

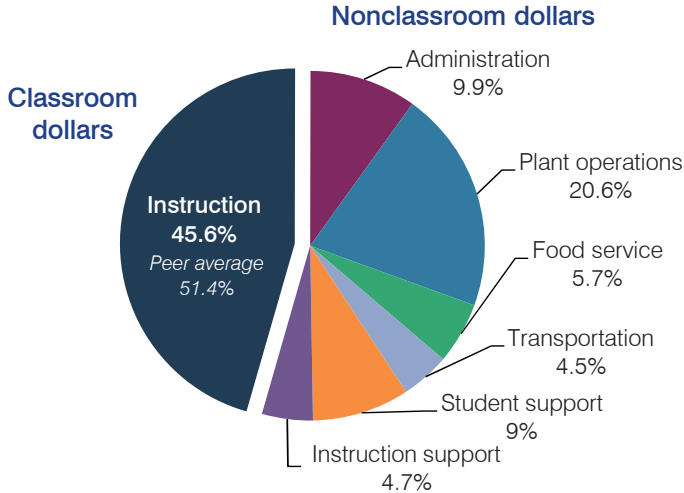
Window Rock Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,050
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



Efficiency measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,033	\$798	\$780
	Students per administrative position	53	65	67
Plant operations	Cost per square foot	\$7.48	\$5.52	\$6.09
	Square footage per student	286	191	153
Food service	Cost per meal equivalent	\$2.74	\$2.80	\$2.79
Transportation	Cost per mile	\$3.16	\$3.34	\$3.66
	Cost per rider	\$835	\$768	\$1,071

Very low Low Comparable High Very high

Per pupil spending

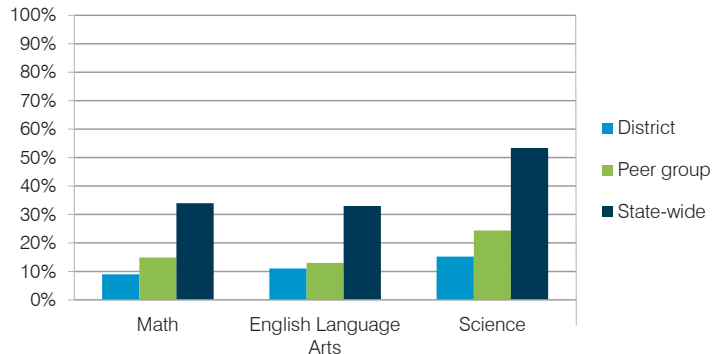
Spending by area	District		Peer average	State average
	2014	2015	2015	2015
Instruction	\$ 4,948	\$ 4,741	\$ 3,941	\$ 4,105
Administration	1,221	1,033	798	780
Plant operations	2,014	2,137	1,045	930
Food service	577	587	419	417
Transportation	526	468	411	371
Student support	992	941	597	613
Instruction support	451	485	479	442
Total operational	\$ 10,729	\$ 10,392	\$ 7,690	\$ 7,658
Land and buildings	\$ 5,052	\$ 479	\$ 382	\$ 641
Equipment	449	144	281	383
Interest	528	356	200	225
Other	60	8	59	150
Total nonoperational	\$ 6,089	\$ 987	\$ 922	\$ 1,399
Total per pupil spending	\$ 16,818	\$ 11,379	\$ 8,612	\$ 9,057

STUDENT AND TEACHER MEASURES, FINANCIAL ASSESSMENT, AND REVENUE

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2014)	80%	72%	76%
Poverty rate (2014)	37%	41%	23%
Students per teacher	17.2	15.8	18.6
Average teacher salary	\$50,305	\$45,502	\$46,008
Average years of teacher experience	12.7	12.7	11.0
Percentage of teachers in first 3 years	18%	15%	20%

Students who met state standards



Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2013 through 2015	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Low Moderate High

Per pupil revenues

Revenues by source	District		Peer average	State average
	2014	2015	2015	2015
Federal	\$ 7,733	\$ 8,715	\$ 2,889	\$ 1,299
State	5,638	4,903	3,860	3,517
Local	1,191	1,341	2,930	4,248
Total revenues per pupil	\$ 14,562	\$ 14,959	\$ 9,679	\$ 9,064
Select revenues from common sources				
Equalization formula funding	\$ 5,916	\$ 4,904	\$ 5,185	\$ 5,303
Grants	1,465	1,879	1,573	1,167
Donations and tax credits	1	5	48	78
Select revenues from less common sources				
Desegregation	\$ 0	\$ 0	1 of 18	
Small school adjustment	0	0	0 of 18	
Federal impact aid	6,424	7,146	7 of 18	
Voter-approved levy increases	182	122	15 of 18	

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Classroom dollar percentage

Year:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Percentage:	54.1	57.3	57.5	56.1	52.0	52.0	52.4	50.4	50.1	49.6	47.4	48.0	47.1	46.1	45.6

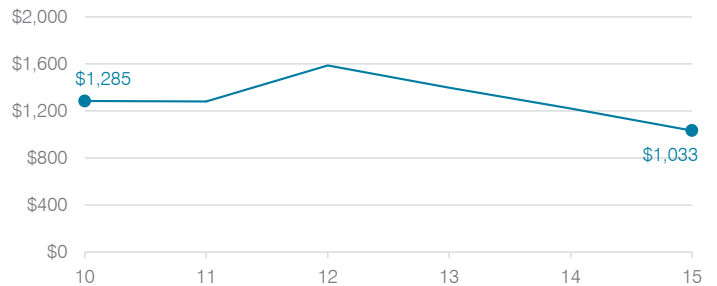
OPERATIONAL TRENDS

Fiscal years as indicated

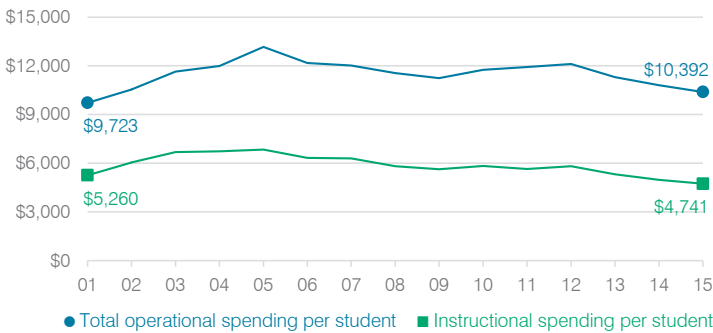
5-year spending trend (2010 through 2015)

Total operational spending per pupil, adjusted for inflation, decreased by 12 percent. The percentage of dollars spent in the classroom decreased overall from 49.6 to 45.6 percent. Overall, as a percentage of total operational spending, plant operations increased substantially and food service and student support increased, while administration and instruction support decreased substantially. Transportation remained fairly stable.

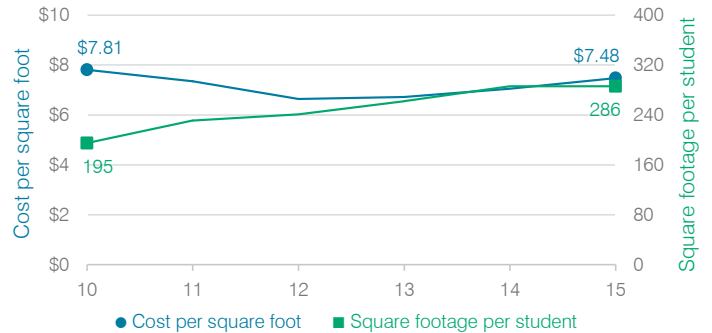
Administrative cost per student



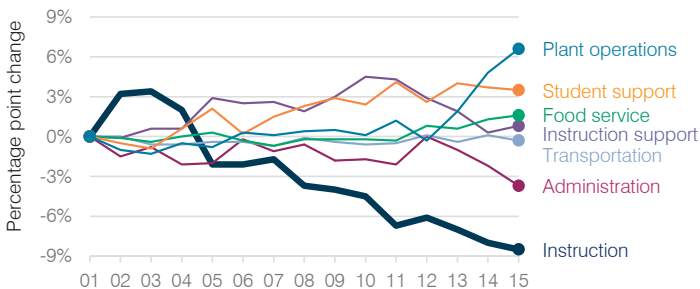
Total operational and instructional spending per student (inflation adjusted to 2015 dollars)



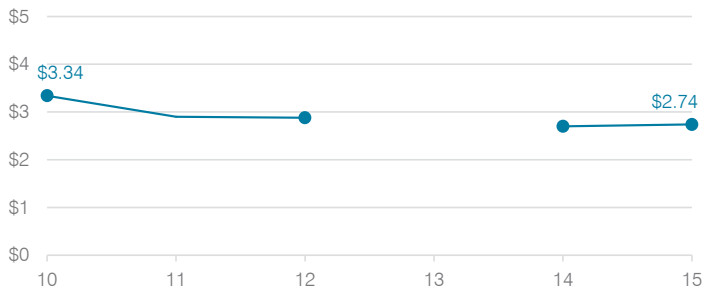
Plant cost per square foot and square footage per student



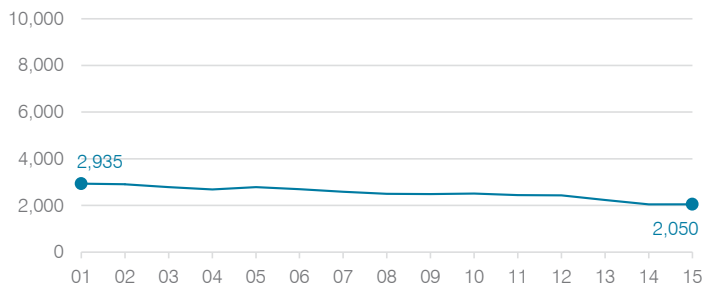
Changes in operational spending percentages



Food service cost per meal



Students attending



Transportation costs per mile and per rider

