

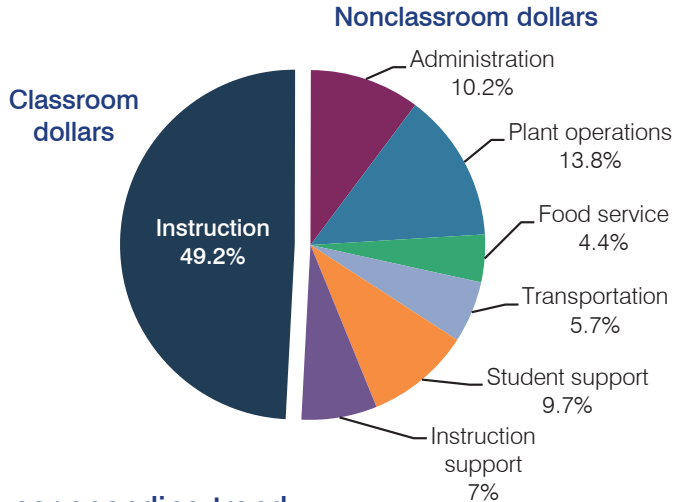
Tucson Unified School District

Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9 and 10

District size, location: Very large, City
 Students attending: 48,189
 Number of schools: 99

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 53.4 to 49.2 percent. Spending on plant operations increased substantially, spending on administration increased, and spending on food service, transportation, and student support increased slightly. Spending on instruction support decreased substantially.

Cost measures relative to peer averages

| Operational area | Measure | District | Peer average | State average |
|------------------|----------------------------|----------|--------------|---------------|
| Administration | Cost per pupil | \$865 | \$640 | \$746 |
| | Students per administrator | 62 | 80 | 67 |
| Plant operations | Cost per square foot | \$6.52 | \$5.91 | \$6.03 |
| | Square footage per student | 178 | 145 | 153 |
| Food service | Cost per meal equivalent | \$2.76 | \$2.62 | \$2.58 |
| Transportation | Cost per mile | \$4.42 | \$3.54 | \$3.55 |
| | Cost per rider | \$2,579 | \$1,359 | \$1,015 |

Very low Low Comparable High Very high

Per pupil spending by operational area

| | District | | Peer average | State average | National average |
|------------------------------|----------------|----------------|----------------|----------------|------------------|
| | 2012 | 2013 | 2013 | 2013 | 2011 |
| Total | \$8,751 | \$8,421 | \$7,185 | \$7,496 | \$10,658 |
| Classroom dollars | 4,429 | 4,139 | 4,074 | 4,031 | 6,520 |
| Nonclassroom dollars: | 4,322 | 4,282 | 3,111 | 3,465 | 4,138 |
| Administration | 854 | 865 | 640 | 746 | 1,138 |
| Plant operations | 1,156 | 1,162 | 855 | 924 | 1,015 |
| Food service | 371 | 369 | 325 | 396 | 412 |
| Transportation | 479 | 481 | 346 | 369 | 452 |
| Student support | 862 | 816 | 571 | 582 | 593 |
| Instruction support | 600 | 589 | 374 | 448 | 528 |

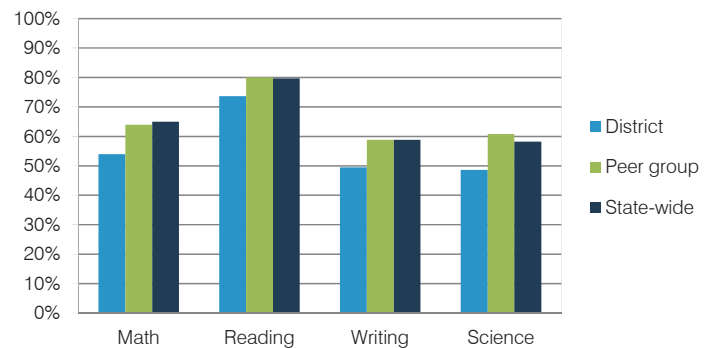
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

| Grade | Number of schools | Percentage of schools |
|-----------|-------------------|-----------------------|
| A | 12 | 12% |
| B | 30 | 30% |
| C | 39 | 40% |
| D | 12 | 12% |
| F | 1 | 1% |
| Not rated | 5 | 5% |

Students who met state standards (AIMS)



Student and teacher measures

| Measure | District | Peer average | State average |
|---|----------|--------------|---------------|
| Attendance rate | 92% | 93% | 94% |
| Graduation rate (2012) | 80% | 80% | 77% |
| Poverty rate (2012) | 30% | 25% | 25% |
| Students per teacher | 17.9 | 17.9 | 18.3 |
| Average teacher salary | \$46,592 | \$44,916 | \$45,264 |
| Amount from Proposition 301 | \$3,140 | \$3,845 | \$3,784 |
| Average years of teacher experience | 11.9 | 12.0 | 10.9 |
| Percentage of teachers in first 3 years | 17% | 18% | 19% |

Financial stress assessment

Overall financial stress level: **Moderate**

| Measure: 2011 through 2013 | Assessment |
|---|-----------------------|
| Number of students attending district | Concentrated decrease |
| Spending exceeded operating/capital budgets | No overspending |
| Spending increase election results | No election held |
| Operating reserve percentage (max. 4%), trend | 2.2%, Varying |
| Years of capital reserve held | 1 to 3 years |
| Current financial and internal control status | Compliant |

