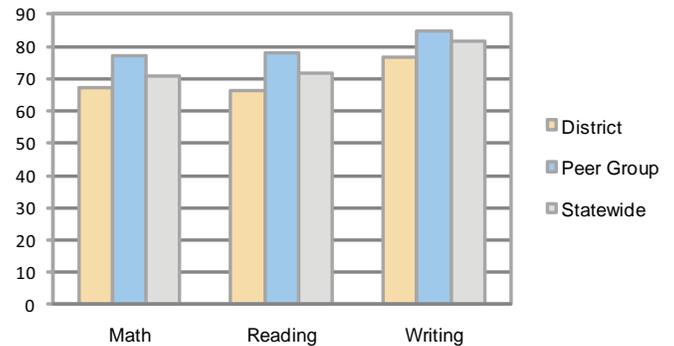
Total
\$7,370
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom was fairly stable year to year and decreased significantly overall from 59.1 to 56 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

11 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet one or more of the following objectives: percentage of students tested (1); academic progress (2); attendance rate (3).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	N/A	85%	75%
Poverty rate	17%	13%	19%
Student/teacher ratio	17.8	17.3	17.1
Average teacher salary	\$48,331	\$45,833	\$45,209
Average years' experience	7.6	9.1	8.3
Percent of teachers in first 3 years	36%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$691	\$705	\$729
	Students per administrator	83	67	66
Plant Operations	Cost per square foot	\$6.62	\$6.62	\$6.40
	Square footage per student	112	120	144
Food Service	Cost per meal equivalent	\$2.56	\$2.44	\$2.53
Transportation	Cost per mile	\$4.65	\$4.77	\$3.36
	Miles per rider	179	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,796	\$7,370	\$7,808	\$7,908	\$9,683
Classroom dollars	\$3,823	\$4,129	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$2,973	\$3,241	\$3,322	\$3,411	\$3,780
Administration	671	691	705	729	1,050
Plant Operations	663	738	786	920	951
Food Service	464	494	494	382	369
Transportation	187	177	272	343	406
Student Support	532	545	536	594	512
Instruction Support	456	596	529	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,386 in additional salary, and each librarian, speech pathologist, counselor, instructional coach, and inclusion specialist earned between \$4,125 and \$4,837.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Peoria Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 4, 9, 10, 12

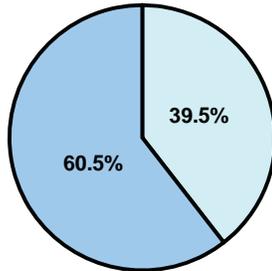
District size: Very Large
Students attending: 36,336
Number of schools: 38

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,357
\$4,497



Nonclassroom
\$2,849
\$3,411

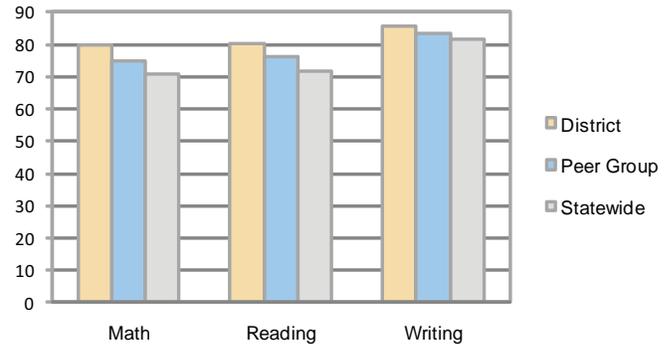
Total
\$7,206
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom was fairly stable and decreased slightly overall from 61.5 to 60.5 percent. Spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

34 schools met all applicable AYP objectives for NCLB. 4 did not because they failed to meet one or more of the following objectives: percentage of students tested (1); academic progress (3); attendance rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	91%	86%	75%
Poverty rate	11%	14%	19%
Student/teacher ratio	17.8	17.5	17.1
Average teacher salary	\$49,589	\$50,748	\$45,209
Average years' experience	9.3	10.5	8.3
Percent of teachers in first 3 years	27%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$557	\$639	\$729
	Students per administrator	92	77	66
Plant Operations	Cost per square foot	\$5.88	\$6.38	\$6.40
	Square footage per student	126	138	144
Food Service	Cost per meal equivalent	\$2.34	\$2.49	\$2.53
Transportation	Cost per mile	\$3.76	\$4.22	\$3.36
	Miles per rider	292	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,005	\$7,206	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,187	\$4,357	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$2,818	\$2,849	\$3,204	\$3,411	\$3,780
Administration	535	557	639	729	1,050
Plant Operations	781	742	881	920	951
Food Service	264	270	322	382	369
Transportation	241	251	330	343	406
Student Support	606	634	616	594	512
Instruction Support	382	386	398	431	470
Other	9	9	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, audiologist, counselor, and instructional specialist earned between \$5,973 and \$8,260 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Phoenix Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 14, 15, 16

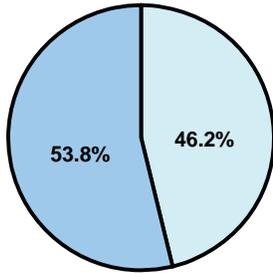
District size: Medium-Large
Students attending: 7,499
Number of schools: 16

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,647
\$4,497



Nonclassroom
\$4,847
\$3,411

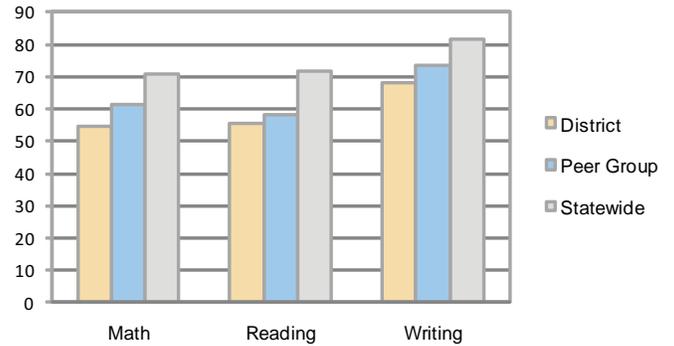
Total
\$10,494
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 55.3 to 53.8 percent. Spending on administration decreased, spending on instruction support increased significantly, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

10 schools met all applicable AYP objectives for NCLB. 5 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	46%	31%	19%
Student/teacher ratio	15.6	16.2	17.1
Average teacher salary	\$50,570	\$46,306	\$45,209
Average years' experience	9.6	8.5	8.3
Percent of teachers in first 3 years	32%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$826	\$840	\$729
	Students per administrator	51	69	66
Plant Operations	Cost per square foot	\$7.62	\$7.16	\$6.40
	Square footage per student	154	123	144
Food Service	Cost per meal equivalent	\$2.03	\$2.38	\$2.53
Transportation	Cost per mile	\$7.36	\$5.18	\$3.36
	Miles per rider	123	132	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$7,175 in additional salary, which includes performance pay for fiscal year 2008 performance.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,325	\$10,494	\$8,194	\$7,908	\$9,683
Classroom dollars	\$5,810	\$5,647	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$4,515	\$4,847	\$3,679	\$3,411	\$3,780
Administration	785	826	840	729	1,050
Plant Operations	1,202	1,174	890	920	951
Food Service	513	495	525	382	369
Transportation	310	269	253	343	406
Student Support	890	970	626	594	512
Instruction Support	811	1,112	545	431	470
Other	4	1	0	12	22

Phoenix Union High School District

Maricopa County
Operational peer group: A
Legislative districts: 11, 13, 14, 15, 16

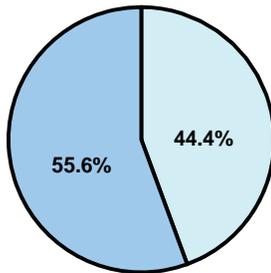
District size: Very Large
Students attending: 24,845
Number of schools: 16

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,694
\$4,497



Nonclassroom
\$4,549
\$3,411

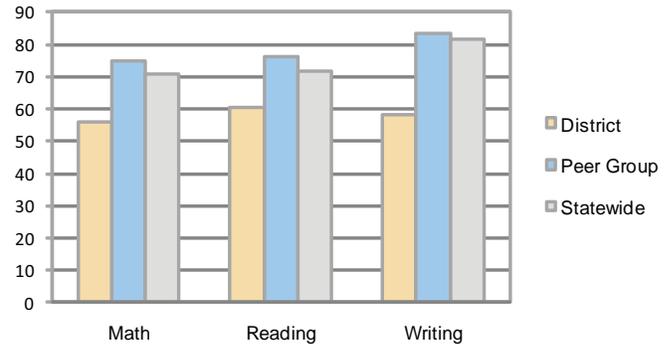
Total
\$10,243
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year and increased overall from 54.3 to 55.6 percent. Spending on plant operations and student support decreased, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 10 did not because some students did not demonstrate sufficient academic progress. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	98%	96%	95%
Graduation rate (2008)	77%	86%	75%
Poverty rate	26%	14%	19%
Student/teacher ratio	16.7	17.5	17.1
Average teacher salary	\$61,532	\$50,748	\$45,209
Average years' experience	10.9	10.5	8.3
Percent of teachers in first 3 years	12%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$858	\$639	\$729
	Students per administrator	71	77	66
Plant Operations	Cost per square foot	\$7.80	\$6.38	\$6.40
	Square footage per student	169	138	144
Food Service	Cost per meal equivalent	\$2.42	\$2.49	\$2.53
Transportation	Cost per mile	\$7.96	\$4.22	\$3.36
	Miles per rider	NR	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,157	\$10,243	\$7,781	\$7,908	\$9,683
Classroom dollars	\$5,700	\$5,694	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$4,457	\$4,549	\$3,204	\$3,411	\$3,780
Administration	842	858	639	729	1,050
Plant Operations	1,311	1,319	881	920	951
Food Service	261	297	322	382	369
Transportation	426	457	330	343	406
Student Support	1,037	1,050	616	594	512
Instruction Support	541	531	398	431	470
Other	39	37	18	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$7,571 in salary, and each librarian, speech pathologist, counselor, teacher on assignment, and mentor earned between \$290 and \$1,172.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Picacho Elementary School District

Pinal County
Operational peer group: K
Legislative districts: 23

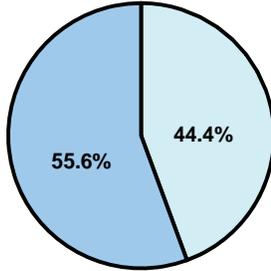
District size: Small
Students attending: 212
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,408
\$4,497



Nonclassroom
\$4,320
\$3,411

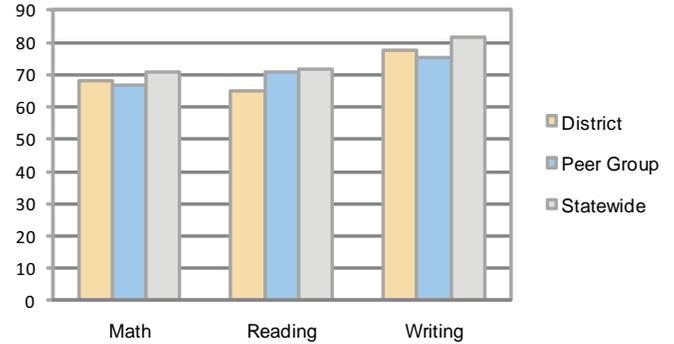
Total
\$9,728
\$7,908

5-year trend

Although student enrollment was stable, total spending per pupil increased by 47 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 48.5 to 55.6 percent. Spending on plant operations and instruction support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	18%	14%	19%
Student/teacher ratio	14.9	14.7	17.1
Average teacher salary	\$49,956	\$43,600	\$45,209
Average years' experience	11.8	10.7	8.3
Percent of teachers in first 3 years	11%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,459	\$1,288	\$729
	Students per administrator	50	70	66
Plant Operations	Cost per square foot	\$8.64	\$6.94	\$6.40
	Square footage per student	118	149	144
Food Service	Cost per meal equivalent	\$3.53	\$3.05	\$2.53
Transportation	Cost per mile	\$2.40	\$2.22	\$3.36
	Miles per rider	212	268	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,615	\$9,728	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,569	\$5,408	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$4,046	\$4,320	\$4,442	\$3,411	\$3,780
Administration	1,295	1,459	1,288	729	1,050
Plant Operations	980	1,017	1,162	920	951
Food Service	744	734	582	382	369
Transportation	516	505	512	343	406
Student Support	430	471	586	594	512
Instruction Support	81	134	311	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$7,175 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Pima Unified School District

Graham County
Operational peer group: E
Legislative districts: 5

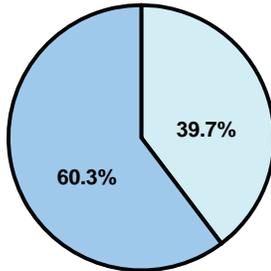
District size: Medium
Students attending: 726
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,640
\$4,497



Nonclassroom
\$3,057
\$3,411

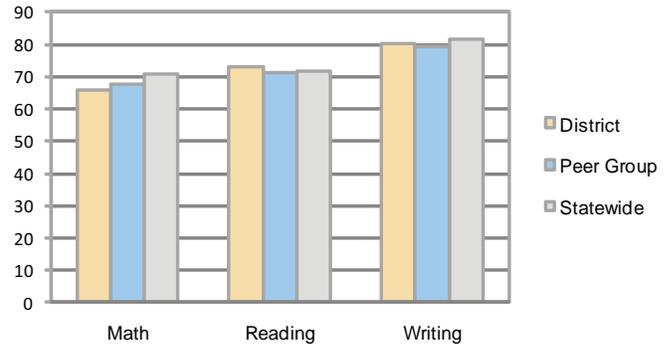
Total
\$7,697
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was very inconsistent year to year and increased overall from 58.7 to 60.3 percent. Spending on administration and plant operations decreased, while spending in other nonclassroom areas was fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	0%	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	15.1	16.8	17.1
Average teacher salary	\$39,965	\$42,842	\$45,209
Average years' experience	12.0	10.1	8.3
Percent of teachers in first 3 years	24%	24%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$912	\$1,148	\$729
	Students per administrator	60	51	66
Plant Operations	Cost per square foot	\$5.82	\$5.49	\$6.40
	Square footage per student	148	253	144
Food Service	Cost per meal equivalent	\$2.96	\$3.07	\$2.53
Transportation	Cost per mile	\$2.36	\$2.53	\$3.36
	Miles per rider	117	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,133	\$7,697	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,913	\$4,640	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,220	\$3,057	\$4,637	\$3,411	\$3,780
Administration	979	912	1,148	729	1,050
Plant Operations	884	864	1,379	920	951
Food Service	504	485	444	382	369
Transportation	208	216	554	343	406
Student Support	299	295	749	594	512
Instruction Support	346	285	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$7,751 and \$7,800 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Pine Strawberry Elementary School District

Gila County
Operational peer group: L
Legislative districts: 5

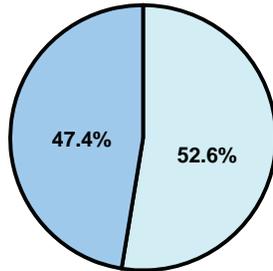
District size: Very Small
Students attending: 125
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,646
\$4,497



Nonclassroom
\$10,684
\$3,411

Total
\$20,330
\$7,908

5-year trend

Total spending per pupil more than doubled, which is partially explained by the 22 percent decline in student enrollment. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 52.6 to 47.4 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,235	\$2,656	\$729
	Students per administrator	25	32	66
Plant Operations	Cost per square foot	\$6.18	\$7.53	\$6.40
	Square footage per student	533	318	144
Food Service	Cost per meal equivalent	\$4.20	\$5.10	\$2.53
Transportation	Cost per mile	\$3.22	\$1.79	\$3.36
	Miles per rider	299	710	271

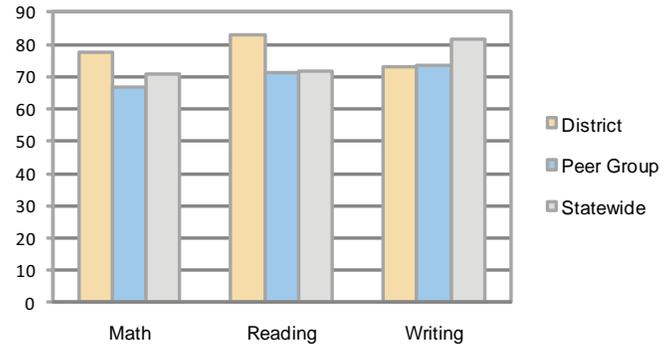
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$16,967	\$20,330	\$16,311	\$7,908	\$9,683
Classroom dollars	\$8,596	\$9,646	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,371	\$10,684	\$7,554	\$3,411	\$3,780
Administration	2,644	3,235	2,656	729	1,050
Plant Operations	2,060	3,290	2,297	920	951
Food Service	734	780	859	382	369
Transportation	1,247	1,438	930	343	406
Student Support	902	969	474	594	512
Instruction Support	784	972	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	28%	31%	19%
Student/teacher ratio	8.0	10.8	17.1
Average teacher salary	\$43,881	\$45,165	\$45,209
Average years' experience	7.7	12.7	8.3
Percent of teachers in first 3 years	32%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,086 in additional salary, and the audiologist earned an additional \$1,669.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Pinon Unified School District

Navajo County
Operational peer group: E
Legislative districts: 2

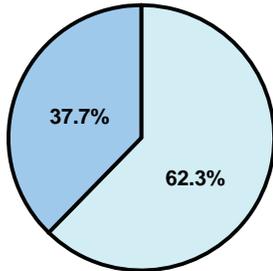
District size: Medium
Students attending: 1,277
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,747
\$4,497



Nonclassroom
\$7,846
\$3,411

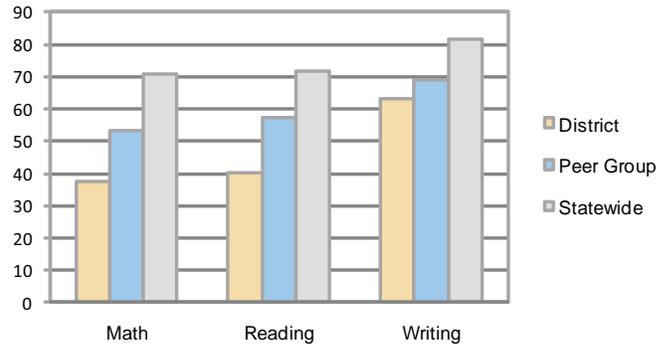
Total
\$12,593
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 49.8 to 37.7 percent. Spending increased in all nonclassroom areas and increased significantly for plant operations and instruction support.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. 1 school also did not have a sufficient attendance rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2008)	57%	70%	75%
Poverty rate	40%	31%	19%
Student/teacher ratio	14.9	14.9	17.1
Average teacher salary	\$39,843	\$41,086	\$45,209
Average years' experience	9.0	11.1	8.3
Percent of teachers in first 3 years	28%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,844	\$1,148	\$729
	Students per administrator	31	51	66
Plant Operations	Cost per square foot	\$8.03	\$5.49	\$6.40
	Square footage per student	269	253	144
Food Service	Cost per meal equivalent	\$3.44	\$3.07	\$2.53
Transportation	Cost per mile	\$3.02	\$2.53	\$3.36
	Miles per rider	496	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,040	\$12,593	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,490	\$4,747	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$7,550	\$7,846	\$4,637	\$3,411	\$3,780
Administration	1,582	1,844	1,148	729	1,050
Plant Operations	2,251	2,162	1,379	920	951
Food Service	613	680	444	382	369
Transportation	1,033	961	554	343	406
Student Support	1,138	1,083	749	594	512
Instruction Support	933	1,116	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,910 in additional salary, and each librarian, a counselor, and a library technician earned between \$1,768 and \$3,908.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Pomerene Elementary School District

Cochise County
Operational peer group: L
Legislative districts: 25

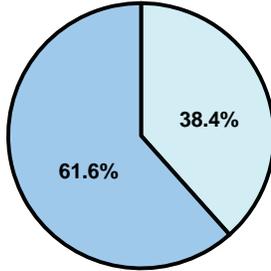
District size: Very Small
Students attending: 132
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,858
\$4,497



Nonclassroom
\$3,022
\$3,411

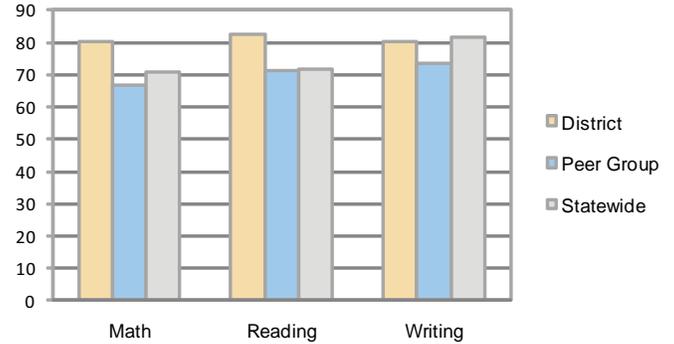
Total
\$7,880
\$7,908

5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 53.3 to 61.6 percent. Spending on administration, plant operations, and food service decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$794	\$2,656	\$729
	Students per administrator	48	32	66
Plant Operations	Cost per square foot	\$3.55	\$7.53	\$6.40
	Square footage per student	219	318	144
Food Service	Cost per meal equivalent	\$3.16	\$5.10	\$2.53
Transportation	Cost per mile	\$3.29	\$1.79	\$3.36
	Miles per rider	114	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	15.5	10.8	17.1
Average teacher salary	\$42,730	\$45,165	\$45,209
Average years' experience	12.0	12.7	8.3
Percent of teachers in first 3 years	25%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$11,842 in additional salary, and each instructional aide earned an additional \$3,792.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,788	\$7,880	\$16,311	\$7,908	\$9,683
Classroom dollars	\$4,380	\$4,858	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,408	\$3,022	\$7,554	\$3,411	\$3,780
Administration	946	794	2,656	729	1,050
Plant Operations	804	779	2,297	920	951
Food Service	574	533	859	382	369
Transportation	294	176	930	343	406
Student Support	594	583	474	594	512
Instruction Support	196	157	338	431	470
Other	0	0	0	12	22

Prescott Unified School District

Yavapai County
Operational peer group: C
Legislative districts: 1

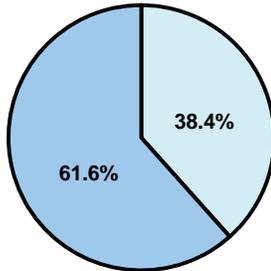
District size: Medium-Large
Students attending: 5,494
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,014
\$4,497



Nonclassroom
\$2,505
\$3,411

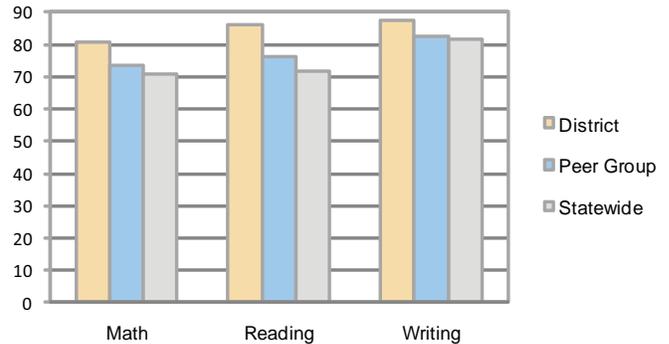
Total
\$6,519
\$7,908

5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was fairly stable and increased slightly overall from 61.5 to 61.6 percent. Spending on plant operations increased, spending on administration and student support decreased, and spending in the other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 1 did not because it failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	77%	84%	75%
Poverty rate	13%	13%	19%
Student/teacher ratio	18.1	17.5	17.1
Average teacher salary	\$43,385	\$44,052	\$45,209
Average years' experience	12.5	8.4	8.3
Percent of teachers in first 3 years	14%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$559	\$733	\$729
	Students per administrator	67	63	66
Plant Operations	Cost per square foot	\$5.60	\$6.20	\$6.40
	Square footage per student	136	144	144
Food Service	Cost per meal equivalent	\$3.66	\$2.79	\$2.53
Transportation	Cost per mile	\$2.55	\$3.31	\$3.36
	Miles per rider	234	230	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,801	\$6,519	\$7,484	\$7,908	\$9,683
Classroom dollars	\$4,228	\$4,014	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$2,573	\$2,505	\$3,186	\$3,411	\$3,780
Administration	580	559	733	729	1,050
Plant Operations	755	760	869	920	951
Food Service	297	318	332	382	369
Transportation	284	253	400	343	406
Student Support	438	388	543	594	512
Instruction Support	209	217	295	431	470
Other	10	10	14	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, and physical therapist earned between \$3,336 and \$4,457 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Quartzsite Elementary School District

La Paz County
Operational peer group: K
Legislative districts: 3, 24

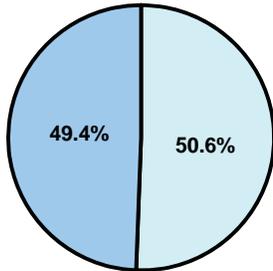
District size: Small
Students attending: 227
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,491
\$4,497



Nonclassroom
\$5,621
\$3,411

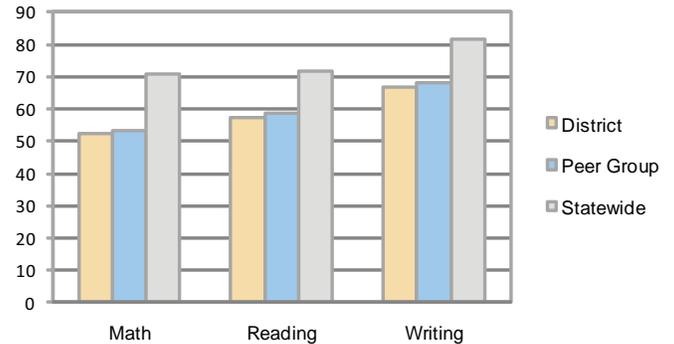
Total
\$11,112
\$7,908

5-year trend

Student enrollment decreased by 26 percent, which contributed to the 59 percent increase in total spending per pupil. Spending in the classroom varied year to year and increased significantly overall from 46.3 to 49.4 percent. Spending decreased across all functional areas except for administration, which increased significantly.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	26%	30%	19%
Student/teacher ratio	12.6	14.2	17.1
Average teacher salary	\$41,025	\$41,521	\$45,209
Average years' experience	6.6	10.8	8.3
Percent of teachers in first 3 years	29%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,913	\$1,288	\$729
	Students per administrator	41	70	66
Plant Operations	Cost per square foot	\$7.79	\$6.94	\$6.40
	Square footage per student	225	149	144
Food Service	Cost per meal equivalent	\$3.38	\$3.05	\$2.53
Transportation	Cost per mile	\$3.51	\$2.22	\$3.36
	Miles per rider	268	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$5,438 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,181	\$11,112	\$9,786	\$7,908	\$9,683
Classroom dollars	\$4,477	\$5,491	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$4,704	\$5,621	\$4,442	\$3,411	\$3,780
Administration	1,319	1,913	1,288	729	1,050
Plant Operations	1,416	1,756	1,162	920	951
Food Service	699	807	582	382	369
Transportation	584	819	512	343	406
Student Support	332	127	586	594	512
Instruction Support	354	199	311	431	470
Other	0	0	1	12	22

Queen Creek Unified School District

Maricopa County
Operational peer group: C
Legislative districts: 21, 22

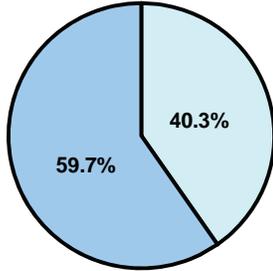
District size: Medium-Large
Students attending: 5,168
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,019
\$4,497



Nonclassroom
\$2,715
\$3,411

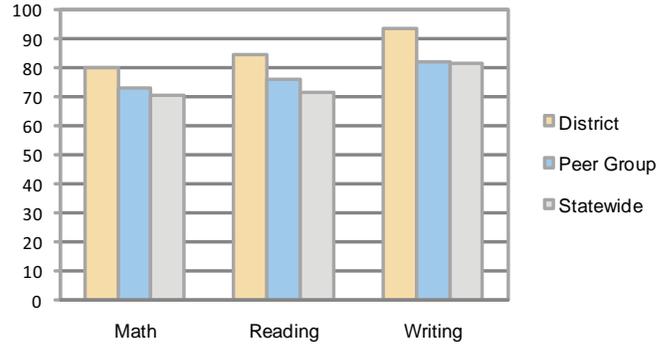
Total
\$6,734
\$7,908

5-year trend

Student enrollment more than doubled, which contributed to the increase of only 3 percent in total spending per pupil. Spending in the classroom varied year to year and increased significantly overall from 52.7 to 59.7 percent. Spending on transportation and student support remained stable, while spending in other nonclassroom areas decreased.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	88%	84%	75%
Poverty rate	9%	13%	19%
Student/teacher ratio	19.0	17.5	17.1
Average teacher salary	\$43,763	\$44,052	\$45,209
Average years' experience	7.4	8.4	8.3
Percent of teachers in first 3 years	17%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$638	\$733	\$729
	Students per administrator	72	63	66
Plant Operations	Cost per square foot	\$6.42	\$6.20	\$6.40
	Square footage per student	119	144	144
Food Service	Cost per meal equivalent	\$1.86	\$2.79	\$2.53
Transportation	Cost per mile	\$2.71	\$3.31	\$3.36
	Miles per rider	242	230	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,409	\$6,734	\$7,484	\$7,908	\$9,683
Classroom dollars	\$3,889	\$4,019	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$2,520	\$2,715	\$3,186	\$3,411	\$3,780
Administration	637	638	733	729	1,050
Plant Operations	674	761	869	920	951
Food Service	318	348	332	382	369
Transportation	341	348	400	343	406
Student Support	419	431	543	594	512
Instruction Support	131	189	295	431	470
Other	0	0	14	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,173 in additional salary, and each librarian, speech pathologist, counselor, psychologist, therapist, nurse, athletic trainer, and social worker earned between \$2,297 and \$4,297.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Ray Unified School District

Pinal County
Operational peer group: F
Legislative districts: 5, 23

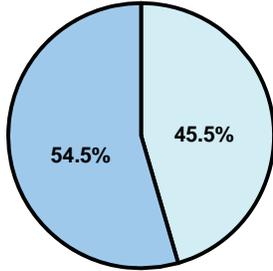
District size: Small
Students attending: 536
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,445
\$4,497



Nonclassroom
\$4,544
\$3,411

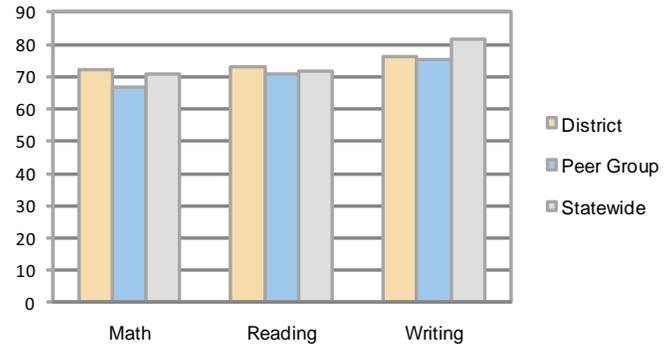
Total
\$9,989
\$7,908

5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.3 to 54.5 percent. Spending on administration, plant operations, and transportation increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,436	\$1,524	\$729
	Students per administrator	36	42	66
Plant Operations	Cost per square foot	\$3.78	\$5.78	\$6.40
	Square footage per student	357	284	144
Food Service	Cost per meal equivalent	\$3.46	\$3.38	\$2.53
Transportation	Cost per mile	\$2.90	\$2.60	\$3.36
	Miles per rider	438	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	85%	79%	75%
Poverty rate	17%	14%	19%
Student/teacher ratio	13.0	14.7	17.1
Average teacher salary	\$43,733	\$43,600	\$45,209
Average years' experience	11.4	10.7	8.3
Percent of teachers in first 3 years	20%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$4,785 and \$6,208 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,452	\$9,989	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,249	\$5,445	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,203	\$4,544	\$5,203	\$3,411	\$3,780
Administration	1,468	1,436	1,524	729	1,050
Plant Operations	1,259	1,349	1,549	920	951
Food Service	410	438	496	382	369
Transportation	465	574	552	343	406
Student Support	376	513	593	594	512
Instruction Support	192	232	481	431	470
Other	33	2	8	12	22

Red Mesa Unified School District

Apache County
Operational peer group: E
Legislative districts: 2

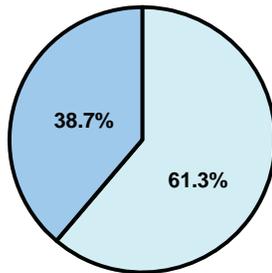
District size: Medium
Students attending: 933
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,582
\$4,497



Nonclassroom
\$8,824
\$3,411

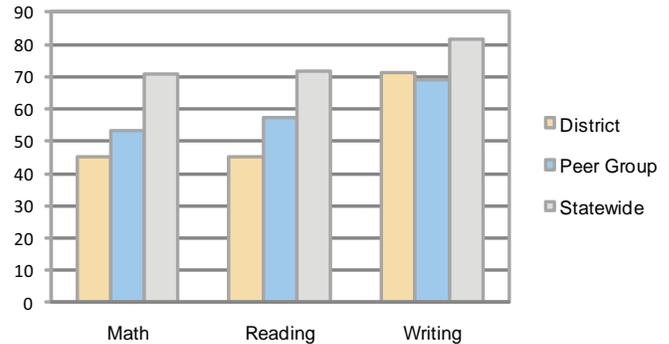
Total
\$14,406
\$7,908

5-year trend

Although student enrollment remained fairly stable, total spending per pupil increased by 54 percent. Spending in the classroom varied year to year and decreased significantly overall from 42 to 38.7 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet at least one of the following objectives: percentage of students tested (2); academic progress (1); attendance rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2008)	64%	70%	75%
Poverty rate	42%	31%	19%
Student/teacher ratio	15.3	14.9	17.1
Average teacher salary	\$42,291	\$41,086	\$45,209
Average years' experience	12.3	11.1	8.3
Percent of teachers in first 3 years	7%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,085	\$1,148	\$729
	Students per administrator	31	51	66
Plant Operations	Cost per square foot	\$8.73	\$5.49	\$6.40
	Square footage per student	244	253	144
Food Service	Cost per meal equivalent	\$2.67	\$3.07	\$2.53
Transportation	Cost per mile	\$2.41	\$2.53	\$3.36
	Miles per rider	742	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$14,340	\$14,406	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,542	\$5,582	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$8,798	\$8,824	\$4,637	\$3,411	\$3,780
Administration	2,406	2,085	1,148	729	1,050
Plant Operations	2,265	2,129	1,379	920	951
Food Service	599	587	444	382	369
Transportation	1,559	1,449	554	343	406
Student Support	1,787	2,427	749	594	512
Instruction Support	182	143	356	431	470
Other	0	4	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,449 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Red Rock Elementary School District

Pinal County
Operational peer group: K
Legislative districts: 23

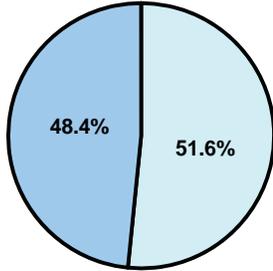
District size: Small
Students attending: 214
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$7,058
\$4,497



Nonclassroom
\$7,515
\$3,411

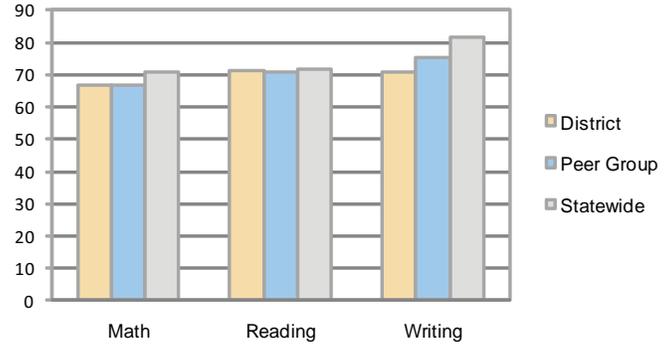
Total
\$14,573
\$7,908

5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom varied year to year and decreased significantly overall from 51.6 to 48.4 percent. Spending on student and instruction support increased significantly, while spending on plant operations and transportation decreased significantly. The other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	79%	75%
Poverty rate	9%	14%	19%
Student/teacher ratio	13.4	14.7	17.1
Average teacher salary	\$39,578	\$43,600	\$45,209
Average years' experience	9.7	10.7	8.3
Percent of teachers in first 3 years	42%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	NR	\$1,288	\$729
	Students per administrator	36	70	66
Plant Operations	Cost per square foot	NR	\$6.94	\$6.40
	Square footage per student	98	149	144
Food Service	Cost per meal equivalent	\$4.77	\$3.05	\$2.53
Transportation	Cost per mile	\$1.11	\$2.22	\$3.36
	Miles per rider	406	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$1,446 in additional salary, and the audiologist and speech pathologist earned an additional \$1,507.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$18,918	\$14,573	\$9,786	\$7,908	\$9,683
Classroom dollars	\$12,500	\$7,058	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$6,418	\$7,515	\$4,442	\$3,411	\$3,780
Administration	3,316	2,658	1,288	729	1,050
Plant Operations	1,246	2,103	1,162	920	951
Food Service	518	607	582	382	369
Transportation	451	268	512	343	406
Student Support	148	478	586	594	512
Instruction Support	739	1,399	311	431	470
Other	0	2	1	12	22

Riverside Elementary School District

Maricopa County
Operational peer group: J
Legislative districts: 16

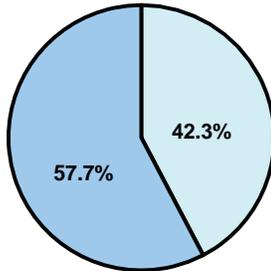
District size: Medium
Students attending: 718
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,780
\$4,497



Nonclassroom
\$3,502
\$3,411

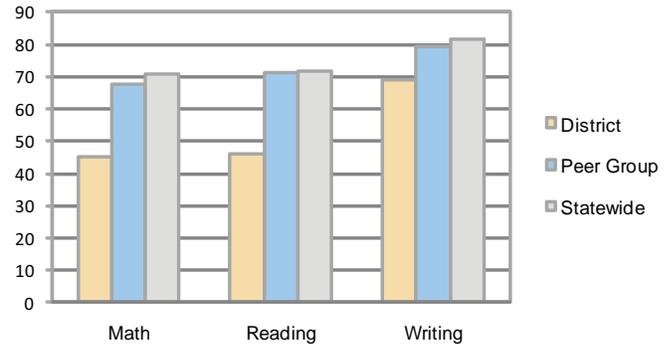
Total
\$8,282
\$7,908

5-year trend

Total spending per pupil increased by 48 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 58.6 to 57.7 percent. Spending on plant operations increased significantly, spending on administration and student support varied year to year, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school did not meet applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress. 1 school did not receive an AYP rating.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	18%	15%	19%
Student/teacher ratio	15.9	16.8	17.1
Average teacher salary	\$42,221	\$42,842	\$45,209
Average years' experience	4.1	10.1	8.3
Percent of teachers in first 3 years	61%	24%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$980	\$921	\$729
	Students per administrator	60	64	66
Plant Operations	Cost per square foot	\$5.03	\$6.71	\$6.40
	Square footage per student	NR	125	144
Food Service	Cost per meal equivalent	\$2.70	\$2.56	\$2.53
Transportation	Cost per mile	\$2.90	\$3.04	\$3.36
	Miles per rider	190	145	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,754	\$8,282	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,365	\$4,780	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,389	\$3,502	\$3,601	\$3,411	\$3,780
Administration	899	980	921	729	1,050
Plant Operations	936	1,097	879	920	951
Food Service	489	522	524	382	369
Transportation	280	215	410	343	406
Student Support	417	469	483	594	512
Instruction Support	368	219	384	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,995 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Roosevelt Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 16, 20

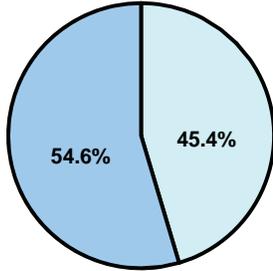
District size: Large
Students attending: 11,009
Number of schools: 21

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,006
\$4,497



Nonclassroom
\$4,158
\$3,411

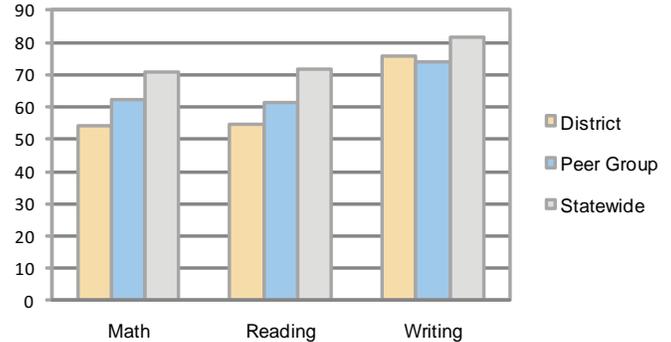
Total
\$9,164
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year and decreased significantly overall from 59.1 to 54.6 percent. Spending on administration, student support, and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

11 schools met all applicable AYP objectives for NCLB. 10 schools did not because they failed to meet 1 of the following objectives: percentage of students tested (1); academic progress (9).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	74%	75%
Poverty rate	31%	28%	19%
Student/teacher ratio	15.4	18.0	17.1
Average teacher salary	\$45,546	\$48,318	\$45,209
Average years' experience	7.9	8.9	8.3
Percent of teachers in first 3 years	46%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,157	\$705	\$729
	Students per administrator	61	67	66
Plant Operations	Cost per square foot	\$7.17	\$6.62	\$6.40
	Square footage per student	121	120	144
Food Service	Cost per meal equivalent	\$2.03	\$2.44	\$2.53
Transportation	Cost per mile	\$5.18	\$4.77	\$3.36
	Miles per rider	190	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,469	\$9,164	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,774	\$5,006	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,695	\$4,158	\$3,322	\$3,411	\$3,780
Administration	1,041	1,157	705	729	1,050
Plant Operations	801	869	786	920	951
Food Service	504	526	494	382	369
Transportation	224	253	272	343	406
Student Support	516	664	536	594	512
Instruction Support	609	689	529	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,921 in additional salary, and each librarian, counselor, behavioral specialist, instructional coach, and a parent aide coordinator earned between \$2,320 and \$5,921.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Round Valley Unified School District

Apache County
Operational peer group: E
Legislative districts: 5

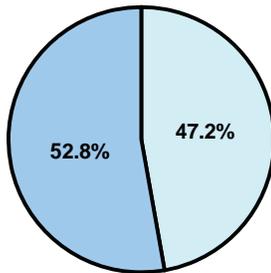
District size: Medium
Students attending: 1,432
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,623
\$4,497



Nonclassroom
\$4,137
\$3,411

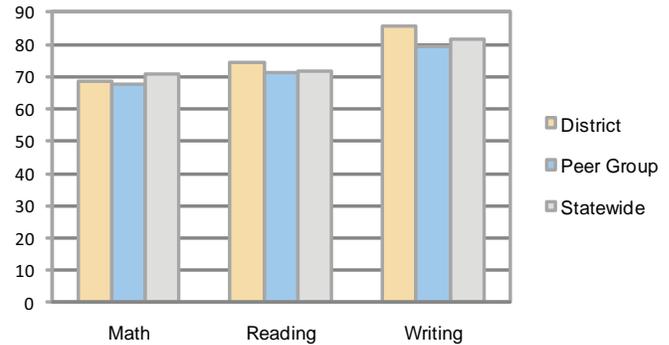
Total
\$8,760
\$7,908

5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year and decreased significantly overall from 55 to 52.8 percent. Spending across all functional areas increased slightly, except for student support, which decreased slightly.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$804	\$1,148	\$729
	Students per administrator	48	51	66
Plant Operations	Cost per square foot	\$4.30	\$5.49	\$6.40
	Square footage per student	370	253	144
Food Service	Cost per meal equivalent	\$3.13	\$3.07	\$2.53
Transportation	Cost per mile	\$1.98	\$2.53	\$3.36
	Miles per rider	447	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	83%	70%	75%
Poverty rate	10%	15%	19%
Student/teacher ratio	17.0	16.8	17.1
Average teacher salary	\$45,066	\$42,842	\$45,209
Average years' experience	12.2	10.1	8.3
Percent of teachers in first 3 years	19%	24%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$8,638 in salary, and each counselor earned \$8,600.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,057	\$8,760	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,868	\$4,623	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,189	\$4,137	\$4,637	\$3,411	\$3,780
Administration	988	804	1,148	729	1,050
Plant Operations	1,414	1,594	1,379	920	951
Food Service	383	364	444	382	369
Transportation	533	451	554	343	406
Student Support	601	673	749	594	512
Instruction Support	270	251	356	431	470
Other	0	0	7	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Sacaton Elementary School District

Pinal County
Operational peer group: K
Legislative districts: 23

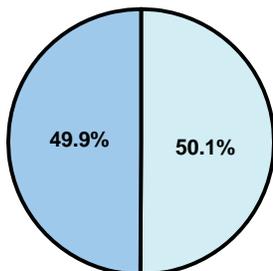
District size: Small
Students attending: 458
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,056
\$4,497



Nonclassroom
\$8,099
\$3,411

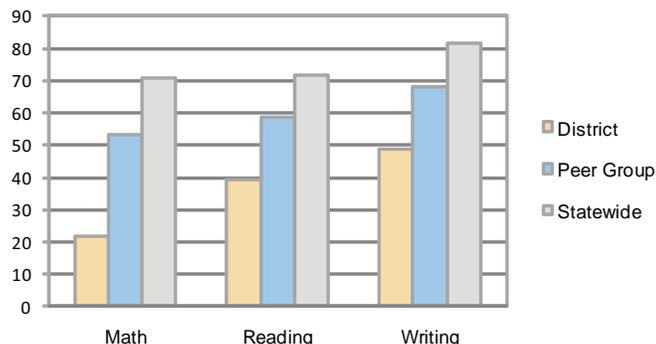
Total
\$16,155
\$7,908

5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 46.7 to 49.9 percent. Spending on food service and instruction support increased, while spending in other nonclassroom areas decreased, especially in student support services.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	37%	30%	19%
Student/teacher ratio	9.7	14.2	17.1
Average teacher salary	\$38,376	\$41,521	\$45,209
Average years' experience	9.9	10.8	8.3
Percent of teachers in first 3 years	27%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,175	\$1,288	\$729
	Students per administrator	NR	70	66
Plant Operations	Cost per square foot	\$6.20	\$6.94	\$6.40
	Square footage per student	NR	149	144
Food Service	Cost per meal equivalent	\$3.40	\$3.05	\$2.53
Transportation	Cost per mile	\$3.32	\$2.22	\$3.36
	Miles per rider	289	268	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$16,782	\$16,155	\$9,786	\$7,908	\$9,683
Classroom dollars	\$7,918	\$8,056	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$8,864	\$8,099	\$4,442	\$3,411	\$3,780
Administration	2,360	2,175	1,288	729	1,050
Plant Operations	2,228	2,015	1,162	920	951
Food Service	690	814	582	382	369
Transportation	1,206	889	512	343	406
Student Support	1,293	1,189	586	594	512
Instruction Support	1,087	1,017	311	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$1,050 and \$1,700 in additional salary. Performance pay earned in fiscal year 2009 was not paid out until fiscal year 2010.

Performance pay plan goals and results

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

■ = yes, ☐ = no, and ▴ = partially

Saddle Mountain Unified School District

Maricopa County
Operational peer group: E
Legislative districts: 25

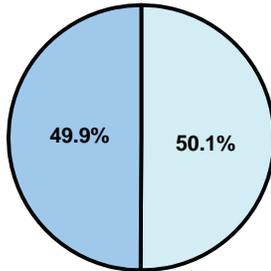
District size: Medium
Students attending: 1,482
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,121
\$4,497



Nonclassroom
\$4,131
\$3,411

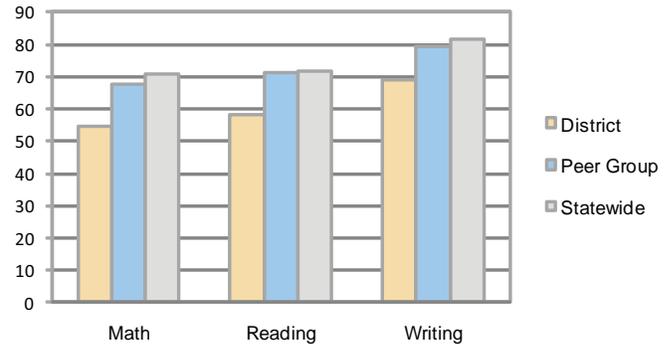
Total
\$8,252
\$7,908

5-year trend

Student enrollment more than doubled, which contributed to the increase of only 7 percent in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.4 to 49.9 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	68%	70%	75%
Poverty rate	17%	15%	19%
Student/teacher ratio	17.9	16.8	17.1
Average teacher salary	\$43,868	\$42,842	\$45,209
Average years' experience	8.2	10.1	8.3
Percent of teachers in first 3 years	38%	24%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,056	\$1,148	\$729
	Students per administrator	66	51	66
Plant Operations	Cost per square foot	\$4.76	\$5.49	\$6.40
	Square footage per student	253	253	144
Food Service	Cost per meal equivalent	\$3.22	\$3.07	\$2.53
Transportation	Cost per mile	\$2.58	\$2.53	\$3.36
	Miles per rider	218	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,915	\$8,252	\$9,562	\$7,908	\$9,683
Classroom dollars	\$3,260	\$4,121	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,655	\$4,131	\$4,637	\$3,411	\$3,780
Administration	994	1,056	1,148	729	1,050
Plant Operations	1,121	1,203	1,379	920	951
Food Service	394	484	444	382	369
Transportation	546	593	554	343	406
Student Support	398	483	749	594	512
Instruction Support	202	312	356	431	470
Other	0	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,886 in additional salary, and each librarian, speech pathologist, and counselor earned between \$3,572 and \$5,830.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Safford Unified School District

Graham County
Operational peer group: D
Legislative districts: 5

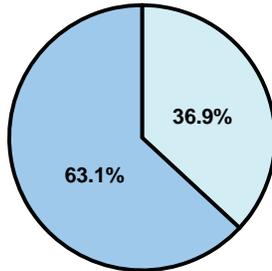
District size: Medium-Large
Students attending: 2,967
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,384
\$4,497



Nonclassroom
\$2,567
\$3,411

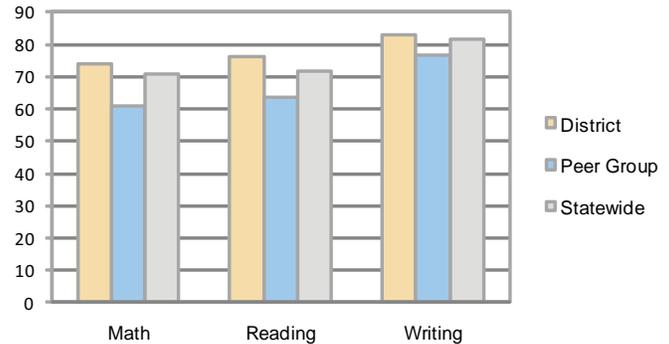
Total
\$6,951
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year and increased significantly overall from 59.1 to 63.1 percent. Spending on student and instruction support decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$778	\$775	\$729
	Students per administrator	65	61	66
Plant Operations	Cost per square foot	\$4.00	\$6.13	\$6.40
	Square footage per student	161	168	144
Food Service	Cost per meal equivalent	\$2.13	\$2.64	\$2.53
Transportation	Cost per mile	\$3.24	\$2.96	\$3.36
	Miles per rider	158	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	75%	75%	75%
Poverty rate	20%	29%	19%
Student/teacher ratio	17.6	17.6	17.1
Average teacher salary	\$50,118	\$44,586	\$45,209
Average years' experience	11.9	10.4	8.3
Percent of teachers in first 3 years	24%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$4,617 and \$5,714 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,740	\$6,951	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,229	\$4,384	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,511	\$2,567	\$3,584	\$3,411	\$3,780
Administration	718	778	775	729	1,050
Plant Operations	619	645	1,032	920	951
Food Service	298	319	365	382	369
Transportation	218	207	397	343	406
Student Support	373	345	629	594	512
Instruction Support	285	273	380	431	470
Other	0	0	6	12	22

Sahuarita Unified School District

Pima County
Operational peer group: D
Legislative districts: 30

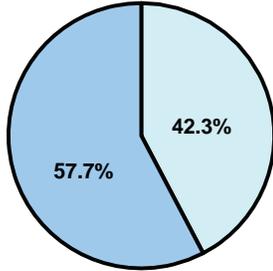
District size: Medium-Large
Students attending: 4,630
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,935
\$4,497



Nonclassroom
\$2,887
\$3,411

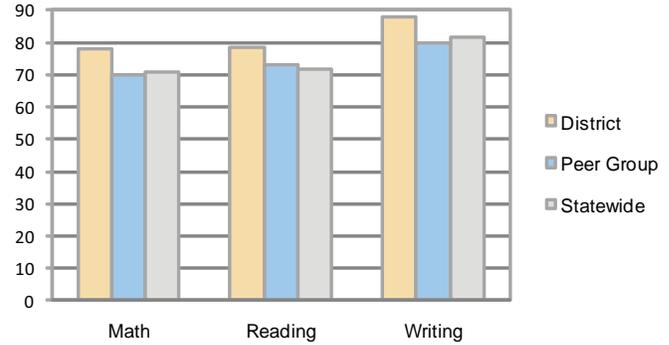
Total
\$6,822
\$7,908

5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year and increased significantly overall from 54 to 57.7 percent. Spending on transportation decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$627	\$775	\$729
	Students per administrator	58	61	66
Plant Operations	Cost per square foot	\$6.83	\$6.13	\$6.40
	Square footage per student	136	168	144
Food Service	Cost per meal equivalent	\$2.86	\$2.64	\$2.53
Transportation	Cost per mile	\$2.46	\$2.96	\$3.36
	Miles per rider	225	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	85%	73%	75%
Poverty rate	11%	15%	19%
Student/teacher ratio	17.1	17.2	17.1
Average teacher salary	\$39,533	\$42,175	\$45,209
Average years' experience	9.3	8.4	8.3
Percent of teachers in first 3 years	25%	34%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$4,752 and \$9,069 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,494	\$6,822	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,551	\$3,935	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,943	\$2,887	\$3,584	\$3,411	\$3,780
Administration	648	627	775	729	1,050
Plant Operations	948	926	1,032	920	951
Food Service	419	404	365	382	369
Transportation	317	307	397	343	406
Student Support	450	457	629	594	512
Instruction Support	161	166	380	431	470
Other	0	0	6	12	22

Salome Consolidated Elementary School District

La Paz County
Operational peer group: L
Legislative districts: 3, 24

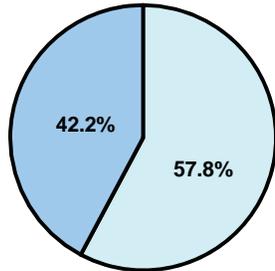
District size: Very Small
Students attending: 109
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,331
\$4,497



Nonclassroom
\$7,302
\$3,411

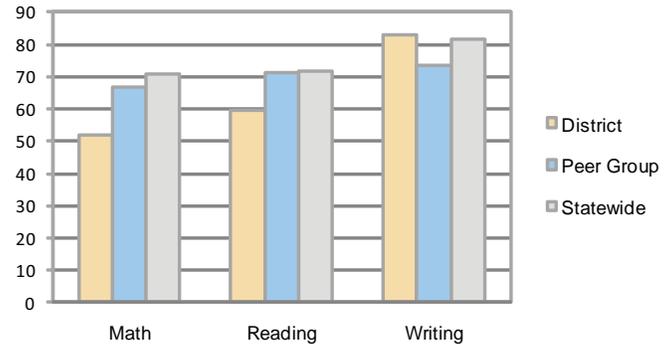
Total
\$12,633
\$7,908

5-year trend

Student enrollment increased by 11 percent, which contributed to the 1 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 46.9 to 42.2 percent. Spending on administration increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	38%	31%	19%
Student/teacher ratio	15.5	10.8	17.1
Average teacher salary	\$45,981	\$45,165	\$45,209
Average years' experience	7.8	12.7	8.3
Percent of teachers in first 3 years	15%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,359	\$2,656	\$729
	Students per administrator	36	32	66
Plant Operations	Cost per square foot	\$8.85	\$7.53	\$6.40
	Square footage per student	267	318	144
Food Service	Cost per meal equivalent	\$4.38	\$5.10	\$2.53
Transportation	Cost per mile	\$1.28	\$1.79	\$3.36
	Miles per rider	545	710	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned an additional \$10,851 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$13,572	\$12,633	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,366	\$5,331	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$8,206	\$7,302	\$7,554	\$3,411	\$3,780
Administration	2,667	2,359	2,656	729	1,050
Plant Operations	2,677	2,358	2,297	920	951
Food Service	1,283	1,215	859	382	369
Transportation	604	442	930	343	406
Student Support	975	910	474	594	512
Instruction Support	0	18	338	431	470
Other	0	0	0	12	22

San Carlos Unified School District

Gila County
Operational peer group: E
Legislative districts: 5

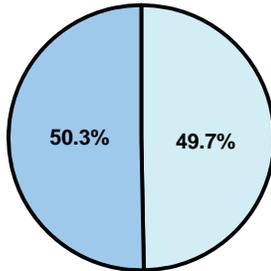
District size: Medium
Students attending: 1,212
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,808
\$4,497



Nonclassroom
\$5,744
\$3,411

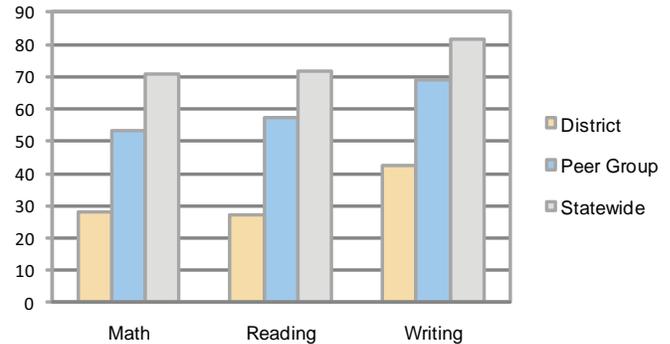
Total
\$11,552
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.1 to 50.3 percent. Spending on instruction support and plant operations increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools did not meet all applicable AYP objectives for NCLB for 1 or more of the following reasons: percentage of students tested (1); academic progress (4).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2008)	57%	70%	75%
Poverty rate	48%	31%	19%
Student/teacher ratio	13.2	14.9	17.1
Average teacher salary	\$41,701	\$41,086	\$45,209
Average years' experience	12.7	11.1	8.3
Percent of teachers in first 3 years	9%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,240	\$1,148	\$729
	Students per administrator	43	51	66
Plant Operations	Cost per square foot	\$4.97	\$5.49	\$6.40
	Square footage per student	334	253	144
Food Service	Cost per meal equivalent	\$3.14	\$3.07	\$2.53
Transportation	Cost per mile	\$3.07	\$2.53	\$3.36
	Miles per rider	276	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$12,261	\$11,552	\$9,562	\$7,908	\$9,683
Classroom dollars	\$6,210	\$5,808	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$6,051	\$5,744	\$4,637	\$3,411	\$3,780
Administration	1,260	1,240	1,148	729	1,050
Plant Operations	1,666	1,661	1,379	920	951
Food Service	780	594	444	382	369
Transportation	703	640	554	343	406
Student Support	1,188	1,139	749	594	512
Instruction Support	440	459	356	431	470
Other	14	11	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,983 in salary, and each librarian and counselor earned between \$5,576 and \$6,687.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

San Fernando Elementary School District

Pima County
Operational peer group: L
Legislative districts: 25

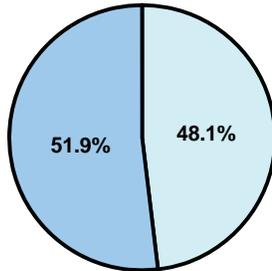
District size: Very Small
Students attending: 21
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,345
\$4,497



Nonclassroom
\$5,887
\$3,411

Total
\$12,232
\$7,908

5-year trend

Student enrollment increased by 63 percent, which contributed to the 23 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent and increased significantly from 38.2 to 51.9 percent. Spending on transportation, student support, and instruction support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,648	\$2,656	\$729
	Students per administrator	11	32	66
Plant Operations	Cost per square foot	\$6.03	\$7.53	\$6.40
	Square footage per student	361	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	\$1.88	\$1.79	\$3.36
	Miles per rider	1,312	710	271

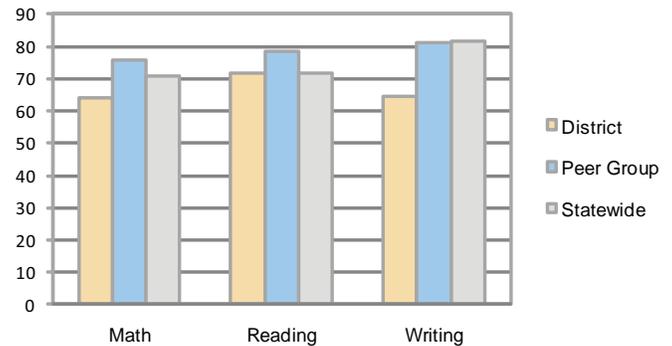
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,387	\$12,232	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,830	\$6,345	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,557	\$5,887	\$7,554	\$3,411	\$3,780
Administration	1,864	2,648	2,656	729	1,050
Plant Operations	2,466	2,180	2,297	920	951
Food Service	0	0	859	382	369
Transportation	1,161	935	930	343	406
Student Support	36	79	474	594	512
Instruction Support	30	45	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	0%	12%	19%
Student/teacher ratio	10.6	10.7	17.1
Average teacher salary	N/A	\$45,399	\$45,209
Average years' experience	8.0	10.9	8.3
Percent of teachers in first 3 years	0%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,117 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

San Simon Unified School District

Cochise County
Operational peer group: G
Legislative districts: 25

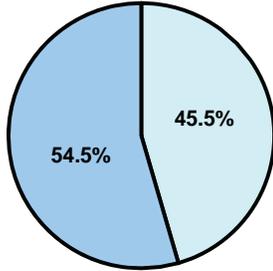
District size: Very Small
Students attending: 94
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$11,019
\$4,497



Nonclassroom
\$9,215
\$3,411

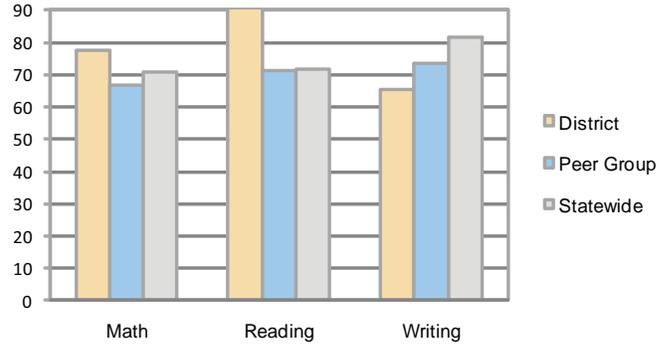
Total
\$20,234
\$7,908

5-year trend

Total spending per pupil increased by 44 percent. Spending in the classroom was very inconsistent year to year and increased significantly from 51.4 to 54.5 percent. Spending on administration and food service decreased overall, but spending in all nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	87%	54%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	6.2	10.8	17.1
Average teacher salary	\$42,905	\$45,165	\$45,209
Average years' experience	12.3	12.7	8.3
Percent of teachers in first 3 years	28%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,743	\$2,646	\$729
	Students per administrator	21	26	66
Plant Operations	Cost per square foot	\$5.76	\$4.99	\$6.40
	Square footage per student	482	535	144
Food Service	Cost per meal equivalent	\$4.30	\$4.15	\$2.53
Transportation	Cost per mile	\$1.66	\$1.93	\$3.36
	Miles per rider	711	772	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$15,978	\$20,234	\$15,223	\$7,908	\$9,683
Classroom dollars	\$8,674	\$11,019	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$7,304	\$9,215	\$8,028	\$3,411	\$3,780
Administration	3,079	3,743	2,646	729	1,050
Plant Operations	2,460	2,773	2,496	920	951
Food Service	626	942	800	382	369
Transportation	674	871	1,036	343	406
Student Support	309	560	529	594	512
Instruction Support	156	326	520	431	470
Other	0	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,097 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Sanders Unified School District

Apache County
Operational peer group: E
Legislative districts: 2, 5

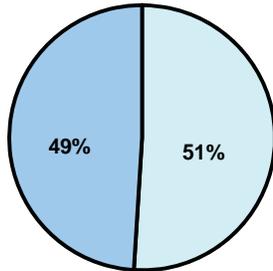
District size: Medium
Students attending: 1,006
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,742
\$4,497



Nonclassroom
\$5,967
\$3,411

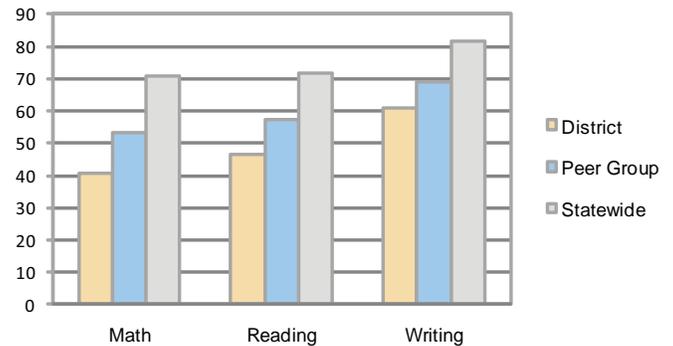
Total
\$11,709
\$7,908

5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year and decreased significantly overall from 52 to 49 percent. Spending on administration, plant operations, and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because they failed to meet 1 of the following objectives: percentage of students tested or academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2008)	74%	70%	75%
Poverty rate	39%	31%	19%
Student/teacher ratio	12.3	14.9	17.1
Average teacher salary	\$34,176	\$41,086	\$45,209
Average years' experience	9.8	11.1	8.3
Percent of teachers in first 3 years	23%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,334	\$1,148	\$729
	Students per administrator	36	51	66
Plant Operations	Cost per square foot	\$6.33	\$5.49	\$6.40
	Square footage per student	331	253	144
Food Service	Cost per meal equivalent	\$3.53	\$3.07	\$2.53
Transportation	Cost per mile	\$1.69	\$2.53	\$3.36
	Miles per rider	412	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,012	\$11,709	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,402	\$5,742	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$5,610	\$5,967	\$4,637	\$3,411	\$3,780
Administration	1,414	1,334	1,148	729	1,050
Plant Operations	1,805	2,096	1,379	920	951
Food Service	516	626	444	382	369
Transportation	786	672	554	343	406
Student Support	512	591	749	594	512
Instruction Support	552	638	356	431	470
Other	25	10	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,442 in additional salary, and each librarian and counselor earned between \$4,001 and \$4,638.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Santa Cruz Elementary School District

Santa Cruz County
Operational peer group: L
Legislative districts: 25

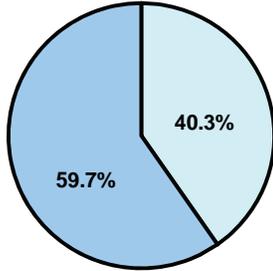
District size: Very Small
Students attending: 190
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,798
\$4,497



Nonclassroom
\$3,919
\$3,411

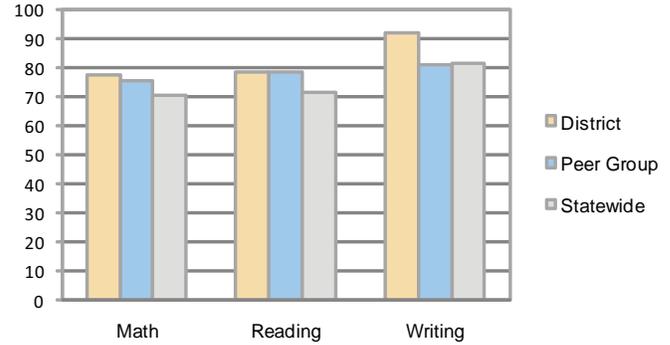
Total
\$9,717
\$7,908

5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom was very inconsistent year to year and decreased significantly from 65.7 to 59.7 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	14%	12%	19%
Student/teacher ratio	15.8	10.7	17.1
Average teacher salary	\$48,286	\$45,399	\$45,209
Average years' experience	14.6	10.9	8.3
Percent of teachers in first 3 years	0%	18%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,444	\$2,656	\$729
	Students per administrator	43	32	66
Plant Operations	Cost per square foot	\$8.44	\$7.53	\$6.40
	Square footage per student	118	318	144
Food Service	Cost per meal equivalent	\$2.93	\$5.10	\$2.53
Transportation	Cost per mile	\$0.70	\$1.79	\$3.36
	Miles per rider	892	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,352	\$9,717	\$16,311	\$7,908	\$9,683
Classroom dollars	\$5,502	\$5,798	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,850	\$3,919	\$7,554	\$3,411	\$3,780
Administration	1,610	1,444	2,656	729	1,050
Plant Operations	1,009	997	2,297	920	951
Food Service	457	599	859	382	369
Transportation	633	534	930	343	406
Student Support	1	0	474	594	512
Instruction Support	140	345	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,057 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Santa Cruz Valley Unified School District

Santa Cruz County
Operational peer group: D
Legislative districts: 25

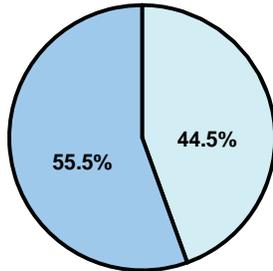
District size: Medium-Large
Students attending: 3,582
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,790
\$4,497



Nonclassroom
\$3,039
\$3,411

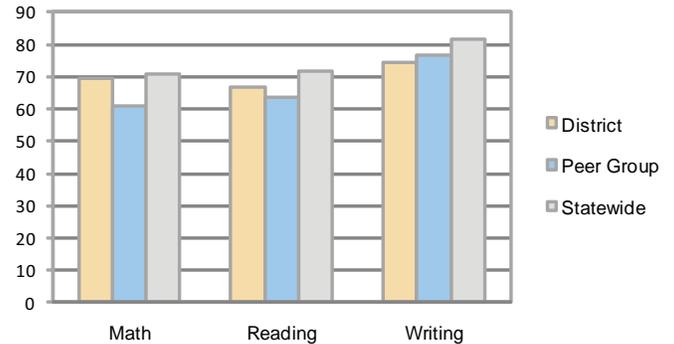
Total
\$6,829
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year and increased from 53.8 to 55.5 percent. Spending on administration and plant operations decreased, spending on instruction support increased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$594	\$775	\$729
	Students per administrator	63	61	66
Plant Operations	Cost per square foot	\$4.62	\$6.13	\$6.40
	Square footage per student	135	168	144
Food Service	Cost per meal equivalent	\$2.69	\$2.64	\$2.53
Transportation	Cost per mile	\$2.83	\$2.96	\$3.36
	Miles per rider	270	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	74%	75%	75%
Poverty rate	21%	29%	19%
Student/teacher ratio	17.1	17.6	17.1
Average teacher salary	\$43,288	\$44,586	\$45,209
Average years' experience	7.9	10.4	8.3
Percent of teachers in first 3 years	32%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,200 in salary, and each librarian, counselor, literacy facilitator, and instructional specialist earned between \$3,506 and \$3,889.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,821	\$6,829	\$7,896	\$7,908	\$9,683
Classroom dollars	\$3,867	\$3,790	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,954	\$3,039	\$3,584	\$3,411	\$3,780
Administration	646	594	775	729	1,050
Plant Operations	704	623	1,032	920	951
Food Service	408	443	365	382	369
Transportation	501	483	397	343	406
Student Support	304	381	629	594	512
Instruction Support	391	515	380	431	470
Other	0	0	6	12	22

Santa Cruz Valley Union High School District

Pinal County
Operational peer group: F
Legislative districts: 23

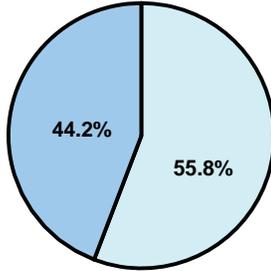
District size: Small
Students attending: 495
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,170
\$4,497



Nonclassroom
\$5,274
\$3,411

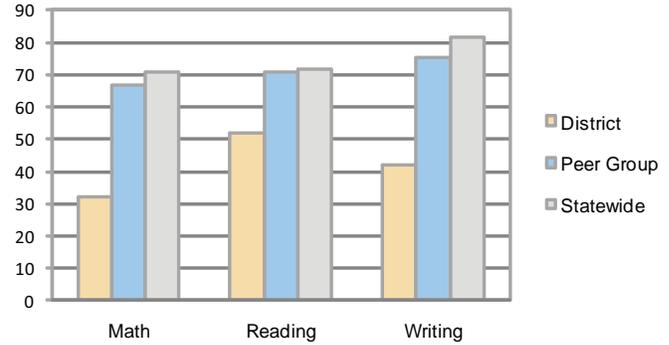
Total
\$9,444
\$7,908

5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom was very inconsistent year to year and decreased significantly from 52.2 to 44.2 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2008)	62%	79%	75%
Poverty rate	18%	14%	19%
Student/teacher ratio	19.8	14.7	17.1
Average teacher salary	\$55,306	\$43,600	\$45,209
Average years' experience	10.7	10.7	8.3
Percent of teachers in first 3 years	24%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,610	\$1,524	\$729
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$5.80	\$5.78	\$6.40
	Square footage per student	285	284	144
Food Service	Cost per meal equivalent	\$6.05	\$3.38	\$2.53
Transportation	Cost per mile	\$1.98	\$2.60	\$3.36
	Miles per rider	NR	294	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,917	\$9,444	\$10,596	\$7,908	\$9,683
Classroom dollars	\$3,703	\$4,170	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$5,214	\$5,274	\$5,203	\$3,411	\$3,780
Administration	2,168	1,610	1,524	729	1,050
Plant Operations	1,443	1,653	1,549	920	951
Food Service	283	524	496	382	369
Transportation	274	278	552	343	406
Student Support	579	708	593	594	512
Instruction Support	368	401	481	431	470
Other	99	100	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$7,577 in salary, and two counselors earned an additional \$1,500.

Performance pay plan goals and results

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

■ = yes, ☐ = no, and ▲ = partially

Scottsdale Unified School District

Maricopa County
Operational peer group: A
Legislative districts: 8, 11, 17

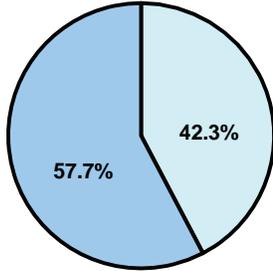
District size: Very Large
Students attending: 25,680
Number of schools: 32

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,773
\$4,497



Nonclassroom
\$3,496
\$3,411

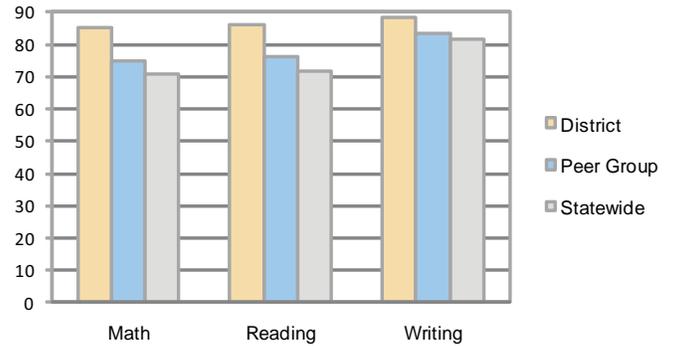
Total
\$8,269
\$7,908

5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom varied year to year and decreased significantly from 63.7 to 57.7 percent. Spending on plant operations, food service, and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

29 schools met all applicable AYP objectives for NCLB. 3 did not because they failed to meet one or more of the following objectives: academic progress (2); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	90%	86%	75%
Poverty rate	8%	14%	19%
Student/teacher ratio	17.0	17.5	17.1
Average teacher salary	\$51,128	\$50,748	\$45,209
Average years' experience	11.2	10.5	8.3
Percent of teachers in first 3 years	18%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$682	\$639	\$729
	Students per administrator	71	77	66
Plant Operations	Cost per square foot	\$5.75	\$6.38	\$6.40
	Square footage per student	163	138	144
Food Service	Cost per meal equivalent	\$2.45	\$2.49	\$2.53
Transportation	Cost per mile	\$3.39	\$4.22	\$3.36
	Miles per rider	390	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,188	\$8,269	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,949	\$4,773	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$3,239	\$3,496	\$3,204	\$3,411	\$3,780
Administration	706	682	639	729	1,050
Plant Operations	693	936	881	920	951
Food Service	357	369	322	382	369
Transportation	352	341	330	343	406
Student Support	601	651	616	594	512
Instruction Support	520	507	398	431	470
Other	10	10	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$6,084 and \$7,184 in additional salary, and each teacher on assignment earned \$2,318.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Sedona-Oak Creek Joint Unified School District

Yavapai County
Operational peer group: E
Legislative districts: 1

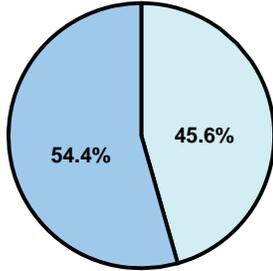
District size: Medium
Students attending: 1,318
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,844
\$4,497



Nonclassroom
\$4,065
\$3,411

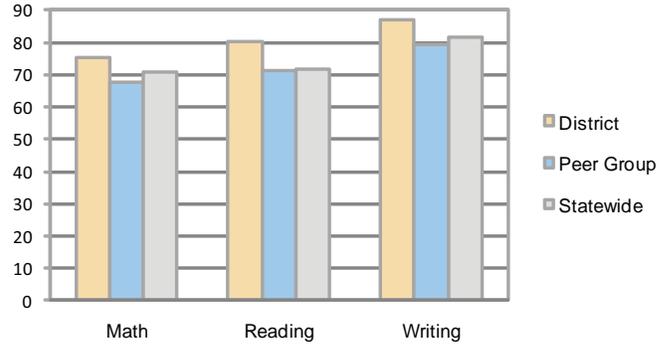
Total
\$8,909
\$7,908

5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom increased significantly from 52.3 to 54.4 percent. Spending on administration and plant operations decreased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$880	\$1,148	\$729
	Students per administrator	63	51	66
Plant Operations	Cost per square foot	\$6.11	\$5.49	\$6.40
	Square footage per student	211	253	144
Food Service	Cost per meal equivalent	\$3.30	\$3.07	\$2.53
Transportation	Cost per mile	\$4.44	\$2.53	\$3.36
	Miles per rider	217	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	81%	70%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	15.0	16.8	17.1
Average teacher salary	\$41,365	\$42,842	\$45,209
Average years' experience	9.5	10.1	8.3
Percent of teachers in first 3 years	19%	24%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,674 in additional salary, and each librarian and counselor earned between \$1,400 and \$2,900.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,684	\$8,909	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,787	\$4,844	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,897	\$4,065	\$4,637	\$3,411	\$3,780
Administration	924	880	1,148	729	1,050
Plant Operations	1,289	1,288	1,379	920	951
Food Service	439	427	444	382	369
Transportation	395	438	554	343	406
Student Support	535	576	749	594	512
Instruction Support	315	456	356	431	470
Other	0	0	7	12	22

Seligman Unified School District

Yavapai County
Operational peer group: G
Legislative districts: 1, 4

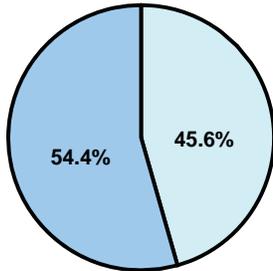
District size: Very Small
Students attending: 178
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,477
\$4,497



Nonclassroom
\$7,104
\$3,411

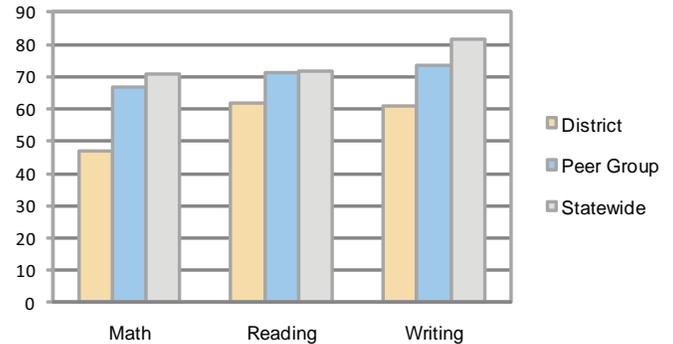
Total
\$15,581
\$7,908

5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom remained fairly stable and increased overall from 53.6 to 54.4 percent. Spending on plant operations and food service decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet applicable AYP objectives for NCLB because they failed to meet the percentage of students tested objective. 1 school also did not have a sufficient graduation rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	54%	54%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	9.9	10.8	17.1
Average teacher salary	\$46,430	\$45,165	\$45,209
Average years' experience	10.0	12.7	8.3
Percent of teachers in first 3 years	25%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,575	\$2,646	\$729
	Students per administrator	NR	26	66
Plant Operations	Cost per square foot	\$4.82	\$4.99	\$6.40
	Square footage per student	508	535	144
Food Service	Cost per meal equivalent	\$2.60	\$4.15	\$2.53
Transportation	Cost per mile	\$1.30	\$1.93	\$3.36
	Miles per rider	924	772	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$16,424	\$15,581	\$15,223	\$7,908	\$9,683
Classroom dollars	\$8,899	\$8,477	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$7,525	\$7,104	\$8,028	\$3,411	\$3,780
Administration	1,541	1,575	2,646	729	1,050
Plant Operations	2,795	2,451	2,496	920	951
Food Service	454	384	800	382	369
Transportation	1,577	1,288	1,036	343	406
Student Support	663	884	529	594	512
Instruction Support	489	522	520	431	470
Other	6	0	1	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,382 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Sentinel Elementary School District

Maricopa County
Operational peer group: L
Legislative districts: 24, 25

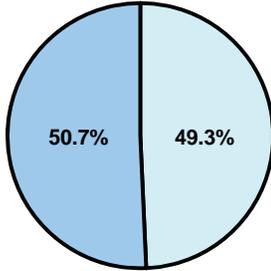
District size: Very Small
Students attending: 36
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$12,056
\$4,497



Nonclassroom
\$11,744
\$3,411

Total
\$23,800
\$7,908

5-year trend

Student enrollment increased by 18 percent, which contributed to the 4 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly from 45.7 to 50.7 percent. Spending on plant operations and food service decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,062	\$2,656	\$729
	Students per administrator	71	32	66
Plant Operations	Cost per square foot	\$11.13	\$7.53	\$6.40
	Square footage per student	380	318	144
Food Service	Cost per meal equivalent	\$7.48	\$5.10	\$2.53
Transportation	Cost per mile	\$3.44	\$1.79	\$3.36
	Miles per rider	899	710	271

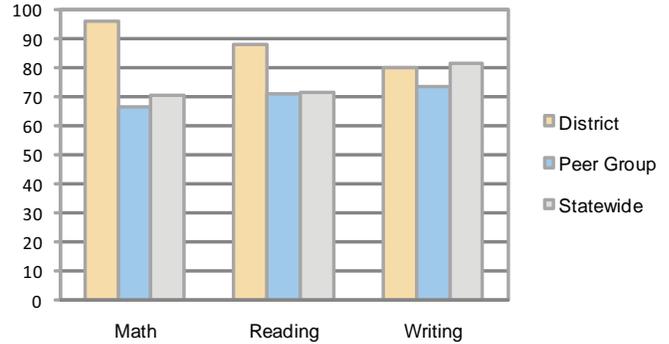
Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$23,847	\$23,800	\$16,311	\$7,908	\$9,683
Classroom dollars	\$12,651	\$12,056	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$11,196	\$11,744	\$7,554	\$3,411	\$3,780
Administration	2,780	3,062	2,656	729	1,050
Plant Operations	3,482	4,233	2,297	920	951
Food Service	1,616	1,592	859	382	369
Transportation	3,291	2,774	930	343	406
Student Support	18	19	474	594	512
Instruction Support	9	64	338	431	470
Other	0	0	0	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	30%	31%	19%
Student/teacher ratio	8.5	10.8	17.1
Average teacher salary	\$52,847	\$45,165	\$45,209
Average years' experience	15.2	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher, instructional aide, a food service worker, and a bus driver earned between \$160 and \$565 in additional salary, for performing AIMS intervention activities.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Show Low Unified School District

Navajo County
Operational peer group: D
Legislative districts: 5

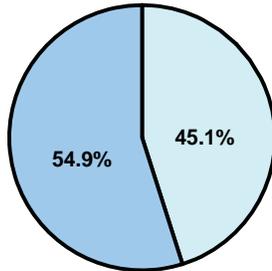
District size: Medium-Large
Students attending: 2,379
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,260
\$4,497



Nonclassroom
\$3,496
\$3,411

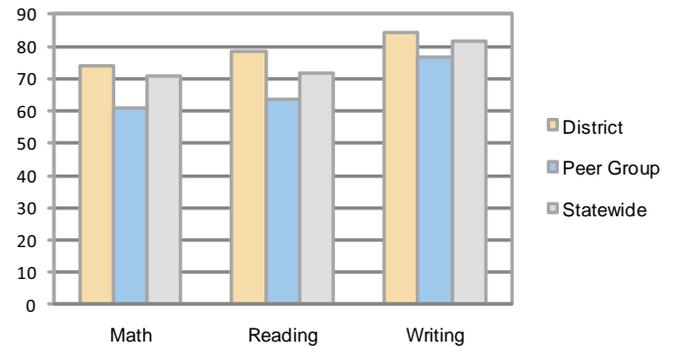
Total
\$7,756
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year and decreased significantly from 60.3 to 54.9 percent. Spending on student and instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 1 school did not because its graduation rate was not sufficient.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$715	\$775	\$729
	Students per administrator	66	61	66
Plant Operations	Cost per square foot	\$5.07	\$6.13	\$6.40
	Square footage per student	192	168	144
Food Service	Cost per meal equivalent	\$2.70	\$2.64	\$2.53
Transportation	Cost per mile	\$3.05	\$2.96	\$3.36
	Miles per rider	153	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	80%	75%	75%
Poverty rate	21%	29%	19%
Student/teacher ratio	17.6	17.6	17.1
Average teacher salary	\$47,431	\$44,586	\$45,209
Average years' experience	13.6	10.4	8.3
Percent of teachers in first 3 years	14%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$7,295 and \$7,318 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,599	\$7,756	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,297	\$4,260	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,302	\$3,496	\$3,584	\$3,411	\$3,780
Administration	709	715	775	729	1,050
Plant Operations	889	977	1,032	920	951
Food Service	361	406	365	382	369
Transportation	396	375	397	343	406
Student Support	645	604	629	594	512
Instruction Support	302	419	380	431	470
Other	0	0	6	12	22

Sierra Vista Unified School District

Cochise County
Operational peer group: D
Legislative districts: 30

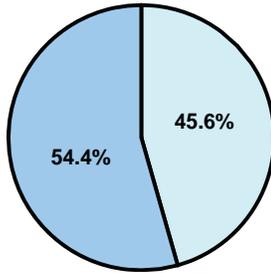
District size: Medium-Large
Students attending: 6,316
Number of schools: 9

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,079
\$4,497



Nonclassroom
\$3,426
\$3,411

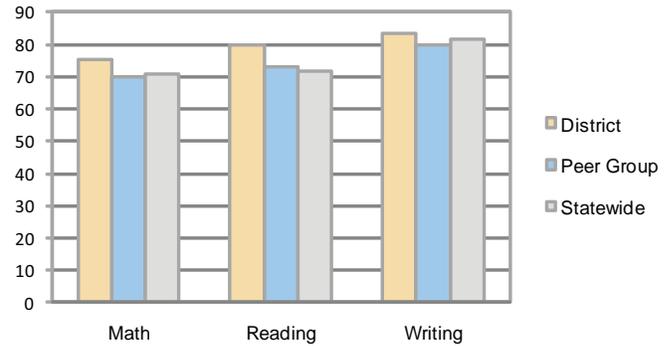
Total
\$7,505
\$7,908

5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year and decreased overall from 55.4 to 54.4 percent. Spending on student and instruction support increased, spending on plant operations and food service decreased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	82%	73%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	17.6	17.2	17.1
Average teacher salary	\$46,054	\$42,175	\$45,209
Average years' experience	11.8	8.4	8.3
Percent of teachers in first 3 years	13%	34%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$872	\$775	\$729
	Students per administrator	58	61	66
Plant Operations	Cost per square foot	\$7.47	\$6.13	\$6.40
	Square footage per student	136	168	144
Food Service	Cost per meal equivalent	\$2.52	\$2.64	\$2.53
Transportation	Cost per mile	\$4.04	\$2.96	\$3.36
	Miles per rider	205	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,516	\$7,505	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,077	\$4,079	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,439	\$3,426	\$3,584	\$3,411	\$3,780
Administration	820	872	775	729	1,050
Plant Operations	1,021	1,012	1,032	920	951
Food Service	320	289	365	382	369
Transportation	347	326	397	343	406
Student Support	505	533	629	594	512
Instruction Support	426	394	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,317 in additional salary, and each librarian, counselor, behavioral specialist, reading specialist, teacher on assignment, and athletic trainer earned between \$790 and \$5,988.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Skull Valley Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

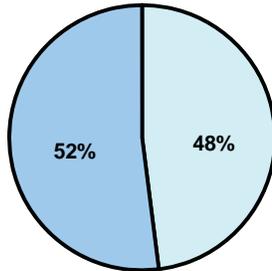
District size: Very Small
Students attending: 18
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$11,727
\$4,497



Nonclassroom
\$10,811
\$3,411

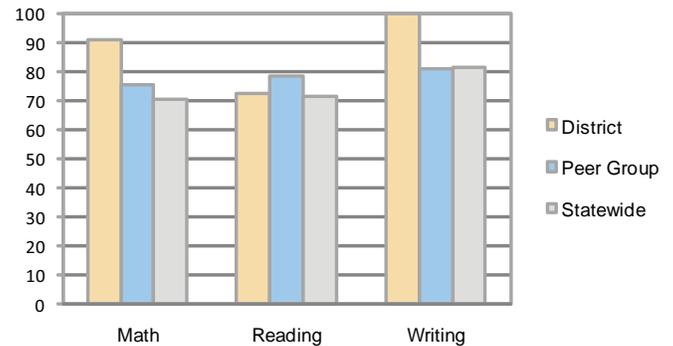
Total
\$22,538
\$7,908

5-year trend

Total spending per pupil increased by 46 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 56.4 to 52 percent. Spending on administration and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,779	\$2,656	\$729
	Students per administrator	12	32	66
Plant Operations	Cost per square foot	\$6.06	\$7.53	\$6.40
	Square footage per student	483	318	144
Food Service	Cost per meal equivalent	\$18.35	\$5.10	\$2.53
Transportation	Cost per mile	\$1.82	\$1.79	\$3.36
	Miles per rider	400	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	10%	12%	19%
Student/teacher ratio	7.1	10.7	17.1
Average teacher salary	\$39,656	\$45,399	\$45,209
Average years' experience	20.0	10.9	8.3
Percent of teachers in first 3 years	0%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,254 in additional salary, and each instructional aide earned an additional \$2,119.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$21,206	\$22,538	\$16,311	\$7,908	\$9,683
Classroom dollars	\$12,109	\$11,727	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$9,097	\$10,811	\$7,554	\$3,411	\$3,780
Administration	2,035	2,779	2,656	729	1,050
Plant Operations	2,565	2,926	2,297	920	951
Food Service	2,440	2,716	859	382	369
Transportation	1,586	1,849	930	343	406
Student Support	430	444	474	594	512
Instruction Support	41	97	338	431	470
Other	0	0	0	12	22

Snowflake Unified School District

Navajo County
Operational peer group: D
Legislative districts: 5

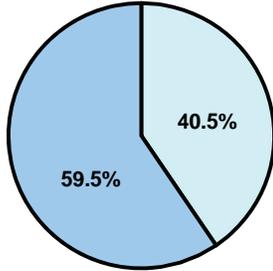
District size: Medium-Large
Students attending: 2,406
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,312
\$4,497



Nonclassroom
\$2,940
\$3,411

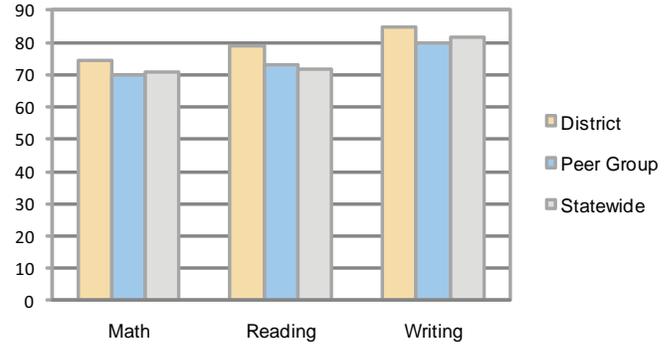
Total
\$7,252
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom increased significantly from 57.3 to 59.5 percent. Spending on administration and plant operations decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$515	\$775	\$729
	Students per administrator	52	61	66
Plant Operations	Cost per square foot	\$4.73	\$6.13	\$6.40
	Square footage per student	171	168	144
Food Service	Cost per meal equivalent	\$2.99	\$2.64	\$2.53
Transportation	Cost per mile	\$3.41	\$2.96	\$3.36
	Miles per rider	355	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2008)	83%	73%	75%
Poverty rate	16%	15%	19%
Student/teacher ratio	19.5	17.2	17.1
Average teacher salary	\$45,042	\$42,175	\$45,209
Average years' experience	13.8	8.4	8.3
Percent of teachers in first 3 years	13%	34%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$7,241 and \$8,670 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,142	\$7,252	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,257	\$4,312	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$2,885	\$2,940	\$3,584	\$3,411	\$3,780
Administration	485	515	775	729	1,050
Plant Operations	904	812	1,032	920	951
Food Service	290	296	365	382	369
Transportation	432	444	397	343	406
Student Support	595	630	629	594	512
Instruction Support	179	243	380	431	470
Other	0	0	6	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Solomon Elementary School District

Graham County
Operational peer group: L
Legislative districts: 5

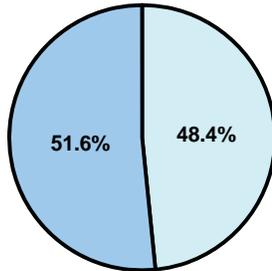
District size: Very Small
Students attending: 170
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,406
\$4,497



Nonclassroom
\$4,134
\$3,411

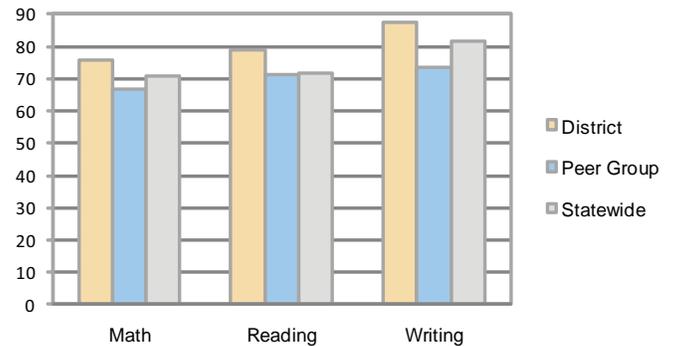
Total
\$8,540
\$7,908

5-year trend

Total spending per pupil increased by 40 percent. Spending in the classroom varied year to year and increased overall from 50.9 to 51.6 percent. Spending on administration decreased, spending on plant operations increased, and spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,298	\$2,656	\$729
	Students per administrator	55	32	66
Plant Operations	Cost per square foot	\$2.57	\$7.53	\$6.40
	Square footage per student	503	318	144
Food Service	Cost per meal equivalent	\$3.09	\$5.10	\$2.53
Transportation	Cost per mile	\$1.60	\$1.79	\$3.36
	Miles per rider	210	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	15.5	10.8	17.1
Average teacher salary	\$41,738	\$45,165	\$45,209
Average years' experience	9.6	12.7	8.3
Percent of teachers in first 3 years	28%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,669 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,490	\$8,540	\$16,311	\$7,908	\$9,683
Classroom dollars	\$4,563	\$4,406	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$3,927	\$4,134	\$7,554	\$3,411	\$3,780
Administration	1,248	1,298	2,656	729	1,050
Plant Operations	1,147	1,295	2,297	920	951
Food Service	605	683	859	382	369
Transportation	480	369	930	343	406
Student Support	392	332	474	594	512
Instruction Support	52	157	338	431	470
Other	3	0	0	12	22

Somerton Elementary School District

Yuma County
Operational peer group: J
Legislative districts: 24

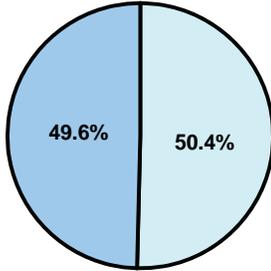
District size: Medium-Large
Students attending: 2,568
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,681
\$4,497



Nonclassroom
\$3,744
\$3,411

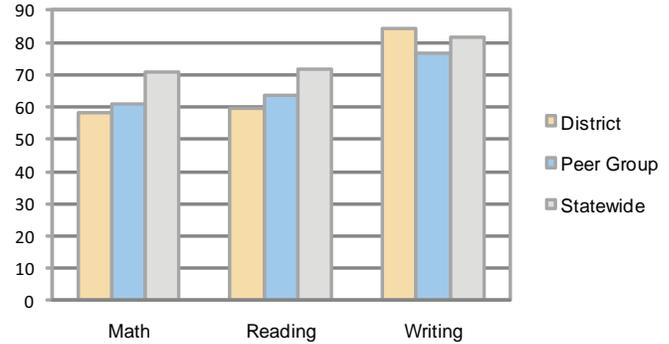
Total
\$7,425
\$7,908

5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year and decreased significantly from 51.7 to 49.6 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	75%	75%
Poverty rate	41%	29%	19%
Student/teacher ratio	19.9	17.6	17.1
Average teacher salary	\$41,341	\$44,586	\$45,209
Average years' experience	5.9	10.4	8.3
Percent of teachers in first 3 years	41%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$976	\$921	\$729
	Students per administrator	51	64	66
Plant Operations	Cost per square foot	\$7.78	\$6.71	\$6.40
	Square footage per student	121	125	144
Food Service	Cost per meal equivalent	\$2.35	\$2.56	\$2.53
Transportation	Cost per mile	\$3.66	\$3.04	\$3.36
	Miles per rider	189	145	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,552	\$7,425	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,619	\$3,681	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$3,933	\$3,744	\$3,601	\$3,411	\$3,780
Administration	1,060	976	921	729	1,050
Plant Operations	865	945	879	920	951
Food Service	622	545	524	382	369
Transportation	264	230	410	343	406
Student Support	560	521	483	594	512
Instruction Support	562	527	384	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,285 in salary, and each speech pathologist, counselor, reading coach, and mentor teacher earned between \$4,076 and \$4,626.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Sonoita Elementary School District

Santa Cruz County
Operational peer group: L
Legislative districts: 30

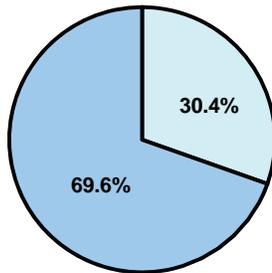
District size: Very Small
Students attending: 134
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$11,045
\$4,497



Nonclassroom
\$4,831
\$3,411

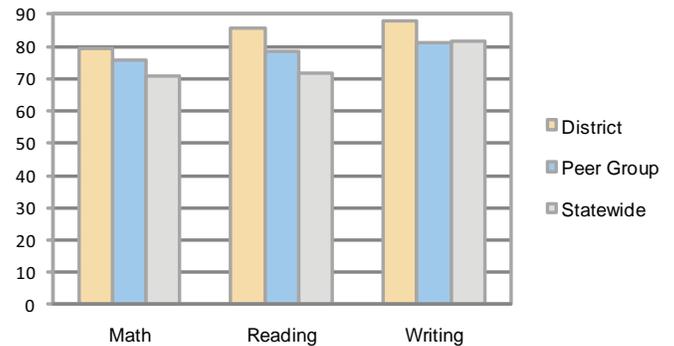
Total
\$15,876
\$7,908

5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom was very inconsistent year to year and decreased significantly from 74.2 to 69.6 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,723	\$2,656	\$729
	Students per administrator	53	32	66
Plant Operations	Cost per square foot	\$8.94	\$7.53	\$6.40
	Square footage per student	238	318	144
Food Service	Cost per meal equivalent	\$1.52	\$5.10	\$2.53
Transportation	Cost per mile	NR	\$1.79	\$3.36
	Miles per rider	NR	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	14%	12%	19%
Student/teacher ratio	9.5	10.7	17.1
Average teacher salary	\$58,370	\$45,399	\$45,209
Average years' experience	12.9	10.9	8.3
Percent of teachers in first 3 years	7%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,661 in additional salary, and each instructional aide earned an additional \$1,257.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$16,510	\$15,876	\$16,311	\$7,908	\$9,683
Classroom dollars	\$10,841	\$11,045	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$5,669	\$4,831	\$7,554	\$3,411	\$3,780
Administration	1,628	1,723	2,656	729	1,050
Plant Operations	2,293	2,129	2,297	920	951
Food Service	164	211	859	382	369
Transportation	824	377	930	343	406
Student Support	760	381	474	594	512
Instruction Support	0	10	338	431	470
Other	0	0	0	12	22

St. David Unified School District

Cochise County
Operational peer group: F
Legislative districts: 25

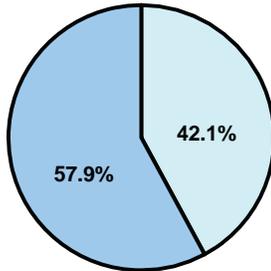
District size: Small
Students attending: 444
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,413
\$4,497



Nonclassroom
\$3,943
\$3,411

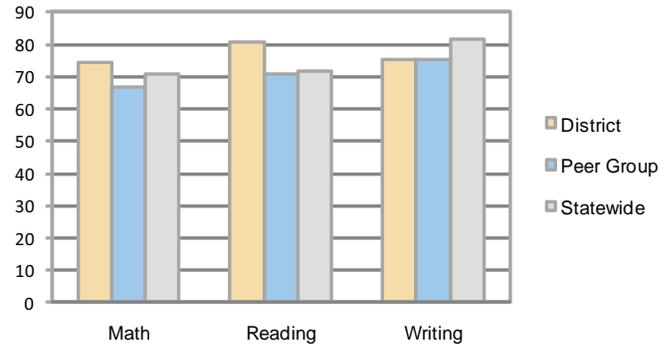
Total
\$9,356
\$7,908

5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom varied year to year and increased significantly overall from 54.5 to 57.9 percent. Spending on student support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,095	\$1,524	\$729
	Students per administrator	34	42	66
Plant Operations	Cost per square foot	\$6.09	\$5.78	\$6.40
	Square footage per student	176	284	144
Food Service	Cost per meal equivalent	\$2.19	\$3.38	\$2.53
Transportation	Cost per mile	\$3.14	\$2.60	\$3.36
	Miles per rider	151	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	64%	79%	75%
Poverty rate	15%	14%	19%
Student/teacher ratio	13.5	14.7	17.1
Average teacher salary	\$49,034	\$43,600	\$45,209
Average years' experience	12.1	10.7	8.3
Percent of teachers in first 3 years	14%	23%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,959 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,882	\$9,356	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,108	\$5,413	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$3,774	\$3,943	\$5,203	\$3,411	\$3,780
Administration	1,026	1,095	1,524	729	1,050
Plant Operations	1,169	1,073	1,549	920	951
Food Service	201	215	496	382	369
Transportation	270	325	552	343	406
Student Support	1,053	1,179	593	594	512
Instruction Support	55	56	481	431	470
Other	0	0	8	12	22

St. Johns Unified School District

Apache County
Operational peer group: E
Legislative districts: 5

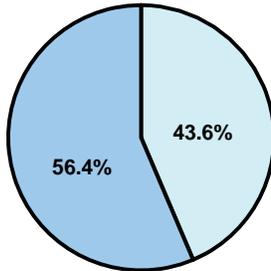
District size: Medium
Students attending: 951
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,398
\$4,497



Nonclassroom
\$4,179
\$3,411

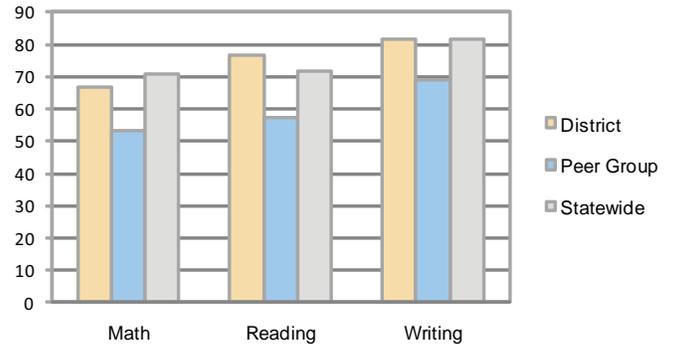
Total
\$9,577
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 57.9 to 56.4 percent. Spending on plant operations and student support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$860	\$1,148	\$729
	Students per administrator	48	51	66
Plant Operations	Cost per square foot	\$4.80	\$5.49	\$6.40
	Square footage per student	312	253	144
Food Service	Cost per meal equivalent	\$2.96	\$3.07	\$2.53
Transportation	Cost per mile	\$1.51	\$2.53	\$3.36
	Miles per rider	536	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2008)	82%	70%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	15.5	14.9	17.1
Average teacher salary	\$40,538	\$41,086	\$45,209
Average years' experience	13.3	11.1	8.3
Percent of teachers in first 3 years	18%	20%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,774 in salary, and the speech pathologist, counselor, reading coach, and reading specialist earned between \$1,695 and \$4,774.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,742	\$9,577	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,224	\$5,398	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,518	\$4,179	\$4,637	\$3,411	\$3,780
Administration	1,092	860	1,148	729	1,050
Plant Operations	1,506	1,500	1,379	920	951
Food Service	426	439	444	382	369
Transportation	503	409	554	343	406
Student Support	709	648	749	594	512
Instruction Support	282	323	356	431	470
Other	0	0	7	12	22

Stanfield Elementary School District

Pinal County
Operational peer group: J
Legislative districts: 23

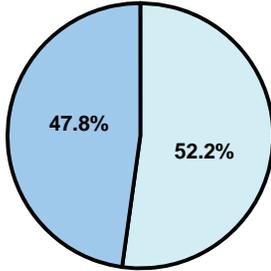
District size: Medium
Students attending: 687
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,959
\$4,497



Nonclassroom
\$4,329
\$3,411

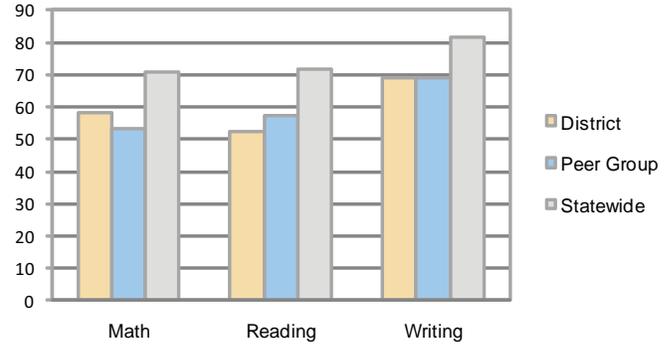
Total
\$8,288
\$7,908

5-year trend

Total spending per pupil increased by 3 percent. Spending in the classroom was very inconsistent year to year and increased overall from 46.9 to 47.8 percent. Spending on administration and instruction support decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because it failed to meet the percentage of students tested objective.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	17.4	14.9	17.1
Average teacher salary	\$42,662	\$41,086	\$45,209
Average years' experience	8.2	11.1	8.3
Percent of teachers in first 3 years	15%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,010	\$921	\$729
	Students per administrator	57	64	66
Plant Operations	Cost per square foot	\$7.02	\$6.71	\$6.40
	Square footage per student	142	125	144
Food Service	Cost per meal equivalent	\$2.73	\$2.56	\$2.53
Transportation	Cost per mile	\$2.04	\$3.04	\$3.36
	Miles per rider	NR	145	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,484	\$8,288	\$7,752	\$7,908	\$9,683
Classroom dollars	\$4,007	\$3,959	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$4,477	\$4,329	\$3,601	\$3,411	\$3,780
Administration	1,023	1,010	921	729	1,050
Plant Operations	990	995	879	920	951
Food Service	652	668	524	382	369
Transportation	852	683	410	343	406
Student Support	459	463	483	594	512
Instruction Support	501	510	384	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$2,699 in additional salary, and the librarian and counselor earned between \$915 and \$2,785.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Sunnyside Unified School District

Pima County
Operational peer group: B
Legislative districts: 29

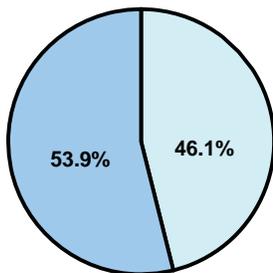
District size: Large
Students attending: 16,734
Number of schools: 22

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,306
\$4,497



Nonclassroom
\$3,685
\$3,411

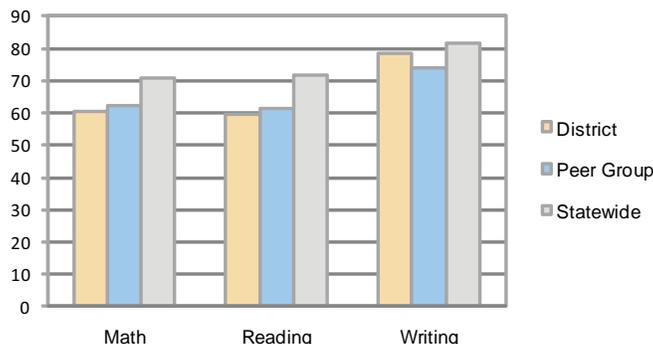
Total
\$7,991
\$7,908

5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year and decreased significantly overall from 58.7 to 53.9 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

10 schools met all applicable AYP objectives for NCLB. 12 did not because they failed to meet 1 or more of the following: percentage of students tested (3); academic progress (11); attendance rate (2); graduation rate (2).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2008)	64%	74%	75%
Poverty rate	34%	28%	19%
Student/teacher ratio	16.7	18.0	17.1
Average teacher salary	\$46,045	\$48,318	\$45,209
Average years' experience	10.6	8.9	8.3
Percent of teachers in first 3 years	30%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$642	\$634	\$729
	Students per administrator	66	67	66
Plant Operations	Cost per square foot	\$8.12	\$6.67	\$6.40
	Square footage per student	111	142	144
Food Service	Cost per meal equivalent	\$2.77	\$2.64	\$2.53
Transportation	Cost per mile	\$3.66	\$3.44	\$3.36
	Miles per rider	105	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$8,014	\$7,991	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,421	\$4,306	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,593	\$3,685	\$3,276	\$3,411	\$3,780
Administration	628	642	634	729	1,050
Plant Operations	905	898	936	920	951
Food Service	461	445	310	382	369
Transportation	235	226	359	343	406
Student Support	756	812	571	594	512
Instruction Support	604	658	443	431	470
Other	4	4	23	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$5,681 in additional salary, and each librarian, speech pathologist, counselor, nurse, and psychologist earned between \$1,059 and \$13,293.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Superior Unified School District

Pinal County
Operational peer group: F
Legislative districts: 23

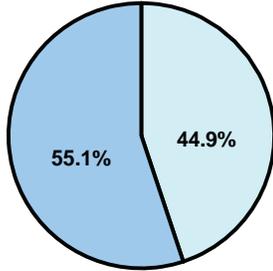
District size: Small
Students attending: 442
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,871
\$4,497



Nonclassroom
\$4,789
\$3,411

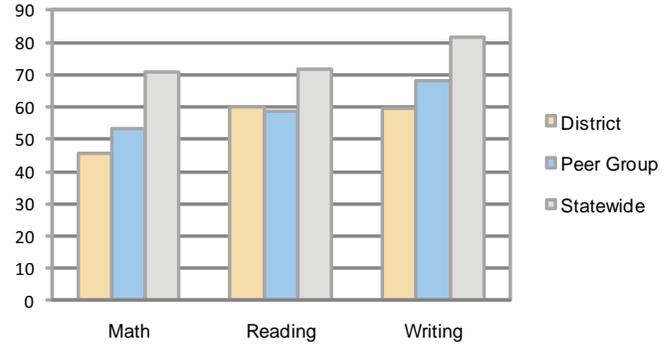
Total
\$10,660
\$7,908

5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom varied year to year and increased overall from 53.5 to 55.1 percent. Spending on administration, student support, and instruction support decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,429	\$1,524	\$729
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$6.15	\$5.78	\$6.40
	Square footage per student	280	284	144
Food Service	Cost per meal equivalent	\$3.84	\$3.38	\$2.53
Transportation	Cost per mile	\$4.64	\$2.60	\$3.36
	Miles per rider	182	294	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	75%	73%	75%
Poverty rate	22%	30%	19%
Student/teacher ratio	13.8	14.2	17.1
Average teacher salary	\$43,319	\$41,521	\$45,209
Average years' experience	9.3	10.8	8.3
Percent of teachers in first 3 years	30%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned \$4,974 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,223	\$10,660	\$10,596	\$7,908	\$9,683
Classroom dollars	\$5,543	\$5,871	\$5,393	\$4,497	\$5,903
Nonclassroom dollars:	\$4,680	\$4,789	\$5,203	\$3,411	\$3,780
Administration	1,428	1,429	1,524	729	1,050
Plant Operations	1,603	1,719	1,549	920	951
Food Service	560	587	496	382	369
Transportation	389	519	552	343	406
Student Support	423	312	593	594	512
Instruction Support	277	223	481	431	470
Other	0	0	8	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Tanque Verde Unified School District

Pima County
Operational peer group: C
Legislative districts: 30

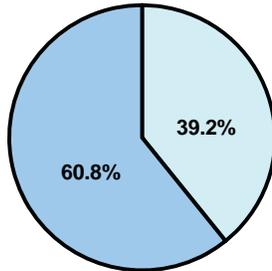
District size: Medium
Students attending: 1,402
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,943
\$4,497



Nonclassroom
\$3,182
\$3,411

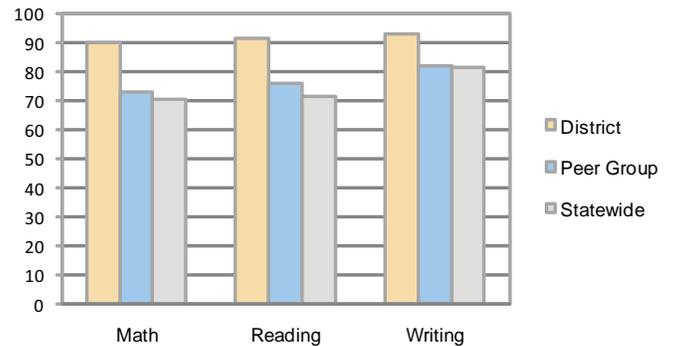
Total
\$8,125
\$7,908

5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom was very inconsistent year to year and decreased slightly overall from 60.9 to 60.8 percent. Spending on instruction support increased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$981	\$733	\$729
	Students per administrator	72	63	66
Plant Operations	Cost per square foot	\$4.93	\$6.20	\$6.40
	Square footage per student	143	144	144
Food Service	Cost per meal equivalent	\$1.60	\$2.79	\$2.53
Transportation	Cost per mile	\$2.89	\$3.31	\$3.36
	Miles per rider	NR	230	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	95%	84%	75%
Poverty rate	4%	13%	19%
Student/teacher ratio	13.6	17.5	17.1
Average teacher salary	\$44,467	\$44,052	\$45,209
Average years' experience	11.9	8.4	8.3
Percent of teachers in first 3 years	12%	30%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$3,553 and \$3,701 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,287	\$8,125	\$7,484	\$7,908	\$9,683
Classroom dollars	\$5,503	\$4,943	\$4,298	\$4,497	\$5,903
Nonclassroom dollars:	\$3,784	\$3,182	\$3,186	\$3,411	\$3,780
Administration	1,130	981	733	729	1,050
Plant Operations	911	703	869	920	951
Food Service	372	317	332	382	369
Transportation	458	370	400	343	406
Student Support	565	498	543	594	512
Instruction Support	348	313	295	431	470
Other	0	0	14	12	22

Tempe Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 16, 17, 18

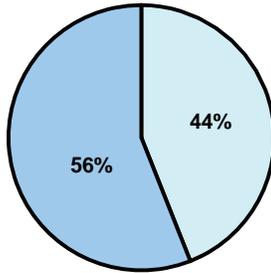
District size: Large
Students attending: 12,059
Number of schools: 24

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,057
\$4,497



Nonclassroom
\$3,975
\$3,411

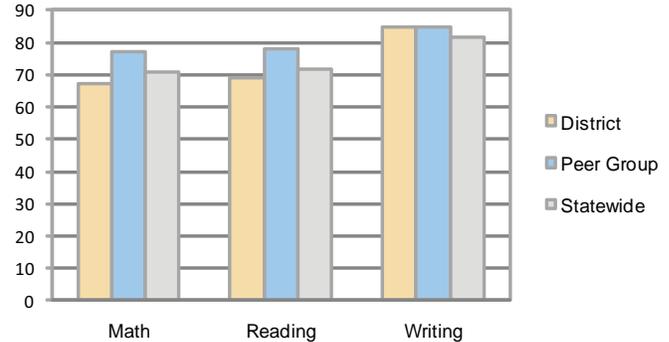
Total
\$9,032
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom decreased slightly overall from 56.3 to 56 percent. Spending on plant operations decreased, spending on food service and instruction support increased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

23 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	N/A	85%	75%
Poverty rate	17%	13%	19%
Student/teacher ratio	13.8	17.3	17.1
Average teacher salary	\$42,821	\$45,833	\$45,209
Average years' experience	9.1	9.1	8.3
Percent of teachers in first 3 years	26%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$837	\$705	\$729
	Students per administrator	62	67	66
Plant Operations	Cost per square foot	\$6.05	\$6.62	\$6.40
	Square footage per student	142	120	144
Food Service	Cost per meal equivalent	\$2.43	\$2.44	\$2.53
Transportation	Cost per mile	\$5.11	\$4.77	\$3.36
	Miles per rider	132	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,932	\$9,032	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,964	\$5,057	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,968	\$3,975	\$3,322	\$3,411	\$3,780
Administration	854	837	705	729	1,050
Plant Operations	893	862	786	920	951
Food Service	466	465	494	382	369
Transportation	353	356	272	343	406
Student Support	688	702	536	594	512
Instruction Support	714	753	529	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$5,841 and \$6,577 in additional salary, and each curriculum specialist and physical education specialist earned between \$1,320 and \$2,039.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Tempe Union High School District

Maricopa County
Operational peer group: B
Legislative districts: 16, 17, 18, 20

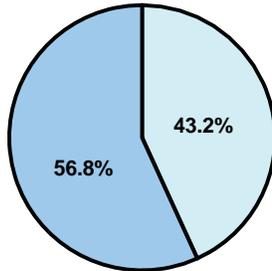
District size: Large
Students attending: 12,692
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,229
\$4,497



Nonclassroom
\$3,220
\$3,411

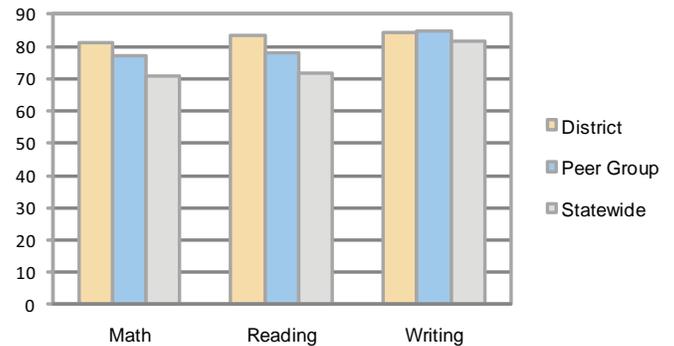
Total
\$7,449
\$7,908

5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year and decreased overall from 58.6 to 56.8 percent. Spending on administration and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$706	\$634	\$729
	Students per administrator	74	67	66
Plant Operations	Cost per square foot	\$5.68	\$6.67	\$6.40
	Square footage per student	183	142	144
Food Service	Cost per meal equivalent	\$2.81	\$2.64	\$2.53
Transportation	Cost per mile	\$3.48	\$3.44	\$3.36
	Miles per rider	296	290	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	96%	95%
Graduation rate (2008)	91%	85%	75%
Poverty rate	11%	13%	19%
Student/teacher ratio	20.0	17.3	17.1
Average teacher salary	\$52,053	\$45,833	\$45,209
Average years' experience	11.0	9.1	8.3
Percent of teachers in first 3 years	18%	27%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, and coordinator earned \$8,326 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,512	\$7,449	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,371	\$4,229	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,141	\$3,220	\$3,276	\$3,411	\$3,780
Administration	707	706	634	729	1,050
Plant Operations	1,007	1,042	936	920	951
Food Service	265	254	310	382	369
Transportation	170	190	359	343	406
Student Support	552	545	571	594	512
Instruction Support	405	446	443	431	470
Other	35	37	23	12	22

Thatcher Unified School District

Graham County
Operational peer group: E
Legislative districts: 5

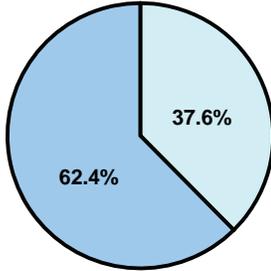
District size: Medium
Students attending: 1,268
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,140
\$4,497



Nonclassroom
\$2,493
\$3,411

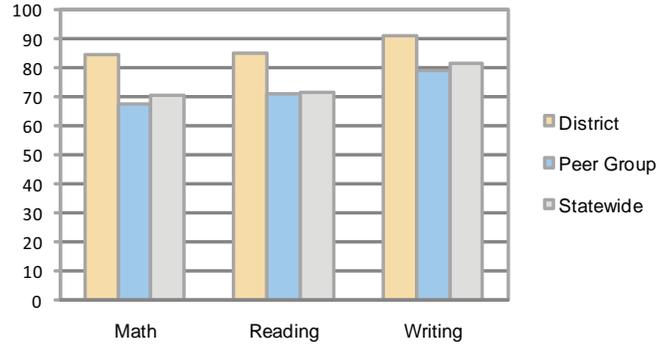
Total
\$6,633
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year and increased significantly overall from 56.6 to 62.4 percent. Spending on administration and instruction support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	90%	70%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	17.6	16.8	17.1
Average teacher salary	\$42,192	\$42,842	\$45,209
Average years' experience	12.9	10.1	8.3
Percent of teachers in first 3 years	15%	24%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$816	\$1,148	\$729
	Students per administrator	63	51	66
Plant Operations	Cost per square foot	\$3.75	\$5.49	\$6.40
	Square footage per student	219	253	144
Food Service	Cost per meal equivalent	\$3.31	\$3.07	\$2.53
Transportation	Cost per mile	\$3.11	\$2.53	\$3.36
	Miles per rider	134	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,706	\$6,633	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,173	\$4,140	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$2,533	\$2,493	\$4,637	\$3,411	\$3,780
Administration	820	816	1,148	729	1,050
Plant Operations	835	822	1,379	920	951
Food Service	300	302	444	382	369
Transportation	274	256	554	343	406
Student Support	139	146	749	594	512
Instruction Support	138	124	356	431	470
Other	27	27	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$6,243 in additional salary, and the librarian and each counselor earned between \$2,477 and \$6,467.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Tolleson Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 13

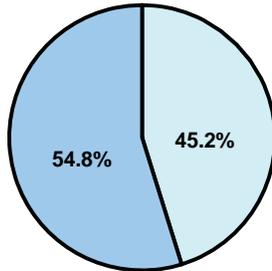
District size: Medium-Large
Students attending: 2,716
Number of schools: 4

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,325
\$4,497



Nonclassroom
\$3,574
\$3,411

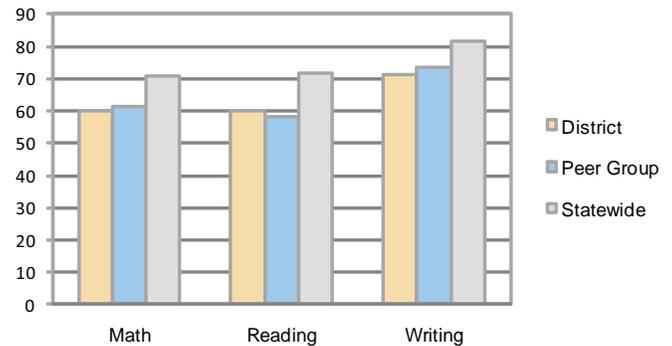
Total
\$7,899
\$7,908

5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 57.1 to 54.8 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students failed to demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$992	\$840	\$729
	Students per administrator	80	69	66
Plant Operations	Cost per square foot	\$5.82	\$7.16	\$6.40
	Square footage per student	120	123	144
Food Service	Cost per meal equivalent	\$2.21	\$2.38	\$2.53
Transportation	Cost per mile	\$9.69	\$5.18	\$3.36
	Miles per rider	158	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	22%	31%	19%
Student/teacher ratio	19.8	16.2	17.1
Average teacher salary	\$50,867	\$46,306	\$45,209
Average years' experience	8.7	8.5	8.3
Percent of teachers in first 3 years	30%	33%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,197 in additional salary, and each librarian, speech pathologist, counselor, and reading interventionist earned \$4,165.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,942	\$7,899	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,630	\$4,325	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$3,312	\$3,574	\$3,679	\$3,411	\$3,780
Administration	1,003	992	840	729	1,050
Plant Operations	716	699	890	920	951
Food Service	521	562	525	382	369
Transportation	151	147	253	343	406
Student Support	488	546	626	594	512
Instruction Support	433	628	545	431	470
Other	0	0	0	12	22

Tolleson Union High School District

Maricopa County
Operational peer group: B
Legislative districts: 12, 13, 16, 23

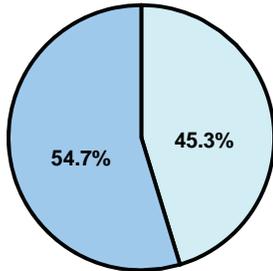
District size: Large
Students attending: 8,866
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,723
\$4,497



Nonclassroom
\$3,089
\$3,411

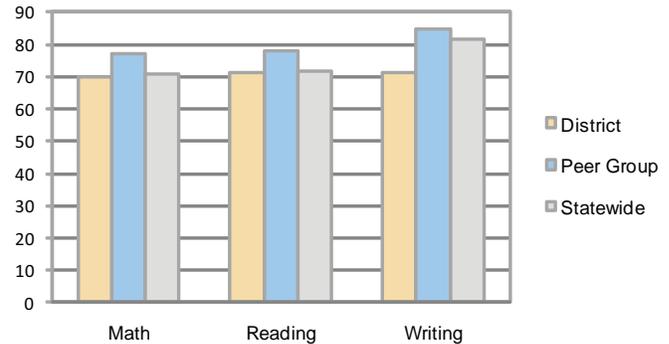
Total
\$6,812
\$7,908

5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 59 to 54.7 percent. Spending on administration and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	98%	96%	95%
Graduation rate (2008)	84%	85%	75%
Poverty rate	18%	13%	19%
Student/teacher ratio	21.0	17.3	17.1
Average teacher salary	\$46,534	\$45,833	\$45,209
Average years' experience	7.9	9.1	8.3
Percent of teachers in first 3 years	33%	27%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$746	\$634	\$729
	Students per administrator	NR	67	66
Plant Operations	Cost per square foot	\$7.68	\$6.67	\$6.40
	Square footage per student	117	142	144
Food Service	Cost per meal equivalent	\$2.25	\$2.64	\$2.53
Transportation	Cost per mile	\$3.81	\$3.44	\$3.36
	Miles per rider	298	290	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,753	\$6,812	\$7,523	\$7,908	\$9,683
Classroom dollars	\$3,719	\$3,723	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,034	\$3,089	\$3,276	\$3,411	\$3,780
Administration	769	746	634	729	1,050
Plant Operations	843	902	936	920	951
Food Service	273	267	310	382	369
Transportation	335	349	359	343	406
Student Support	504	483	571	594	512
Instruction Support	284	315	443	431	470
Other	26	27	23	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,527 in salary, and each librarian, counselor, and social worker earned between \$4,477 and \$4,927.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Toltec Elementary School District

Pinal County
Operational peer group: J
Legislative districts: 23

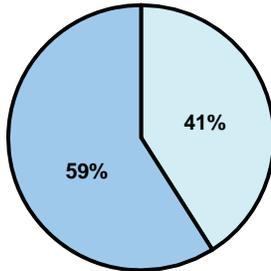
District size: Medium
Students attending: 1,419
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,725
\$4,497



Nonclassroom
\$2,593
\$3,411

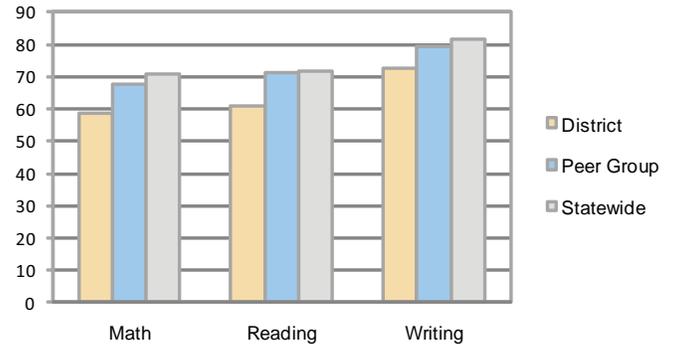
Total
\$6,318
\$7,908

5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom was very inconsistent year to year and increased overall from 57.5 to 59 percent. Spending on plant operations and transportation decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students failed to demonstrate sufficient academic progress.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$704	\$921	\$729
	Students per administrator	89	64	66
Plant Operations	Cost per square foot	\$5.80	\$6.71	\$6.40
	Square footage per student	113	125	144
Food Service	Cost per meal equivalent	\$2.40	\$2.56	\$2.53
Transportation	Cost per mile	\$3.65	\$3.04	\$3.36
	Miles per rider	95	145	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	70%	75%
Poverty rate	12%	15%	19%
Student/teacher ratio	18.4	16.8	17.1
Average teacher salary	\$38,203	\$42,842	\$45,209
Average years' experience	6.9	10.1	8.3
Percent of teachers in first 3 years	31%	24%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$4,197 in additional salary, and each librarian, speech pathologist, counselor, and reading interventionist earned \$4,165.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,277	\$6,318	\$7,752	\$7,908	\$9,683
Classroom dollars	\$3,600	\$3,725	\$4,151	\$4,497	\$5,903
Nonclassroom dollars:	\$2,677	\$2,593	\$3,601	\$3,411	\$3,780
Administration	656	704	921	729	1,050
Plant Operations	765	656	879	920	951
Food Service	458	423	524	382	369
Transportation	383	378	410	343	406
Student Support	194	241	483	594	512
Instruction Support	221	191	384	431	470
Other	0	0	0	12	22

Tombstone Unified School District

Cochise County
Operational peer group: E
Legislative districts: 25

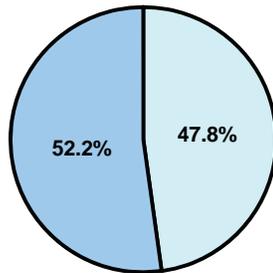
District size: Medium
Students attending: 780
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,916
\$4,497



Nonclassroom
\$4,510
\$3,411

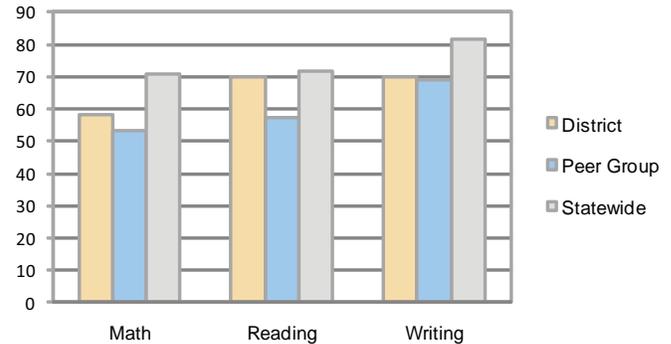
Total
\$9,426
\$7,908

5-year trend

Student enrollment decreased by 15 percent, which contributed to the 45 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 56.4 to 52.2 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because it did not have a sufficient graduation rate.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2008)	66%	70%	75%
Poverty rate	23%	31%	19%
Student/teacher ratio	13.2	14.9	17.1
Average teacher salary	\$38,870	\$41,086	\$45,209
Average years' experience	8.2	11.1	8.3
Percent of teachers in first 3 years	46%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,280	\$1,148	\$729
	Students per administrator	32	51	66
Plant Operations	Cost per square foot	\$4.10	\$5.49	\$6.40
	Square footage per student	297	253	144
Food Service	Cost per meal equivalent	\$2.95	\$3.07	\$2.53
Transportation	Cost per mile	\$1.67	\$2.53	\$3.36
	Miles per rider	521	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,318	\$9,426	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,396	\$4,916	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,922	\$4,510	\$4,637	\$3,411	\$3,780
Administration	1,480	1,280	1,148	729	1,050
Plant Operations	1,268	1,218	1,379	920	951
Food Service	495	468	444	382	369
Transportation	582	573	554	343	406
Student Support	975	755	749	594	512
Instruction Support	121	216	356	431	470
Other	1	0	7	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$7,475 in additional salary, and each counselor earned \$6,967.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Tonto Basin Elementary School District

Gila County
Operational peer group: L
Legislative districts: 5

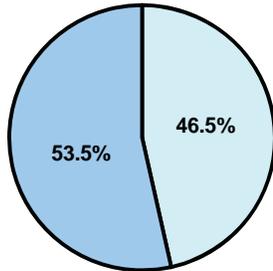
District size: Very Small
Students attending: 61
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,340
\$4,497



Nonclassroom
\$7,258
\$3,411

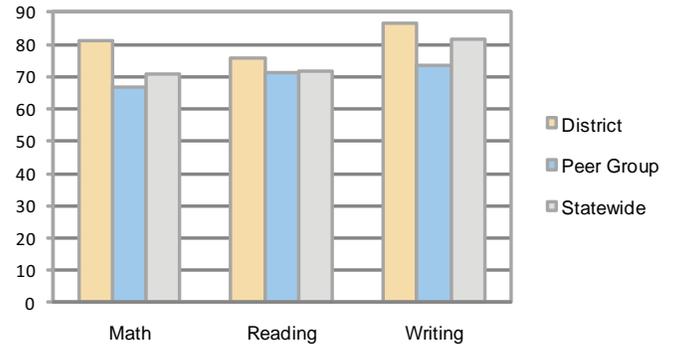
Total
\$15,598
\$7,908

5-year trend

Student enrollment decreased by 16 percent, which contributed to the 71 percent increase in total spending per pupil. Spending in the classroom decreased significantly overall from 57.3 to 53.5 percent. Spending on administration and plant operations increased significantly, spending on food service decreased, and spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,807	\$2,656	\$729
	Students per administrator	22	32	66
Plant Operations	Cost per square foot	\$7.56	\$7.53	\$6.40
	Square footage per student	232	318	144
Food Service	Cost per meal equivalent	\$4.66	\$5.10	\$2.53
Transportation	Cost per mile	\$1.17	\$1.79	\$3.36
	Miles per rider	534	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	20%	31%	19%
Student/teacher ratio	10.1	10.8	17.1
Average teacher salary	\$48,589	\$45,165	\$45,209
Average years' experience	14.6	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,889 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$14,887	\$15,598	\$16,311	\$7,908	\$9,683
Classroom dollars	\$8,045	\$8,340	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$6,842	\$7,258	\$7,554	\$3,411	\$3,780
Administration	2,716	2,807	2,656	729	1,050
Plant Operations	1,382	1,754	2,297	920	951
Food Service	1,347	1,527	859	382	369
Transportation	1,068	820	930	343	406
Student Support	217	236	474	594	512
Instruction Support	112	114	338	431	470
Other	0	0	0	12	22

Topock Elementary School District

Mohave County
Operational peer group: L
Legislative districts: 3

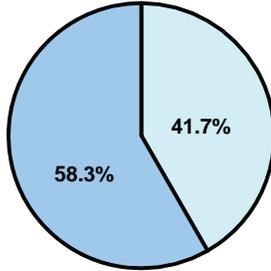
District size: Very Small
Students attending: 133
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,766
\$4,497



Nonclassroom
\$4,124
\$3,411

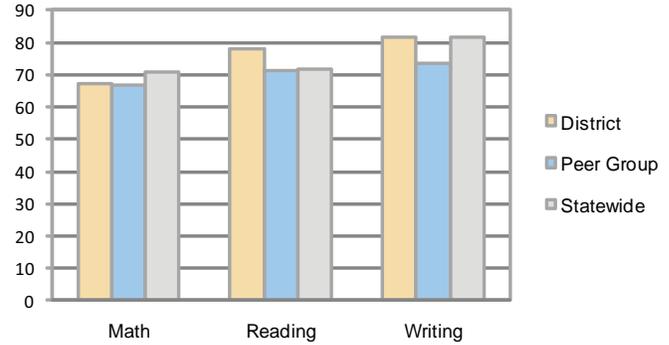
Total
\$9,890
\$7,908

5-year trend

Total spending per pupil increased by 43 percent. Spending in the classroom was very inconsistent year to year and decreased overall from 59.1 to 58.3 percent. Spending on administration increased significantly, spending on plant operations decreased significantly, and spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	35%	31%	19%
Student/teacher ratio	13.3	10.8	17.1
Average teacher salary	\$43,764	\$45,165	\$45,209
Average years' experience	9.6	12.7	8.3
Percent of teachers in first 3 years	12%	15%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,746	\$2,656	\$729
	Students per administrator	44	32	66
Plant Operations	Cost per square foot	\$4.35	\$7.53	\$6.40
	Square footage per student	196	318	144
Food Service	Cost per meal equivalent	\$3.28	\$5.10	\$2.53
Transportation	Cost per mile	\$3.26	\$1.79	\$3.36
	Miles per rider	119	710	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer 2009	State 2009	National 2007
	2008	2009			
Total	\$9,415	\$9,890	\$16,311	\$7,908	\$9,683
Classroom dollars	\$4,936	\$5,766	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,479	\$4,124	\$7,554	\$3,411	\$3,780
Administration	2,129	1,746	2,656	729	1,050
Plant Operations	752	855	2,297	920	951
Food Service	540	681	859	382	369
Transportation	336	428	930	343	406
Student Support	205	179	474	594	512
Instruction Support	517	235	338	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,134 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Tuba City Unified School District

Coconino County
Operational peer group: E
Legislative districts: 2

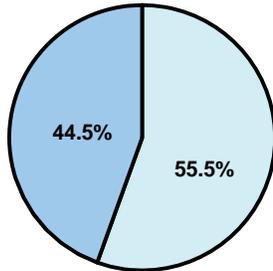
District size: Medium
Students attending: 1,858
Number of schools: 7

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,178
\$4,497



Nonclassroom
\$7,709
\$3,411

Total
\$13,887
\$7,908

5-year trend

Student enrollment decreased by 24 percent, which contributed to the 52 percent increase in total spending per pupil. Spending in the classroom varied year to year and decreased significantly overall from 47.5 to 44.5 percent. Spending on administration and plant operations increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,677	\$1,148	\$729
	Students per administrator	30	51	66
Plant Operations	Cost per square foot	\$7.02	\$5.49	\$6.40
	Square footage per student	344	253	144
Food Service	Cost per meal equivalent	\$2.85	\$3.07	\$2.53
Transportation	Cost per mile	\$2.75	\$2.53	\$3.36
	Miles per rider	423	359	271

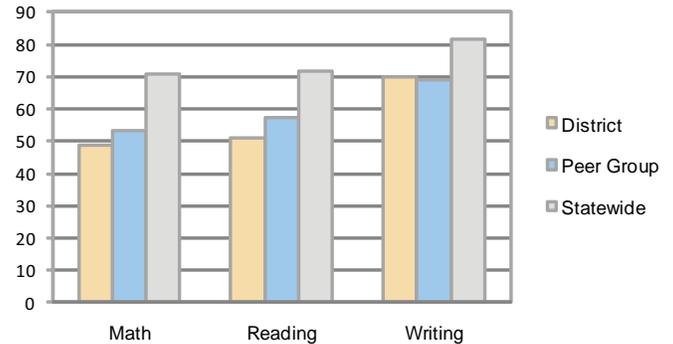
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$13,067	\$13,887	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,710	\$6,178	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$7,357	\$7,709	\$4,637	\$3,411	\$3,780
Administration	1,509	1,677	1,148	729	1,050
Plant Operations	2,115	2,415	1,379	920	951
Food Service	598	634	444	382	369
Transportation	976	949	554	343	406
Student Support	1,318	1,391	749	594	512
Instruction Support	841	643	356	431	470
Other	0	0	7	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 4 did not because they failed to meet 1 or more of the following objectives: academic progress (3); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	93%	95%
Graduation rate (2008)	63%	70%	75%
Poverty rate	33%	31%	19%
Student/teacher ratio	13.3	14.9	17.1
Average teacher salary	\$40,666	\$41,086	\$45,209
Average years' experience	12.2	11.1	8.3
Percent of teachers in first 3 years	7%	20%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,427 in salary, and each librarian, audiologist, and counselor earned between \$3,845 and \$5,525, and each instructional aide earned an additional \$858.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Tucson Unified School District

Pima County
 Operational peer group: A
 Legislative districts: 26, 27, 28, 29, 30

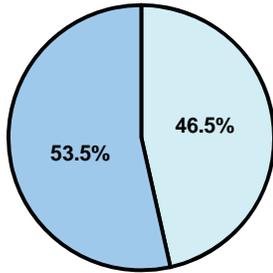
District size: Very Large
 Students attending: 54,237
 Number of schools: 122

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
 State

Classroom
\$4,413
 \$4,497



Nonclassroom
\$3,837
 \$3,411

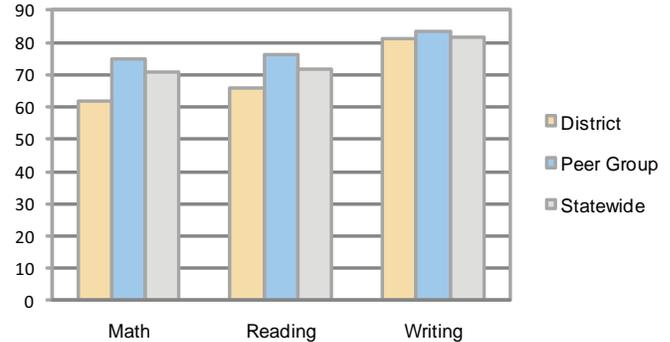
Total
\$8,250
 \$7,908

5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom remained fairly stable and decreased overall from 55 to 53.5 percent. Spending on instruction support services increased, spending on administration decreased, and spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

79 schools met all applicable AYP objectives for NCLB. 43 did not because they failed to meet 1 or more of the following: percentage of students tested (10); academic progress (27); attendance rate (10); graduation rate (10).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	96%	95%
Graduation rate (2008)	82%	86%	75%
Poverty rate	21%	14%	19%
Student/teacher ratio	16.2	17.5	17.1
Average teacher salary	\$41,838	\$50,748	\$45,209
Average years' experience	11.4	10.5	8.3
Percent of teachers in first 3 years	21%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$743	\$639	\$729
	Students per administrator	63	77	66
Plant Operations	Cost per square foot	\$6.33	\$6.38	\$6.40
	Square footage per student	164	138	144
Food Service	Cost per meal equivalent	\$2.50	\$2.49	\$2.53
Transportation	Cost per mile	\$3.95	\$4.22	\$3.36
	Miles per rider	374	298	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,840	\$8,250	\$7,781	\$7,908	\$9,683
Classroom dollars	\$4,724	\$4,413	\$4,577	\$4,497	\$5,903
Nonclassroom dollars:	\$4,116	\$3,837	\$3,204	\$3,411	\$3,780
Administration	812	743	639	729	1,050
Plant Operations	970	1,035	881	920	951
Food Service	321	329	322	382	369
Transportation	432	398	330	343	406
Student Support	784	777	616	594	512
Instruction Support	795	555	398	431	470
Other	2	0	18	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, counselor, social worker, nurse, therapist, coordinator, and instructional coach earned between \$3,560 and \$6,205 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Union Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 13, 23

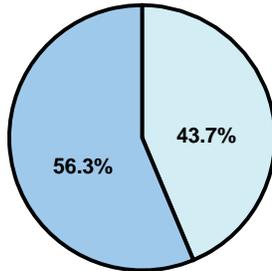
District size: Medium
Students attending: 1,646
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,680
\$4,497



Nonclassroom
\$2,856
\$3,411

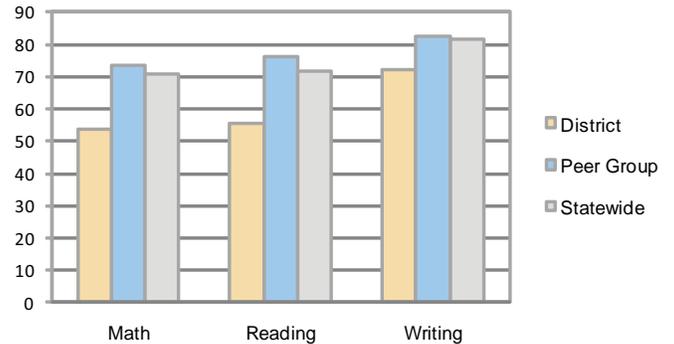
Total
\$6,536
\$7,908

5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year and increased significantly overall from 50.2 to 56.3 percent. Spending on administration and transportation decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	84%	75%
Poverty rate	16%	13%	19%
Student/teacher ratio	17.9	17.5	17.1
Average teacher salary	\$35,328	\$44,052	\$45,209
Average years' experience	5.1	8.4	8.3
Percent of teachers in first 3 years	47%	30%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$777	\$840	\$729
	Students per administrator	99	69	66
Plant Operations	Cost per square foot	\$5.14	\$7.16	\$6.40
	Square footage per student	123	123	144
Food Service	Cost per meal equivalent	\$2.35	\$2.38	\$2.53
Transportation	Cost per mile	\$5.14	\$5.18	\$3.36
	Miles per rider	115	132	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher, speech pathologist, and counselor earned between \$2,250 and \$3,500 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$5,978	\$6,536	\$8,194	\$7,908	\$9,683
Classroom dollars	\$3,289	\$3,680	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$2,689	\$2,856	\$3,679	\$3,411	\$3,780
Administration	833	777	840	729	1,050
Plant Operations	569	633	890	920	951
Food Service	447	532	525	382	369
Transportation	198	228	253	343	406
Student Support	356	427	626	594	512
Instruction Support	286	259	545	431	470
Other	0	0	0	12	22

Vail Unified School District

Pima County
Operational peer group: B
Legislative districts: 29, 30

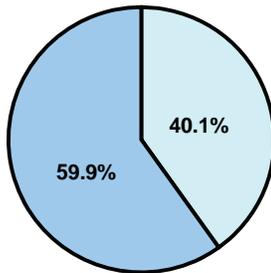
District size: Large
Students attending: 9,167
Number of schools: 16

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,210
\$4,497



Nonclassroom
\$2,821
\$3,411

Total
\$7,031
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom remained fairly stable and increased slightly overall from 59 to 59.9 percent. Spending on administration and plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$524	\$634	\$729
	Students per administrator	54	67	66
Plant Operations	Cost per square foot	\$6.75	\$6.67	\$6.40
	Square footage per student	120	142	144
Food Service	Cost per meal equivalent	\$2.55	\$2.64	\$2.53
Transportation	Cost per mile	\$2.39	\$3.44	\$3.36
	Miles per rider	245	290	271

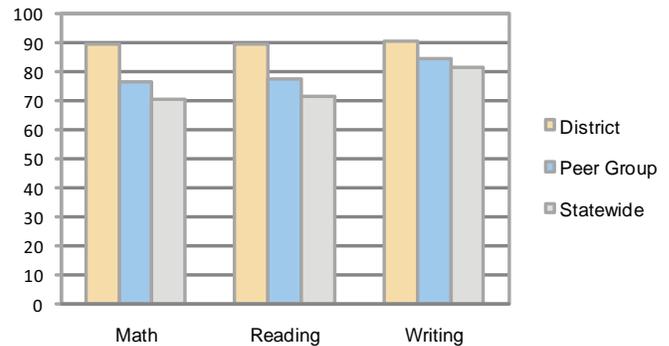
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,885	\$7,031	\$7,523	\$7,908	\$9,683
Classroom dollars	\$4,125	\$4,210	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$2,760	\$2,821	\$3,276	\$3,411	\$3,780
Administration	532	524	634	729	1,050
Plant Operations	821	809	936	920	951
Food Service	283	292	310	382	369
Transportation	373	391	359	343	406
Student Support	522	519	571	594	512
Instruction Support	222	279	443	431	470
Other	7	7	23	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 3 failed to meet one or more of the following objectives: academic progress (1); attendance rate (2); graduation rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	90%	85%	75%
Poverty rate	7%	13%	19%
Student/teacher ratio	15.7	17.3	17.1
Average teacher salary	\$37,566	\$45,833	\$45,209
Average years' experience	7.3	9.1	8.3
Percent of teachers in first 3 years	30%	27%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,691 in additional salary, and each librarian, speech pathologist, and counselor earned between \$4,508 and \$4,616.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Valentine Elementary School District

Mohave County
Operational peer group: L
Legislative districts: 2

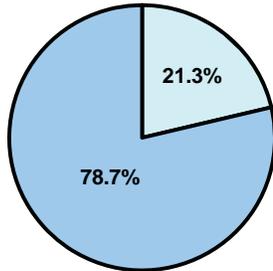
District size: Very Small
Students attending: 65
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$8,794
\$4,497



Nonclassroom
\$2,374
\$3,411

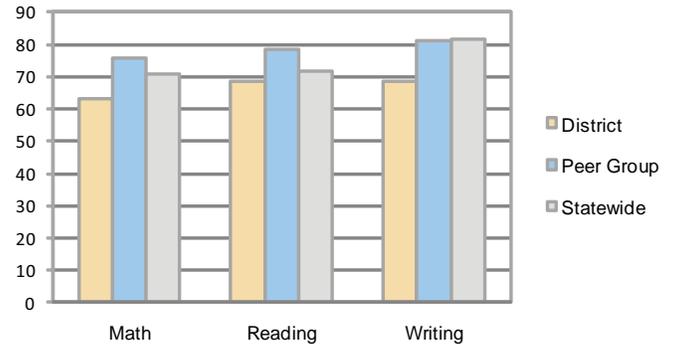
Total
\$11,168
\$7,908

5-year trend

Student enrollment increased by 48 percent, which contributed to the 4 percent decrease in total spending per pupil. Spending in the classroom varied year to year and increased significantly overall from 68.3 to 78.7 percent. Spending on plant operations, transportation, and instruction support decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,098	\$2,656	\$729
	Students per administrator	32	32	66
Plant Operations	Cost per square foot	\$3.15	\$7.53	\$6.40
	Square footage per student	224	318	144
Food Service	Cost per meal equivalent	N/A	\$5.10	\$2.53
Transportation	Cost per mile	\$1.46	\$1.79	\$3.36
	Miles per rider	278	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	15%	12%	19%
Student/teacher ratio	12.9	10.7	17.1
Average teacher salary	\$60,645	\$45,399	\$45,209
Average years' experience	11.8	10.9	8.3
Percent of teachers in first 3 years	0%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$6,022 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$9,822	\$11,168	\$16,311	\$7,908	\$9,683
Classroom dollars	\$7,588	\$8,794	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$2,234	\$2,374	\$7,554	\$3,411	\$3,780
Administration	790	1,098	2,656	729	1,050
Plant Operations	900	704	2,297	920	951
Food Service	0	0	859	382	369
Transportation	541	572	930	343	406
Student Support	0	0	474	594	512
Instruction Support	3	0	338	431	470
Other	0	0	0	12	22

Valley Union High School District

Cochise County
Operational peer group: G
Legislative districts: 25

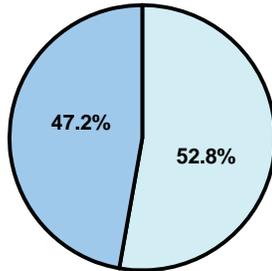
District size: Very Small
Students attending: 156
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,667
\$4,497



Nonclassroom
\$6,328
\$3,411

Total
\$11,995
\$7,908

5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 53.1 to 47.2 percent. Spending on administration, plant operations, and instruction support increased significantly, while spending in other areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,894	\$2,646	\$729
	Students per administrator	31	26	66
Plant Operations	Cost per square foot	\$4.90	\$4.99	\$6.40
	Square footage per student	396	535	144
Food Service	Cost per meal equivalent	\$5.82	\$4.15	\$2.53
Transportation	Cost per mile	\$1.28	\$1.93	\$3.36
	Miles per rider	827	772	271

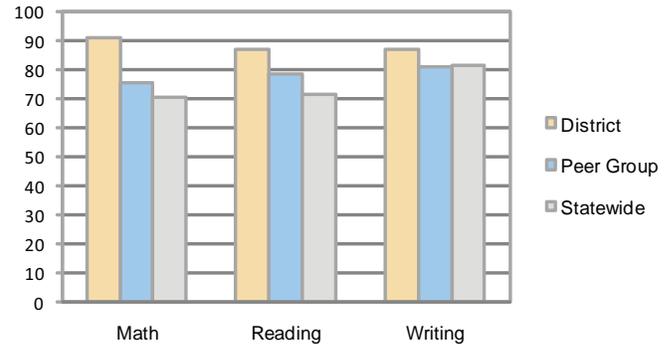
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,002	\$11,995	\$15,223	\$7,908	\$9,683
Classroom dollars	\$5,031	\$5,667	\$7,195	\$4,497	\$5,903
Nonclassroom dollars:	\$4,971	\$6,328	\$8,028	\$3,411	\$3,780
Administration	1,717	1,894	2,646	729	1,050
Plant Operations	1,493	1,942	2,496	920	951
Food Service	479	530	800	382	369
Transportation	1,027	913	1,036	343	406
Student Support	152	167	529	594	512
Instruction Support	103	882	520	431	470
Other	0	0	1	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	92%	95%	95%
Graduation rate (2008)	82%	55%	75%
Poverty rate	14%	12%	19%
Student/teacher ratio	10.8	10.7	17.1
Average teacher salary	\$31,479	\$45,399	\$45,209
Average years' experience	6.8	10.9	8.3
Percent of teachers in first 3 years	59%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,974 in additional salary, and each instructional aide and the librarian earned between \$3,765 and \$4,134.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Vernon Elementary School District

Apache County
Operational peer group: L
Legislative districts: 5

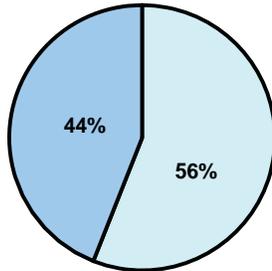
District size: Very Small
Students attending: 97
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,726
\$4,497



Nonclassroom
\$8,571
\$3,411

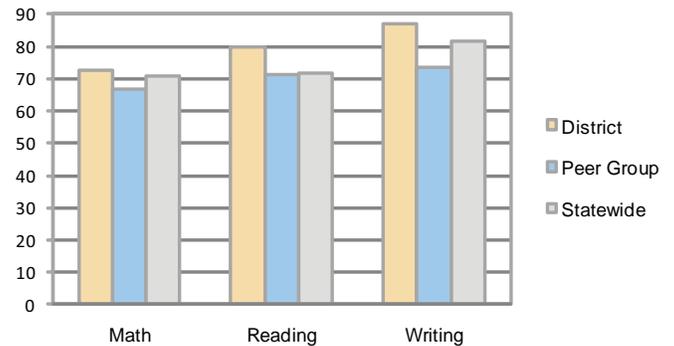
Total
\$15,297
\$7,908

5-year trend

Total spending per pupil increased by 59 percent. Spending in the classroom was very inconsistent and decreased overall from 46 to 44 percent. Spending on transportation and instruction support increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,079	\$2,656	\$729
	Students per administrator	27	32	66
Plant Operations	Cost per square foot	\$9.41	\$7.53	\$6.40
	Square footage per student	212	318	144
Food Service	Cost per meal equivalent	\$4.90	\$5.10	\$2.53
Transportation	Cost per mile	\$0.84	\$1.79	\$3.36
	Miles per rider	1,720	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	29%	31%	19%
Student/teacher ratio	11.6	10.8	17.1
Average teacher salary	\$39,956	\$45,165	\$45,209
Average years' experience	10.6	12.7	8.3
Percent of teachers in first 3 years	12%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$5,665 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$16,954	\$15,297	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,499	\$6,726	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$10,455	\$8,571	\$7,554	\$3,411	\$3,780
Administration	3,469	3,079	2,656	729	1,050
Plant Operations	3,450	1,994	2,297	920	951
Food Service	256	216	859	382	369
Transportation	2,380	2,017	930	343	406
Student Support	416	603	474	594	512
Instruction Support	484	662	338	431	470
Other	0	0	0	12	22

Washington Elementary School District

Maricopa County
Operational peer group: H
Legislative districts: 6, 10, 11, 12, 14, 15

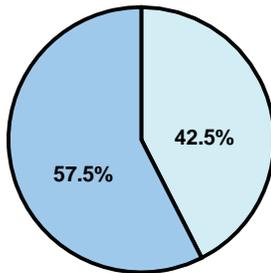
District size: Very Large
Students attending: 22,036
Number of schools: 32

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,833
\$4,497



Nonclassroom
\$3,574
\$3,411

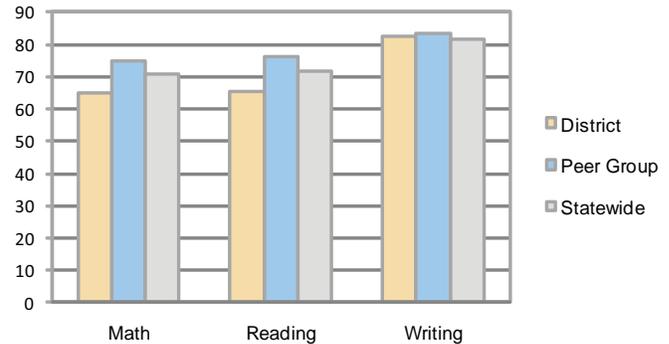
Total
\$8,407
\$7,908

5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom varied year to year and decreased significantly overall from 61.3 to 57.5 percent. Spending on student support and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

25 schools met all applicable AYP objectives for NCLB. 7 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	96%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	18%	14%	19%
Student/teacher ratio	16.4	17.5	17.1
Average teacher salary	\$46,555	\$50,748	\$45,209
Average years' experience	10.8	10.5	8.3
Percent of teachers in first 3 years	26%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$695	\$705	\$729
	Students per administrator	40	67	66
Plant Operations	Cost per square foot	\$6.50	\$6.62	\$6.40
	Square footage per student	127	120	144
Food Service	Cost per meal equivalent	\$2.20	\$2.44	\$2.53
Transportation	Cost per mile	\$5.31	\$4.77	\$3.36
	Miles per rider	269	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,187	\$8,407	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,716	\$4,833	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,471	\$3,574	\$3,322	\$3,411	\$3,780
Administration	671	695	705	729	1,050
Plant Operations	841	827	786	920	951
Food Service	515	542	494	382	369
Transportation	362	368	272	343	406
Student Support	670	715	536	594	512
Instruction Support	411	427	529	431	470
Other	1	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,989 in salary, and each librarian, speech pathologist, counselor, student services specialist and program coach earned between \$4,374 and \$6,848 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Wellton Elementary School District

Yuma County
Operational peer group: K
Legislative districts: 24

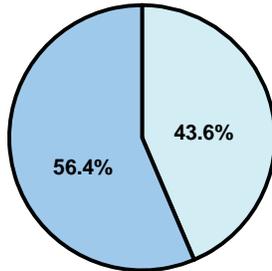
District size: Small
Students attending: 386
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,270
\$4,497



Nonclassroom
\$4,079
\$3,411

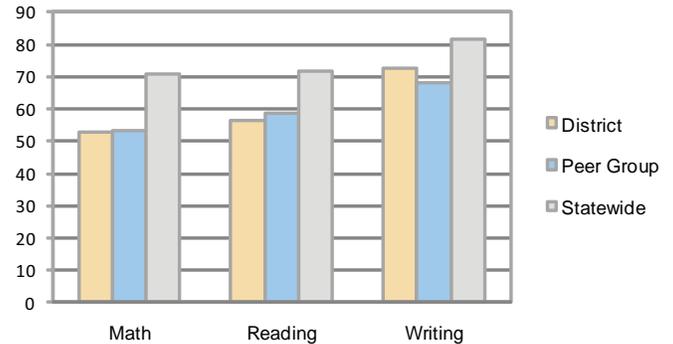
Total
\$9,349
\$7,908

5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 65.5 to 56.4 percent. Spending on administration and student support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	N/A	73%	75%
Poverty rate	30%	30%	19%
Student/teacher ratio	15.3	14.2	17.1
Average teacher salary	\$44,757	\$41,521	\$45,209
Average years' experience	13.0	10.8	8.3
Percent of teachers in first 3 years	5%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,041	\$1,288	\$729
	Students per administrator	43	70	66
Plant Operations	Cost per square foot	\$6.02	\$6.94	\$6.40
	Square footage per student	165	149	144
Food Service	Cost per meal equivalent	\$2.74	\$3.05	\$2.53
Transportation	Cost per mile	\$1.74	\$2.22	\$3.36
	Miles per rider	165	268	271

Very Low Low Comparable High Very High

Proposition 301

Teacher pay

On average, each teacher earned \$3,553 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,075	\$9,349	\$9,786	\$7,908	\$9,683
Classroom dollars	\$5,079	\$5,270	\$5,344	\$4,497	\$5,903
Nonclassroom dollars:	\$2,996	\$4,079	\$4,442	\$3,411	\$3,780
Administration	942	1,041	1,288	729	1,050
Plant Operations	815	995	1,162	920	951
Food Service	546	546	582	382	369
Transportation	224	216	512	343	406
Student Support	216	972	586	594	512
Instruction Support	253	309	311	431	470
Other	0	0	1	12	22

Wenden Elementary School District

La Paz County
Operational peer group: L
Legislative districts: 24

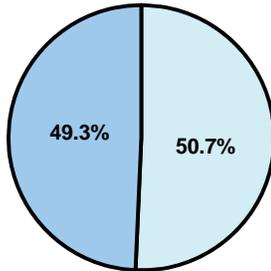
District size: Very Small
Students attending: 83
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,007
\$4,497



Nonclassroom
\$9,268
\$3,411

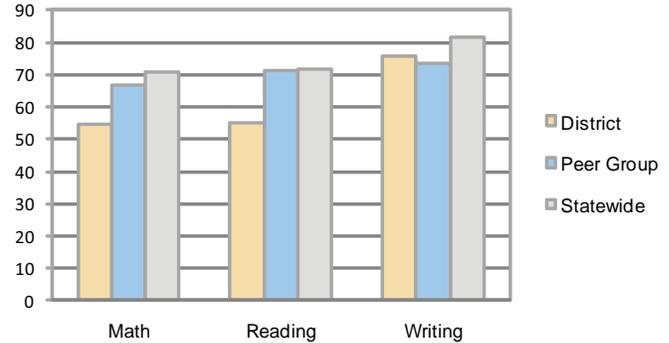
Total
\$18,275
\$7,908

5-year trend

Total spending per pupil increased by 37 percent. Spending in the classroom was very inconsistent year to year and increased significantly overall from 47.2 to 49.3 percent. Spending on transportation and food service decreased, while spending in other areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,457	\$2,656	\$729
	Students per administrator	28	32	66
Plant Operations	Cost per square foot	\$9.26	\$7.53	\$6.40
	Square footage per student	308	318	144
Food Service	Cost per meal equivalent	\$5.55	\$5.10	\$2.53
Transportation	Cost per mile	\$1.22	\$1.79	\$3.36
	Miles per rider	1,846	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	97%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	61%	31%	19%
Student/teacher ratio	8.3	10.8	17.1
Average teacher salary	\$46,341	\$45,165	\$45,209
Average years' experience	9.5	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$3,379 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$17,013	\$18,275	\$16,311	\$7,908	\$9,683
Classroom dollars	\$7,798	\$9,007	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$9,215	\$9,268	\$7,554	\$3,411	\$3,780
Administration	2,570	2,457	2,656	729	1,050
Plant Operations	2,552	2,852	2,297	920	951
Food Service	2,145	2,038	859	382	369
Transportation	552	381	930	343	406
Student Support	875	976	474	594	512
Instruction Support	521	564	338	431	470
Other	0	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Whiteriver Unified School District

Navajo County
Operational peer group: E
Legislative districts: 5

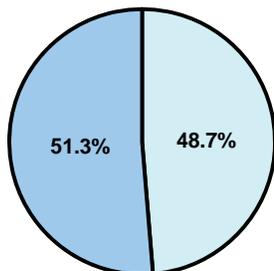
District size: Medium
Students attending: 1,968
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,566
\$4,497



Nonclassroom
\$5,292
\$3,411

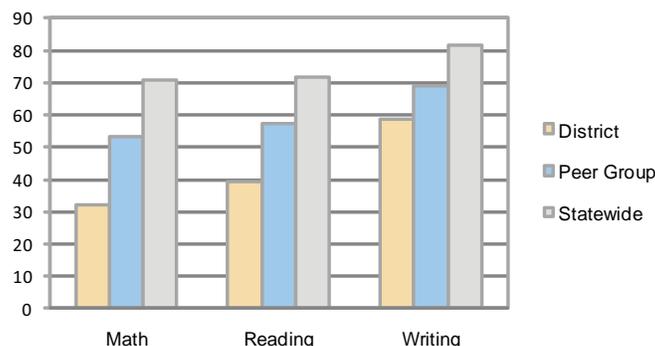
Total
\$10,858
\$7,908

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.7 to 51.3 percent. Spending on administration, plant operations, and student support increased, while spending in other areas remained varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools did not meet AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: percentage of students tested (1); academic progress (5); attendance rate (1).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2008)	33%	70%	75%
Poverty rate	42%	31%	19%
Student/teacher ratio	14.0	14.9	17.1
Average teacher salary	\$47,936	\$41,086	\$45,209
Average years' experience	13.7	11.1	8.3
Percent of teachers in first 3 years	12%	20%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,306	\$1,148	\$729
	Students per administrator	56	51	66
Plant Operations	Cost per square foot	\$5.06	\$5.49	\$6.40
	Square footage per student	318	253	144
Food Service	Cost per meal equivalent	\$2.59	\$3.07	\$2.53
Transportation	Cost per mile	\$2.77	\$2.53	\$3.36
	Miles per rider	241	359	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,755	\$10,858	\$9,562	\$7,908	\$9,683
Classroom dollars	\$6,904	\$5,566	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,851	\$5,292	\$4,637	\$3,411	\$3,780
Administration	1,287	1,306	1,148	729	1,050
Plant Operations	1,380	1,610	1,379	920	951
Food Service	503	530	444	382	369
Transportation	551	569	554	343	406
Student Support	781	964	749	594	512
Instruction Support	333	296	356	431	470
Other	16	17	7	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned \$3,962 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

Wickenburg Unified School District

Maricopa County
Operational peer group: E
Legislative districts: 4

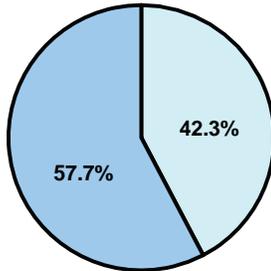
District size: Medium
Students attending: 1,572
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,646
\$4,497



Nonclassroom
\$3,407
\$3,411

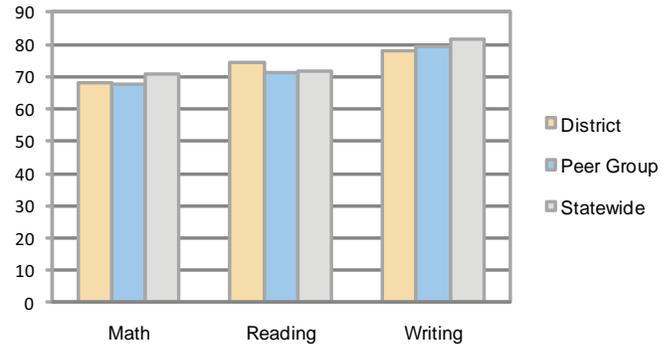
Total
\$8,053
\$7,908

5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year and decreased slightly overall from 58.1 to 57.7 percent. Spending on transportation decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$912	\$1,148	\$729
	Students per administrator	65	51	66
Plant Operations	Cost per square foot	\$4.32	\$5.49	\$6.40
	Square footage per student	272	253	144
Food Service	Cost per meal equivalent	\$2.56	\$3.07	\$2.53
Transportation	Cost per mile	\$1.73	\$2.53	\$3.36
	Miles per rider	485	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	77%	70%	75%
Poverty rate	14%	15%	19%
Student/teacher ratio	15.3	16.8	17.1
Average teacher salary	\$44,869	\$42,842	\$45,209
Average years' experience	12.1	10.1	8.3
Percent of teachers in first 3 years	31%	24%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, teacher on special assignment, and a dean of students earned \$5,203 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,177	\$8,053	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,491	\$4,646	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,686	\$3,407	\$4,637	\$3,411	\$3,780
Administration	1,103	912	1,148	729	1,050
Plant Operations	1,162	1,176	1,379	920	951
Food Service	444	373	444	382	369
Transportation	347	319	554	343	406
Student Support	363	301	749	594	512
Instruction Support	251	197	356	431	470
Other	16	129	7	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Willcox Unified School District

Cochise County
Operational peer group: E
Legislative districts: 25

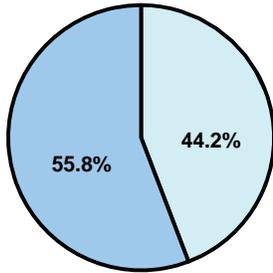
District size: Medium
Students attending: 1,185
Number of schools: 3

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,726
\$4,497



Nonclassroom
\$3,746
\$3,411

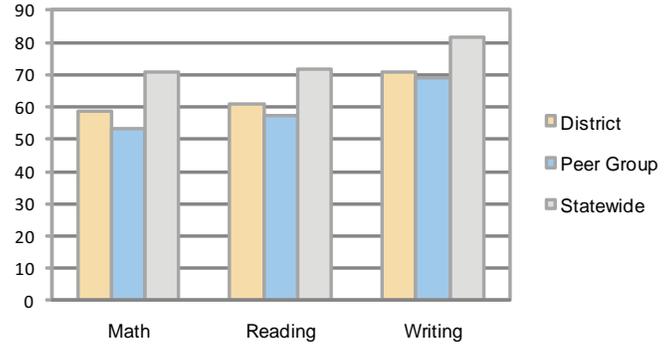
Total
\$8,472
\$7,908

5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 62.1 to 55.8 percent. Spending on administration, student support, and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$885	\$1,148	\$729
	Students per administrator	59	51	66
Plant Operations	Cost per square foot	\$4.55	\$5.49	\$6.40
	Square footage per student	200	253	144
Food Service	Cost per meal equivalent	\$4.15	\$3.07	\$2.53
Transportation	Cost per mile	\$1.94	\$2.53	\$3.36
	Miles per rider	450	359	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2008)	87%	70%	75%
Poverty rate	24%	31%	19%
Student/teacher ratio	13.8	14.9	17.1
Average teacher salary	\$37,875	\$41,086	\$45,209
Average years' experience	11.4	11.1	8.3
Percent of teachers in first 3 years	25%	20%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,535 in additional salary, and each instructional aide, librarian, speech pathologist, counselor, mentor, trainer, coach, and department chair earned between \$385 and \$2,565.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$8,542	\$8,472	\$9,562	\$7,908	\$9,683
Classroom dollars	\$4,988	\$4,726	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$3,554	\$3,746	\$4,637	\$3,411	\$3,780
Administration	857	885	1,148	729	1,050
Plant Operations	871	908	1,379	920	951
Food Service	466	447	444	382	369
Transportation	409	377	554	343	406
Student Support	707	780	749	594	512
Instruction Support	244	349	356	431	470
Other	0	0	7	12	22

Williams Unified School District

Coconino County
Operational peer group: E
Legislative districts: 1

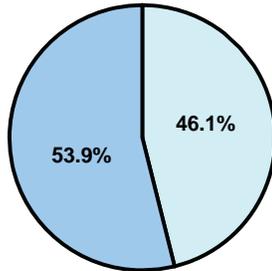
District size: Medium
Students attending: 656
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,719
\$4,497



Nonclassroom
\$4,900
\$3,411

Total
\$10,619
\$7,908

5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom decreased significantly overall from 58.5 to 53.9 percent. Spending on administration increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,986	\$1,148	\$729
	Students per administrator	44	51	66
Plant Operations	Cost per square foot	\$4.95	\$5.49	\$6.40
	Square footage per student	218	253	144
Food Service	Cost per meal equivalent	\$2.74	\$3.07	\$2.53
Transportation	Cost per mile	\$2.39	\$2.53	\$3.36
	Miles per rider	320	359	271

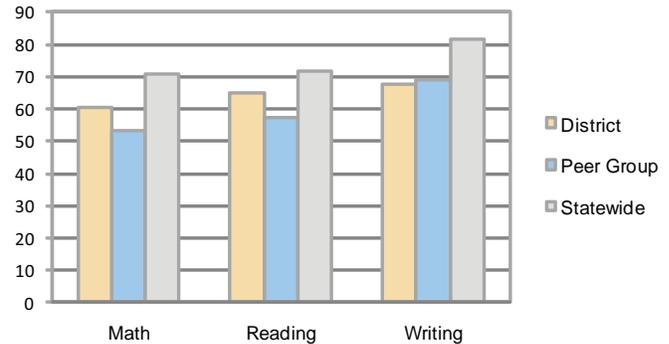
Very Low Low Comparable High Very High

Per-pupil spending by function

	District 2008	District 2009	Peer 2009	State 2009	National 2007
Total	\$9,478	\$10,619	\$9,562	\$7,908	\$9,683
Classroom dollars	\$5,354	\$5,719	\$4,925	\$4,497	\$5,903
Nonclassroom dollars:	\$4,124	\$4,900	\$4,637	\$3,411	\$3,780
Administration	1,519	1,986	1,148	729	1,050
Plant Operations	977	1,082	1,379	920	951
Food Service	315	306	444	382	369
Transportation	520	544	554	343	406
Student Support	685	866	749	594	512
Instruction Support	108	116	356	431	470
Other	0	0	7	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2008)	83%	70%	75%
Poverty rate	21%	31%	19%
Student/teacher ratio	13.3	14.9	17.1
Average teacher salary	\$45,323	\$41,086	\$45,209
Average years' experience	11.0	11.1	8.3
Percent of teachers in first 3 years	19%	20%	16%

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$5,285 and \$5,319 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Wilson Elementary School District

Maricopa County
Operational peer group: I
Legislative districts: 14

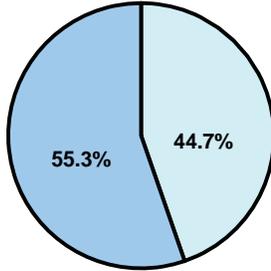
District size: Medium
Students attending: 1,165
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$6,493
\$4,497



Nonclassroom
\$5,254
\$3,411

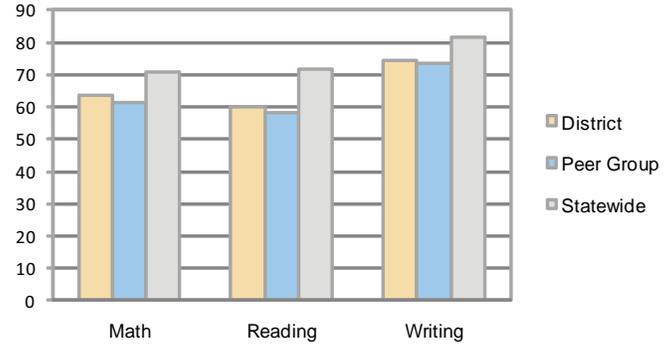
Total
\$11,747
\$7,908

5-year trend

Student enrollment decreased by 10 percent, which contributed to the 49 percent increase in total spending per pupil. Spending in the classroom varied year to year and increased overall from 54.6 to 55.3 percent. Spending on administration and plant services decreased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,266	\$840	\$729
	Students per administrator	49	69	66
Plant Operations	Cost per square foot	\$11.08	\$7.16	\$6.40
	Square footage per student	127	123	144
Food Service	Cost per meal equivalent	\$2.43	\$2.38	\$2.53
Transportation	Cost per mile	\$4.30	\$5.18	\$3.36
	Miles per rider	142	132	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	86%	75%
Poverty rate	47%	31%	19%
Student/teacher ratio	15.1	16.2	17.1
Average teacher salary	\$54,671	\$46,306	\$45,209
Average years' experience	9.5	8.5	8.3
Percent of teachers in first 3 years	21%	33%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$5,428 and \$5,771 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,172	\$11,747	\$8,194	\$7,908	\$9,683
Classroom dollars	\$6,246	\$6,493	\$4,515	\$4,497	\$5,903
Nonclassroom dollars:	\$4,926	\$5,254	\$3,679	\$3,411	\$3,780
Administration	1,179	1,266	840	729	1,050
Plant Operations	1,392	1,408	890	920	951
Food Service	729	756	525	382	369
Transportation	216	236	253	343	406
Student Support	785	792	626	594	512
Instruction Support	625	796	545	431	470
Other	0	0	0	12	22

Window Rock Unified School District

Apache County
Operational peer group: D
Legislative districts: 2

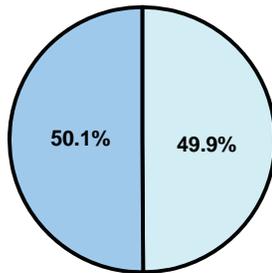
District size: Medium-Large
Students attending: 2,493
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$5,113
\$4,497



Nonclassroom
\$5,088
\$3,411

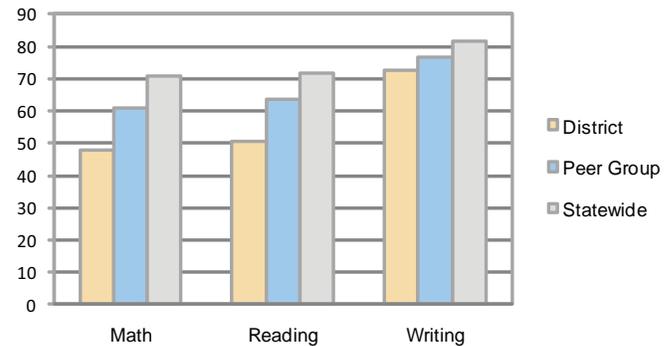
Total
\$10,201
\$7,908

5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year and decreased significantly overall from 56.1 to 50.1 percent. Spending on student support and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	71%	75%	75%
Poverty rate	28%	29%	19%
Student/teacher ratio	14.8	17.6	17.1
Average teacher salary	\$47,556	\$44,586	\$45,209
Average years' experience	12.5	10.4	8.3
Percent of teachers in first 3 years	18%	23%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,201	\$775	\$729
	Students per administrator	49	61	66
Plant Operations	Cost per square foot	\$6.72	\$6.13	\$6.40
	Square footage per student	221	168	144
Food Service	Cost per meal equivalent	\$3.44	\$2.64	\$2.53
Transportation	Cost per mile	\$3.74	\$2.96	\$3.36
	Miles per rider	210	307	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$10,334	\$10,201	\$7,896	\$7,908	\$9,683
Classroom dollars	\$5,210	\$5,113	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$5,124	\$5,088	\$3,584	\$3,411	\$3,780
Administration	1,347	1,201	775	729	1,050
Plant Operations	1,488	1,484	1,032	920	951
Food Service	406	396	365	382	369
Transportation	481	449	397	343	406
Student Support	804	859	629	594	512
Instruction Support	598	699	380	431	470
Other	0	0	6	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, and counselor earned between \$5,223 and \$6,500 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Winslow Unified School District

Navajo County
Operational peer group: D
Legislative districts: 5

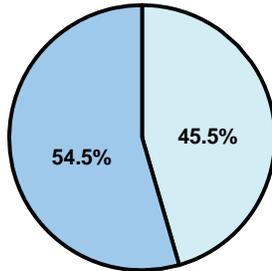
District size: Medium-Large
Students attending: 2,271
Number of schools: 5

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$4,209
\$4,497



Nonclassroom
\$3,511
\$3,411

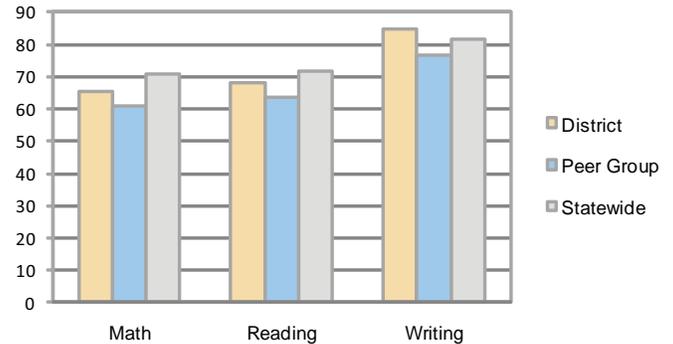
Total
\$7,720
\$7,908

5-year trend

Total spending per pupil increased 28 percent. Spending in the classroom varied year to year and decreased significantly overall from 57.3 to 54.5 percent. Spending on administration, food service, and instruction support increased, while spending in other areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$782	\$775	\$729
	Students per administrator	61	61	66
Plant Operations	Cost per square foot	\$5.80	\$6.13	\$6.40
	Square footage per student	179	168	144
Food Service	Cost per meal equivalent	\$2.98	\$2.64	\$2.53
Transportation	Cost per mile	\$2.44	\$2.96	\$3.36
	Miles per rider	150	307	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2008)	71%	75%	75%
Poverty rate	23%	29%	19%
Student/teacher ratio	15.9	17.6	17.1
Average teacher salary	\$40,817	\$44,586	\$45,209
Average years' experience	11.4	10.4	8.3
Percent of teachers in first 3 years	21%	23%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned \$4,277 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,571	\$7,720	\$7,896	\$7,908	\$9,683
Classroom dollars	\$4,075	\$4,209	\$4,312	\$4,497	\$5,903
Nonclassroom dollars:	\$3,496	\$3,511	\$3,584	\$3,411	\$3,780
Administration	800	782	775	729	1,050
Plant Operations	1,062	1,036	1,032	920	951
Food Service	302	313	365	382	369
Transportation	290	283	397	343	406
Student Support	242	294	629	594	512
Instruction Support	800	803	380	431	470
Other	0	0	6	12	22

Yarnell Elementary School District

Yavapai County
Operational peer group: L
Legislative districts: 4

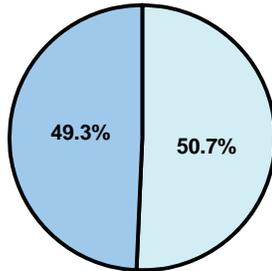
District size: Very Small
Students attending: 48
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$9,053
\$4,497



Nonclassroom
\$9,297
\$3,411

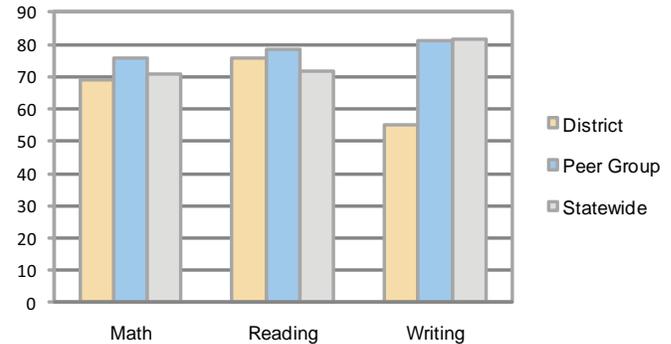
Total
\$18,350
\$7,908

5-year trend

Although student enrollment declined by only 6 percent, total spending per pupil increased by 65 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 54.2 to 49.3 percent. Spending on plant operations and student support increased significantly, while spending in other areas was very inconsistent year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,907	\$2,656	\$729
	Students per administrator	27	32	66
Plant Operations	Cost per square foot	\$5.56	\$7.53	\$6.40
	Square footage per student	358	318	144
Food Service	Cost per meal equivalent	\$5.99	\$5.10	\$2.53
Transportation	Cost per mile	\$1.31	\$1.79	\$3.36
	Miles per rider	564	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	N/A	55%	75%
Poverty rate	17%	12%	19%
Student/teacher ratio	8.6	10.7	17.1
Average teacher salary	\$43,834	\$45,399	\$45,209
Average years' experience	10.9	10.9	8.3
Percent of teachers in first 3 years	17%	18%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$1,989 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$15,791	\$18,350	\$16,311	\$7,908	\$9,683
Classroom dollars	\$7,893	\$9,053	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$7,898	\$9,297	\$7,554	\$3,411	\$3,780
Administration	2,739	2,907	2,656	729	1,050
Plant Operations	1,711	1,988	2,297	920	951
Food Service	1,407	1,388	859	382	369
Transportation	881	898	930	343	406
Student Support	1,109	2,013	474	594	512
Instruction Support	51	103	338	431	470
Other	0	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Young Elementary School District

Gila County
Operational peer group: L
Legislative districts: 5

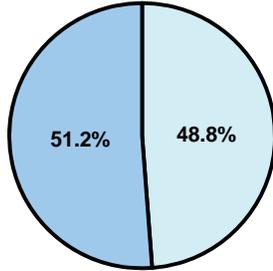
District size: Very Small
Students attending: 54
Number of schools: 2

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$13,995
\$4,497



Nonclassroom
\$13,356
\$3,411

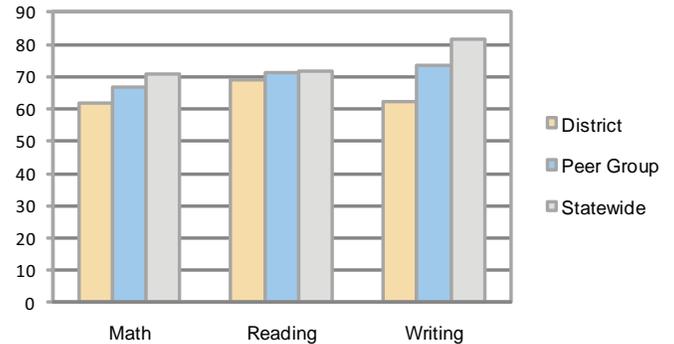
Total
\$27,351
\$7,908

5-year trend

Total spending per pupil increased by 40 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 56.9 to 51.2 percent. Spending on administration, plant operations, and transportation increased significantly, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$5,827	\$2,656	\$729
	Students per administrator	14	32	66
Plant Operations	Cost per square foot	\$5.84	\$7.53	\$6.40
	Square footage per student	692	318	144
Food Service	Cost per meal equivalent	\$6.52	\$5.10	\$2.53
Transportation	Cost per mile	\$7.57	\$1.79	\$3.36
	Miles per rider	162	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2008)	100%	54%	75%
Poverty rate	28%	31%	19%
Student/teacher ratio	6.0	10.8	17.1
Average teacher salary	\$51,311	\$45,165	\$45,209
Average years' experience	16.1	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned an additional \$1,846 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$23,431	\$27,351	\$16,311	\$7,908	\$9,683
Classroom dollars	\$12,820	\$13,995	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$10,611	\$13,356	\$7,554	\$3,411	\$3,780
Administration	5,382	5,827	2,656	729	1,050
Plant Operations	2,938	4,043	2,297	920	951
Food Service	865	1,269	859	382	369
Transportation	612	1,302	930	343	406
Student Support	248	328	474	594	512
Instruction Support	566	587	338	431	470
Other	0	0	0	12	22

Yucca Elementary School District

Mohave County
Operational peer group: L
Legislative districts: 3

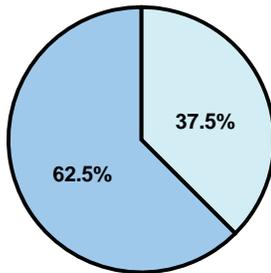
District size: Very Small
Students attending: 20
Number of schools: 1

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$11,926
\$4,497



Nonclassroom
\$7,166
\$3,411

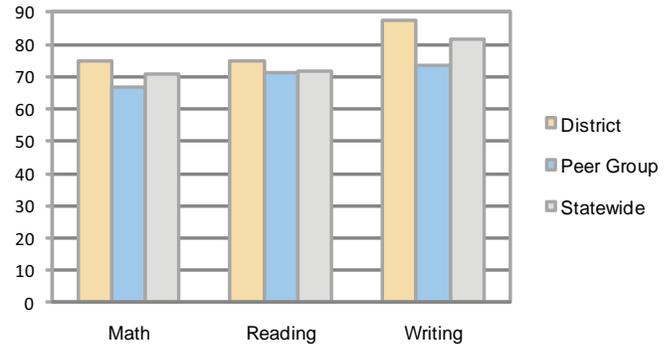
Total
\$19,092
\$7,908

5-year trend

Total spending per pupil increased by 66 percent, which is partially explained by a recent 40 percent decrease in student enrollment. Spending in the classroom was very inconsistent year to year and increased significantly overall from 60 to 62.5 percent. Spending on administration decreased, while spending in other nonclassroom areas varied year to year.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,587	\$2,656	\$729
	Students per administrator	20	32	66
Plant Operations	Cost per square foot	\$4.31	\$7.53	\$6.40
	Square footage per student	387	318	144
Food Service	Cost per meal equivalent	\$6.11	\$5.10	\$2.53
Transportation	Cost per mile	N/A	\$1.79	\$3.36
	Miles per rider	N/A	710	271

Very Low Low Comparable High Very High

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2008)	N/A	54%	75%
Poverty rate	35%	31%	19%
Student/teacher ratio	6.6	10.8	17.1
Average teacher salary	\$45,050	\$45,165	\$45,209
Average years' experience	8.7	12.7	8.3
Percent of teachers in first 3 years	0%	15%	16%

Proposition 301

Teacher pay

On average, each teacher earned \$2,979 in additional salary.

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$11,216	\$19,092	\$16,311	\$7,908	\$9,683
Classroom dollars	\$6,924	\$11,926	\$8,757	\$4,497	\$5,903
Nonclassroom dollars:	\$4,292	\$7,166	\$7,554	\$3,411	\$3,780
Administration	2,248	3,587	2,656	729	1,050
Plant Operations	812	1,669	2,297	920	951
Food Service	510	995	859	382	369
Transportation	9	40	930	343	406
Student Support	579	603	474	594	512
Instruction Support	134	272	338	431	470
Other	0	0	0	12	22

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Yuma Elementary School District

Yuma County
Operational peer group: H
Legislative districts: 24

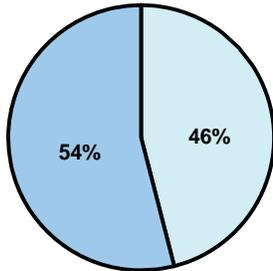
District size: Large
Students attending: 9,547
Number of schools: 18

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,953
\$4,497



Nonclassroom
\$3,361
\$3,411

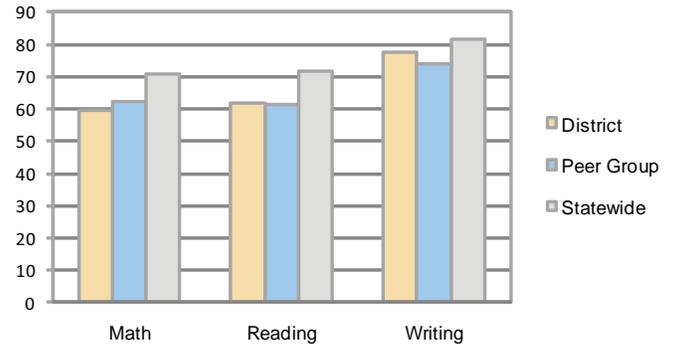
Total
\$7,314
\$7,908

5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 56.6 to 54 percent. Spending on plant operations and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

14 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2008)	N/A	74%	75%
Poverty rate	32%	28%	19%
Student/teacher ratio	17.4	18.0	17.1
Average teacher salary	\$37,460	\$48,318	\$45,209
Average years' experience	9.0	8.9	8.3
Percent of teachers in first 3 years	20%	33%	16%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$686	\$705	\$729
	Students per administrator	56	67	66
Plant Operations	Cost per square foot	\$7.99	\$6.62	\$6.40
	Square footage per student	115	120	144
Food Service	Cost per meal equivalent	\$2.22	\$2.44	\$2.53
Transportation	Cost per mile	\$2.71	\$4.77	\$3.36
	Miles per rider	381	197	271

Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$7,655	\$7,314	\$7,808	\$7,908	\$9,683
Classroom dollars	\$4,037	\$3,953	\$4,486	\$4,497	\$5,903
Nonclassroom dollars:	\$3,618	\$3,361	\$3,322	\$3,411	\$3,780
Administration	801	686	705	729	1,050
Plant Operations	792	920	786	920	951
Food Service	516	508	494	382	369
Transportation	430	391	272	343	406
Student Support	607	442	536	594	512
Instruction Support	472	414	529	431	470
Other	0	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher, librarian, speech pathologist, and counselor earned between \$6,020 and \$6,225 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Yuma Union High School District

Yuma County
Operational peer group: B
Legislative districts: 24

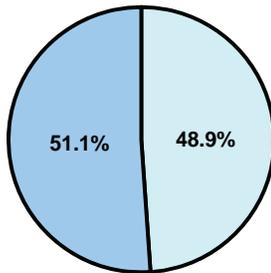
District size: Large
Students attending: 10,881
Number of schools: 6

OPERATIONAL EFFICIENCY

Average per-pupil spending

District
State

Classroom
\$3,484
\$4,497



Nonclassroom
\$3,336
\$3,411

Total
\$6,820
\$7,908

5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 53.5 to 51.1 percent. Spending on administration decreased significantly, spending on student support and instruction support increased significantly, and spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$483	\$634	\$729
	Students per administrator	46	67	66
Plant Operations	Cost per square foot	\$6.72	\$6.67	\$6.40
	Square footage per student	130	142	144
Food Service	Cost per meal equivalent	\$2.29	\$2.64	\$2.53
Transportation	Cost per mile	\$2.84	\$3.44	\$3.36
	Miles per rider	479	290	271

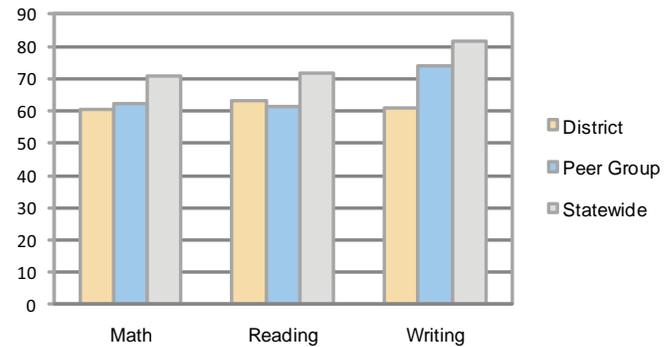
Very Low Low Comparable High Very High

Per-pupil spending by function

	District		Peer	State	National
	2008	2009	2009	2009	2007
Total	\$6,892	\$6,820	\$7,523	\$7,908	\$9,683
Classroom dollars	\$3,514	\$3,484	\$4,247	\$4,497	\$5,903
Nonclassroom dollars:	\$3,378	\$3,336	\$3,276	\$3,411	\$3,780
Administration	628	483	634	729	1,050
Plant Operations	917	872	936	920	951
Food Service	373	385	310	382	369
Transportation	477	452	359	343	406
Student Support	564	615	571	594	512
Instruction Support	400	513	443	431	470
Other	19	16	23	12	22

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 5 did not because they failed to meet 1 or more of the following objectives: percentage of students tested (1); academic progress (4); graduation rate (2).

Student and teacher information

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2008)	71%	74%	75%
Poverty rate	26%	28%	19%
Student/teacher ratio	21.8	18.0	17.1
Average teacher salary	\$48,950	\$48,318	\$45,209
Average years' experience	9.9	8.9	8.3
Percent of teachers in first 3 years	23%	33%	16%

Proposition 301

Teacher pay

On average, each teacher, librarian, counselor, and nurse earned between \$5,269 and \$5,275 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

Central AZ Valley Institute of Technology

Pinal County

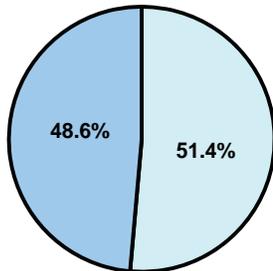
Students attending: 110

Average per-pupil spending

District

State

Classroom
\$7,098
\$4,497



Nonclassroom
\$7,501
\$3,411

Total
\$14,599
\$7,908

5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom was very inconsistent year to year and decreased significantly from 52.6 to 48.6 percent. Spending on administration decreased, while spending on plant operations increased. Spending in other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$21,209	\$14,599	\$7,908	\$9,683
Classroom dollars	\$8,133	\$7,098	\$4,497	\$5,903
Nonclassroom dollars:	\$13,076	\$7,501	\$3,411	\$3,780
Administration	6,675	4,042	729	1,050
Plant Operations	1,121	1,086	920	951
Food Service	0	0	382	369
Transportation	0	0	343	406
Student Support	0	0	594	512
Instruction Support	5,280	2,373	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,317 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

East Valley Institute of Technology

Maricopa County

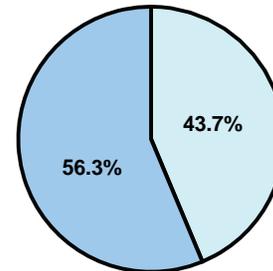
Students attending: 1,854

Average per-pupil spending

District

State

Classroom
\$3,538
\$4,497



Nonclassroom
\$2,743
\$3,411

Total
\$6,281
\$7,908

5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom was very inconsistent year to year and decreased significantly from 59.7 to 56.3 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$5,303	\$6,281	\$7,908	\$9,683
Classroom dollars	\$2,740	\$3,538	\$4,497	\$5,903
Nonclassroom dollars:	\$2,563	\$2,743	\$3,411	\$3,780
Administration	998	995	729	1,050
Plant Operations	1,117	1,306	920	951
Food Service	0	0	382	369
Transportation	0	0	343	406
Student Support	344	286	594	512
Instruction Support	104	156	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$4,358 in salary, and each counselor earned \$3,568.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

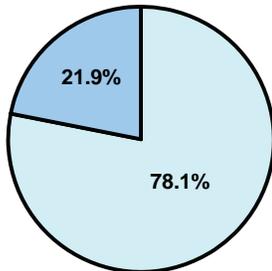
Gila Institute for Technology

Graham County
Students attending: 73

Average per-pupil spending

District
State

Classroom
\$1,841
\$4,497



Nonclassroom
\$6,580
\$3,411

Total
\$8,421
\$7,908

5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 24.3 to 21.9 percent. Spending on plant operations decreased, while spending on other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$8,399	\$8,421	\$7,908	\$9,683
Classroom dollars	\$1,698	\$1,841	\$4,497	\$5,903
Nonclassroom dollars:	\$6,701	\$6,580	\$3,411	\$3,780
Administration	5,386	5,160	729	1,050
Plant Operations	353	286	920	951
Food Service	1	0	382	369
Transportation	0	0	343	406
Student Support	0	181	594	512
Instruction Support	961	953	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

The teacher earned \$9,245 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

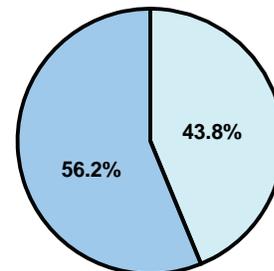
Northern AZ Vocational Institute of Technology

Navajo County
Students attending: 321

Average per-pupil spending

District
State

Classroom
\$5,193
\$4,497



Nonclassroom
\$4,048
\$3,411

Total
\$9,241
\$7,908

5-year trend

Student enrollment decreased by 6 percent, which contributed to the 132 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 53.6 to 56.2 percent. Spending on administration decreased, while spending on plant operations and student support increased.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$7,686	\$9,241	\$7,908	\$9,683
Classroom dollars	\$4,768	\$5,193	\$4,497	\$5,903
Nonclassroom dollars:	\$2,918	\$4,048	\$3,411	\$3,780
Administration	1,775	1,962	729	1,050
Plant Operations	520	1,232	920	951
Food Service	0	0	382	369
Transportation	0	0	343	406
Student Support	449	413	594	512
Instruction Support	174	441	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

The District did not employ any teachers, and thus, did not spend base and performance pay monies. However, the District paid \$273 in menu monies toward a dropout prevention program through Northland Pioneer College.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

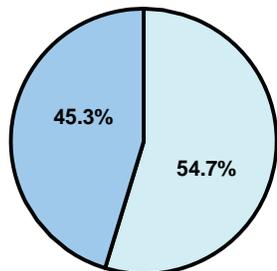
Coconino County Regional ASD

Coconino County
Students attending: 145

Average per-pupil spending

District
State

Classroom
\$4,561
\$4,497



Nonclassroom
\$5,515
\$3,411

Total
\$10,076
\$7,908

5-year trend

Total spending per pupil increased by 42 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 57 to 45.3 percent. Spending on administration decreased, and spending on transportation and student support increased.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$11,392	\$10,076	\$7,908	\$9,683
Classroom dollars	\$4,879	\$4,561	\$4,497	\$5,903
Nonclassroom dollars:	\$6,513	\$5,515	\$3,411	\$3,780
Administration	1,788	1,574	729	1,050
Plant Operations	735	583	920	951
Food Service	0	0	382	369
Transportation	2,402	2,046	343	406
Student Support	1,447	1,224	594	512
Instruction Support	141	88	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,987 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

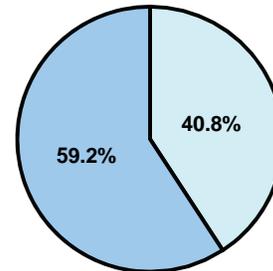
Ft. Huachuca ASD

Cochise County
Students attending: 1,025

Average per-pupil spending

District
State

Classroom
\$6,061
\$4,497



Nonclassroom
\$4,175
\$3,411

Total
\$10,236
\$7,908

5-year trend

Student enrollment decreased by 11 percent, which contributed to an 18 percent increase in total spending per pupil. Spending in the classroom decreased slightly from 59.3 to 59.2 percent. Spending on administration and plant operations increased, while spending on transportation decreased.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$9,986	\$10,236	\$7,908	\$9,683
Classroom dollars	\$5,868	\$6,061	\$4,497	\$5,903
Nonclassroom dollars:	\$4,118	\$4,175	\$3,411	\$3,780
Administration	1,215	1,394	729	1,050
Plant Operations	1,203	1,272	920	951
Food Service	425	376	382	369
Transportation	320	168	343	406
Student Support	700	619	594	512
Instruction Support	255	346	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$4,314 in additional salary, and each librarian, speech pathologist, counselor, occupational therapist, and nurse earned between \$4,191 and \$4,542.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▴ = partially

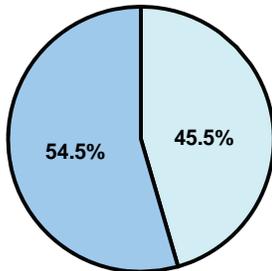
Gila County Regional School District

Gila County
Students attending: 125

Average per-pupil spending

District
State

Classroom
\$4,295
\$4,497



Nonclassroom
\$3,585
\$3,411

Total
\$7,880
\$7,908

3-year trend

Student enrollment more than doubled and total spending per pupil increased by 25 percent. Spending in the classroom varied year to year and increased significantly overall from 33.1 to 54.5 percent. Spending on plant operations increased, while spending on instruction support decreased significantly.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$7,503	\$7,880	\$7,908	\$9,683
Classroom dollars	\$4,003	\$4,295	\$4,497	\$5,903
Nonclassroom dollars:	\$3,500	\$3,585	\$3,411	\$3,780
Administration	1,420	2,079	729	1,050
Plant Operations	643	689	920	951
Food Service	243	23	382	369
Transportation	310	216	343	406
Student Support	789	209	594	512
Instruction Support	86	369	431	470
Other	9	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$5,946 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

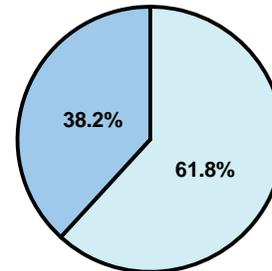
Graham County Special Services

Graham County
Students attending: 53

Average per-pupil spending

District
State

Classroom
\$8,874
\$4,497



Nonclassroom
\$14,351
\$3,411

Total
\$23,225
\$7,908

5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 46.7 to 38.2 percent. Spending on administration and plant operations increased. Spending on other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$25,137	\$23,225	\$7,908	\$9,683
Classroom dollars	\$9,148	\$8,874	\$4,497	\$5,903
Nonclassroom dollars:	\$15,989	\$14,351	\$3,411	\$3,780
Administration	3,365	3,442	729	1,050
Plant Operations	1,881	1,951	920	951
Food Service	0	0	382	369
Transportation	1,955	1,942	343	406
Student Support	8,767	6,998	594	512
Instruction Support	21	18	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$2,254 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

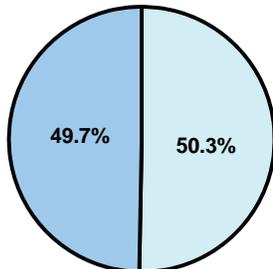
Maricopa County Regional School District

Maricopa County
Students attending: 310

Average per-pupil spending

District
State

Classroom
\$6,699
\$4,497



Nonclassroom
\$6,777
\$3,411

Total
\$13,476
\$7,908

5-year trend

Student enrollment increased by 81 percent, which contributed to a 68 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 43.6 to 49.7 percent. Spending on administration and plant operations decreased, while spending on student support increased.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$9,479	\$13,476	\$7,908	\$9,683
Classroom dollars	\$4,643	\$6,699	\$4,497	\$5,903
Nonclassroom dollars:	\$4,836	\$6,777	\$3,411	\$3,780
Administration	1,816	3,180	729	1,050
Plant Operations	923	1,333	920	951
Food Service	2	0	382	369
Transportation	621	0	343	406
Student Support	1,016	1,614	594	512
Instruction Support	458	624	431	470
Other	0	26	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$6,486 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

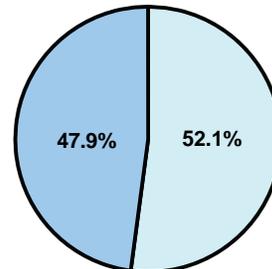
Mary C. O'Brien ASD

Pinal County
Students attending: 202

Average per-pupil spending

District
State

Classroom
\$12,967
\$4,497



Nonclassroom
\$14,090
\$3,411

Total
\$27,057
\$7,908

5-year trend

Total spending per pupil increased by 71 percent, despite an 18 percent increase in student enrollment. Spending in the classroom was inconsistent year to year and increased significantly overall from 36 to 47.9 percent. Spending on administration and student support decreased, while spending on other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$24,784	\$27,057	\$7,908	\$9,683
Classroom dollars	\$12,487	\$12,967	\$4,497	\$5,903
Nonclassroom dollars:	\$12,297	\$14,090	\$3,411	\$3,780
Administration	2,769	2,872	729	1,050
Plant Operations	3,121	4,208	920	951
Food Service	722	792	382	369
Transportation	2,010	2,245	343	406
Student Support	1,552	1,552	594	512
Instruction Support	2,123	2,421	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher and counselor earned between \$2,774 and \$2,837 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▲ = partially

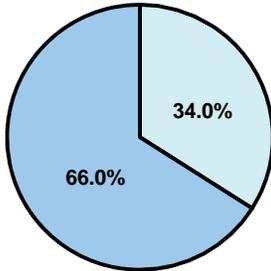
Pima ASD

Pima County
Students attending: 113

Average per-pupil spending

District
State

Classroom
\$6,753
\$4,497



Nonclassroom
\$3,475
\$3,411

Total
\$10,228
\$7,908

5-year trend

Student enrollment increased by 41 percent, which contributed to the 50 increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 62.4 to 66 percent. Spending on administration and plant operations decreased, while spending on instruction support increased.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$9,403	\$10,228	\$7,908	\$9,683
Classroom dollars	\$5,151	\$6,753	\$4,497	\$5,903
Nonclassroom dollars:	\$4,252	\$3,475	\$3,411	\$3,780
Administration	1,507	2,100	729	1,050
Plant Operations	191	62	920	951
Food Service	0	0	382	369
Transportation	0	0	343	406
Student Support	406	428	594	512
Instruction Support	2,148	885	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$6,067 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

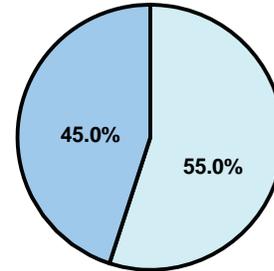
Pinal County Special Education Program

Pinal County
Students attending: 17

Average per-pupil spending

District
State

Classroom
\$25,591
\$4,497



Nonclassroom
\$31,309
\$3,411

Total
\$56,900
\$7,908

5-year trend

Student enrollment decreased by 59 percent, which contributed to the 20 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 42 to 45 percent. Spending on administration decreased, while spending on other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$66,810	\$56,900	\$7,908	\$9,683
Classroom dollars	\$29,308	\$25,591	\$4,497	\$5,903
Nonclassroom dollars:	\$37,502	\$31,309	\$3,411	\$3,780
Administration	3,365	2,070	729	1,050
Plant Operations	6,292	4,600	920	951
Food Service	927	1,096	382	369
Transportation	10,769	7,795	343	406
Student Support	15,048	14,928	594	512
Instruction Support	1,101	820	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned an additional \$1,778 in salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▤ = partially

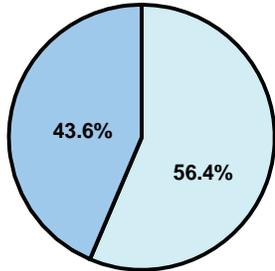
Rainbow ASD

Navajo County
Students attending: 27

Average per-pupil spending

District
State

Classroom
\$30,784
\$4,497



Nonclassroom
\$39,863
\$3,411

Total
\$70,647
\$7,908

5-year trend

Total spending per pupil increased by 71 percent, despite an 80 percent increase in student enrollment. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 58.4 to 43.6 percent. Spending on administration increased, while spending on other nonclassroom areas remained stable from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$47,660	\$70,647	\$7,908	\$9,683
Classroom dollars	\$18,254	\$30,784	\$4,497	\$5,903
Nonclassroom dollars:	\$29,406	\$39,863	\$3,411	\$3,780
Administration	11,108	15,595	729	1,050
Plant Operations	2,868	4,550	920	951
Food Service	0	0	382	369
Transportation	8,149	9,518	343	406
Student Support	6,469	9,080	594	512
Instruction Support	812	1,120	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$3,000 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

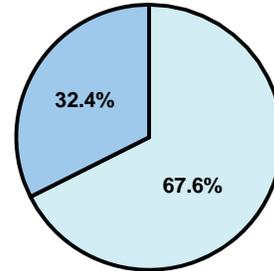
Santa Cruz County Regional School District

Santa Cruz County
Students attending: 45

Average per-pupil spending

District
State

Classroom
\$9,055
\$4,497



Nonclassroom
\$18,925
\$3,411

Total
\$27,980
\$7,908

3-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 36.9 to 32.4 percent. Spending on plant operations and instruction support increased significantly, while spending on student support decreased significantly.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$34,829	\$27,980	\$7,908	\$9,683
Classroom dollars	\$6,872	\$9,055	\$4,497	\$5,903
Nonclassroom dollars:	\$27,957	\$18,925	\$3,411	\$3,780
Administration	22,928	8,286	729	1,050
Plant Operations	451	2,166	920	951
Food Service	0	34	382	369
Transportation	0	173	343	406
Student Support	4,233	3,585	594	512
Instruction Support	217	4,673	431	470
Other	128	8	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$1,874 in additional salary.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Yavapai ASD

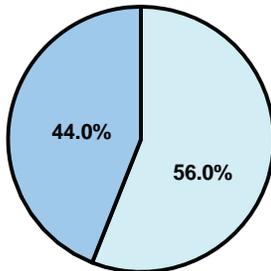
Yavapai County
Students attending: 77

Average per-pupil spending

District

State

Classroom
\$4,695
\$4,497



Nonclassroom
\$5,964
\$3,411

Total
\$10,659
\$7,908

5-year trend

Total spending per pupil increased by 28 percent, despite a 120 percent increase in student enrollment. Spending in the classroom was very inconsistent year to year and decreased significantly overall from 53.3 to 44 percent. Spending on administration, plant operations, transportation, and student support varied from year to year.

Per-pupil spending by function

	District		State 2009	National 2007
	2008	2009		
Total	\$11,539	\$10,659	\$7,908	\$9,683
Classroom dollars	\$5,884	\$4,695	\$4,497	\$5,903
Nonclassroom dollars:	\$5,655	\$5,964	\$3,411	\$3,780
Administration	2,963	3,295	729	1,050
Plant Operations	611	656	920	951
Food Service	0	0	382	369
Transportation	178	165	343	406
Student Support	1,335	1,495	594	512
Instruction Support	568	353	431	470
Other	0	0	12	22

Proposition 301

Teacher pay

On average, each teacher earned \$2,684 in additional salary, and each instructional aide and the counselor earned between \$1,975 and \$3,312.

Performance pay plan goals and results

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

■ = yes, □ = no, and ▮ = partially

Appendix C

Definition of the classroom dollar percentage

The classroom dollar percentage is the amount spent for classroom purposes divided by the total amount spent for day-to-day operations, or total current expenditures. Current expenditures exclude monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of K-12 education, such as adult education and community services. Total current expenditures include classroom and nonclassroom expenses as shown below:

Classroom dollars

- **Classroom personnel**—Teachers, teachers' aides, substitute teachers, graders, and guest lecturers
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, software, films, etc.
- **Activities**—Field trips, athletics, and co-curricular activities such as choir and band
- **Tuition**—Paid to out-of-state and private institutions

Nonclassroom dollars

- **Administration**—Superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services
- **Plant operations and maintenance**—Heating and cooling, equipment repair, groundskeeping, and security
- **Food service**—Costs of preparing and serving meals and snacks
- **Transportation**—Costs of transporting students to and from school and school activities
- **Instructional support services**—Librarians, teacher training, curriculum development, and instruction-related technology services
- **Student support services**—Counselors, attendance clerks, audiologists, speech pathologists, and nurses

Scope

All of the State's 239 school districts were included in the calculation of the state-wide classroom dollar percentage and analysis of statewide supplanting. However, some districts were excluded from further analysis:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all their students to other districts and, therefore, do not have classroom expenditures.
- When analyzing the efficiency of district operations, accommodation districts and joint technological education districts were also excluded. These districts, listed at the end of Appendix A, are unique in operation and few in number, and would, thereby, distort the analysis of factors generally affecting other district types.
- Only 223 districts received CSF monies for fiscal year 2009. The 16 districts not receiving fiscal year 2009 Proposition 301 monies included the 9 transporting districts and 7 of the 11 joint technological education districts.

Methodology

To analyze the most current expenditure and budget data available for Arizona's school districts, auditors obtained fiscal year 2009 school district AFRs and budgets from the Arizona Department of Education. In addition, all of the State's 239 school districts provided auditors with fiscal year 2009 summary accounting data, 223 districts submitted summaries of their CSF expenditures and program results, and 187 districts submitted their Proposition 301 performance pay plans. The information used to prepare this report was not audited; however, it was subject to certain quality control procedures to help ensure its reasonableness. For example, instead of auditing the AFRs, budgets, and summary accounting data to the underlying district records, auditors performed analytical procedures using the financial data and CSF Narratives of program results and interviewed school district officials about significant anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and analyzing performance measures.

Other information related to the analysis was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the SFB, such as square footage and number of schools. In addition, auditors obtained national financial data and location relative to population centers from the National Center for Education Statistics (NCES) and district-level poverty rates from the U.S. Census Bureau.

Auditors made certain adjustments to the Arizona district-level data that affected the ADM counts for districts that did not offer free all-day kindergarten. This adjustment, which was needed to improve ADM comparability between districts, was made at the school level based on district responses to a survey. Auditors also made certain adjustments that affected the classroom dollar results reported for the State's 11 joint technological education districts. These districts typically pass through more than 50 percent of their available funding to their member school districts. Thus, to avoid counting the same expenditures twice, auditors calculated the classroom dollar percentage for each joint technological education district using only its direct expenditures. Lastly, because some districts pay tuition for students to attend private institutions, auditors included tuition payments in the district's classroom dollar calculation and the students in the district's ADM counts.

To compare school districts' efficiency and effectiveness, auditors developed two types of district peer groups. First, to compare performance measures related to costs, auditors developed operational peer groups using district size, type, and location. The six size categories are defined in Appendix B. Auditors grouped high school districts with unified districts because both districts serve high school students. As reported by the NCES, the U.S. Census Bureau classifies districts by distance and population density into four main categories: city, suburban area, town, and rural area. Auditors grouped together districts located in city and suburban areas

and then also grouped together districts located in town and rural areas. In the left-hand side of Appendix B district pages, auditors compared each district's expenditures and operational performance measures to those of its peer group averages. Second, to compare districts' academic indicators, auditors developed student achievement peer groups using the same size and location categories as in the operational peer groups, but with additional consideration of each district's poverty rate because poverty rate has been shown to be strongly related to student achievement. Auditors grouped districts into high- and low- poverty groups based on whether their poverty rates were above or below the state average. In the right-hand side of Appendix B district pages, auditors compared each district's academic indicators, such as the percentage of students who met or exceeded AIMS, attendance rate, and graduation rate, to the averages of its student achievement peer group.