

ANNUAL FINANCIAL COMMUNITY REPORT

FISCAL YEAR ENDED JUNE 30, 2021



EXCELLENCE THROUGH LEADERSHIP: ENGAGE, EMPOWER, EXCEL

Queen Creek Unified School District empowers each student to achieve excellence in all pursuits and lead with integrity.



STRONG SCHOOLS, STRONG COMMUNITY

Queen Creek Unified School District (QCUSD) is a community of growth and opportunity. The Queen Creek Unified boundary area stretches 46 square miles and includes the Town of Queen Creek and parts of East Mesa. Our schools have a large impact on economic growth, but the largest impact we have is on our students. Queen Creek Unified Schools provide students with opportunities to prepare for colleges and careers, while fostering leadership skills that will strengthen our community. The innovative programs our students experience are made possible by responsible stewardship of district resources.

The Popular Annual Financial Report (PAFR) is a reflection of our efforts to keep you informed of the District's financial operations and what we are achieving with our financial resources. Within this report you will find an analysis of where the District's financial resources come from and where the dollars are spent in a format that is easy to understand.

The Annual Comprehensive Financial Report (ACFR) is prepared following the generally accepted accounting principles (GAAP) and includes audited financial statements. As such, the report provides more details as well as full disclosure of material events, both financial and non-financial. The information in the ACFR by nature can be technical and complex and therefore is not as useful to citizens wishing to gain an understanding of the District's finances.

The PAFR has been prepared to simplify the information in the ACFR and better inform the public about the overall financial condition of the District, without the heavy use of technical accounting terms of excessive detail. The PAFR is not intended to provide a complete financial picture of the District per the GAAP. For more in-depth financial information, the District's ACFR is available online at www.qcUSD.org.

Superintendent Dr. Perry Berry, Ed.D.

REPORT OVERVIEW

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- Programs for All Students page 4
- Understanding School Funding . . . pages 5-7

*Proud to be the Premier District
of Choice for the East Valley.*



EDUCATIONAL HIGHLIGHTS

STUDENT ACHIEVEMENT

The Queen Creek Unified School District is dedicated to preparing students to be college and career ready. The state adopted summative assessment, AzM2, is based on demanding standards that increase the academic rigor expected from our students. Professional learning opportunities to support teachers with the implementation of the standards is a District priority.

Collectively, leaders across the District ensure implementation of rigorous instruction for all students. In addition, the District is preparing to meet the provisions of the Arizona Department of Education Consolidated State Plan under the Every Student Succeeds Act (ESSA).

QCUSD's latest issued School Letter Grades, according to the State Board of Education:

- Desert Mountain Elementary: Excellent A**
- Frances Brandon-Pickett Elementary: Excellent A**
- Gateway Polytechnic Academy: Highly Performing B**

- Jack Barnes Elementary: Excellent A**
- Queen Creek Elementary: Excellent A**
- Newell Barney Junior High School: Highly Performing B**
- Queen Creek Junior High School: Highly Performing B**
- Queen Creek High School: Excellent A**
- Faith Mather Sossaman Elementary: Excellent A**

DID YOU KNOW?

QCUSD students continue to score well above the state average in all areas of Math and English Language Arts.

The district proficiency rate outperformed 81% of Arizona district and charter schools with reportable data on Math proficiency; and, 72% of Arizona district and charter schools with reportable data on ELA proficiency.

Also, 96% of QCUSD 8th grade Algebra 1 students passed the AzMERIT End of Course Assessment.

Queen Creek students outperformed charter schools in mathematics by 14 percentage points.



SCHOOLS

Queen Creek High School, *Named a Best High School in America for 2018 & 2019 by U.S. News & World Report*

Newell Barney Junior High School, *an AVID National Demonstration School*

Queen Creek Junior High School

Desert Mountain Elementary School, *an A+ School of Excellence 2020-2024*

Jack Barnes Elementary School: *2016 National Blue Ribbon School*

Queen Creek Elementary

Gateway Polytechnic Academy: *STEM-focused*

Faith Mather Sossaman Elementary: *STEM-focused*

Silver Valley Elementary: *STEM-focused, Leader In Me*

Eastmark High School (grades 7-12): *A comprehensive high school featuring Career Path Academies*

Katherine Mecham Barney Elementary: *An accelerated school of choice with a STEAM-focus, Leader In Me*

Schnepf Elementary (opening July 2021): *A STEM-focused, Leader in Me school in the southeast corner of QCUSD boundaries.*

“QCUSD students scored 24 percentage points above the state proficiency in Math and 15 percentage points above the state proficiency in English Language Arts.”

“QCUSD students continue to score well above the state average in all areas of Math and English Language Arts.”

EDUCATIONAL PROGRAMS



QCUSD Unique Programs

In Queen Creek Unified School District, excellence is achieved through leadership. Our schools offer a rigorous and viable curriculum. Additionally, the District's growth has led to the construction of new schools. The following are some of the highlights of the programs offered to all students.

Preschool (tuition-based) and Early Childhood Programs

Queen Creek Unified School District is proud to offer a variety of preschool programs (half-day and full-day) for students ages 3 to 5. QCUSD preschool programs are affordable and flexible. Each preschool classroom has a low student-teacher ratio and is taught by a certified educator. QCUSD preschool offers your child leadership opportunities as well as real-world, hands-on experiences preparing them for success in their future educational career. Quality academic learning experiences and skill development – curriculum adapts to AZ Early Learning Standards.

FREE All-Day Kindergarten

QCUSD offers free all-day kindergarten at all of our elementary schools. Students also enjoy the benefits of PE, music, art, library, and technology.

STEM & STEAM - Science, Technology, Engineering, Arts and Math:

Eastmark High School, Gateway Polytechnic Academy, Faith Mather Sossaman Elementary, Silver Valley Elementary, Katherine Mecham Barney (Science Technology Engineering Arts Math), and Schnepf Elementary offer the comprehensive QCUSD curriculum along with a STEM focus.

AVID - Advancement Via Individual Determination:

AVID is a College and Career Readiness System aimed at preparing all students for the lives they will lead after school. AVID encompasses instructional best practices that are embedded into daily lesson plans that facilitate rigorous and engaging learning opportunities to build skills, habits, and behaviors in a safe, college and career atmosphere.

All 9 QCUSD elementary schools implement AVID in a school-wide K-6 approach with teachers using AVID strategies to deliver curriculum throughout the day. Both junior high schools and high schools implement AVID school-wide as well as offer the AVID elective class to seventh through tenth grade students. The AVID

elective supports our rigorous curriculum while teaching students transferable skills that can be used in college and the workplace. Newell Barney Junior High School was named an AVID National Demonstration School by exemplifying the implementation of AVID with fidelity, thus joining the elite group of only three middle schools in Arizona to earn that title.

Education Career Action Plan (ECAP)

ECAP is an on-going process that empowers students to create a meaningful and individualized plan toward post-high school success. With support and guidance from their families, school personnel and other advisors, students undergo a process of self-exploration, career exploration, career planning, and management.

Career & Technical Education (CTE)

Career and Technical Education classes are offered at Queen Creek High School and Eastmark High School. Crismon High School, opening in 2022, will include four career path academies with focuses in STEM, Health Services, Business and Leadership, and Design and Construction. In these high school programs, students have the opportunity to earn industry certificates and participate in internships and/or job shadowing. These programs, along with a partnership with the East Valley Institute of Technology, allow our students to experience hands-on, real-world opportunities in the career field of their choice.

PBIS - Positive Behavioral Interventions and Supports:

PBIS is a multi-tiered decision-making framework for behavior that is culturally responsive for students, staff, and the community. In QCUSD, the PBIS expectations for all students are as follows: be kind, be respectful, show integrity.

Community Education

The QCUSD Community Education Department offers an award-winning before and after school program, enrichment classes and clinics, as well as a Youth Athletic Program (YAP) taught by District coaches. YAP opportunities include but are not limited to: running club, cheer, wrestling, volleyball, baseball, basketball, and soccer.

Athletics

Athletic programs are offered at the middle school and high school level. QCUSD is home to state and national champion athletes and teams.

UNDERSTANDING SCHOOL FUNDING - DISTRICT BUDGETS

HOW ARE SCHOOLS FUNDED?

School district budgets can be very complex. A budget is not just a document full of numbers prepared by the business office; rather, it is a working tool central to the successful operation of a school district. At Queen Creek Unified School District, the budgeting process starts months before the budget year begins. Budgeting represents an opportunity to plan a district's mission, improve operations, and achieve the district's educational objectives.

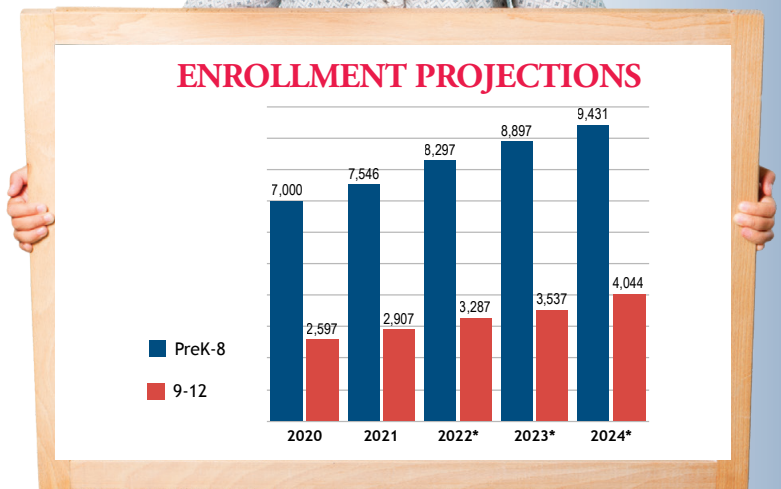
Arizona school districts receive funding based on a formula defined by state statute that is designed to help ensure all children in the state receive an equitable educational experience. The formula applies a rate to the number of enrolled students and then adds amounts for transportation, district additional assistance (capital) and Classroom Site Fund. The portion of the budget that accounts for most of the day-to-day spending is referred to as the Maintenance and Operations (M&O) Fund. Comparable to most school districts, nearly 85% of this fund is spent on salaries and benefits.

In November of 2019, the voters in Queen Creek Unified School District approved a 15% budget override to fund increased academic programs that prepare students for post-secondary education and workforce success, increased art and music classes throughout the District, increased school security to maintain a safe and secure learning environment, reduced class sizes at the K-8 level, increased salaries to retain and attract exceptional teachers and staff, and to expand and enhance athletic, ROTC, and gifted programs. Typical budgeted expenditures include: salaries, employee benefits, supplies, utilities, maintenance and repair, and miscellaneous expenditures not of a capital nature.

FINANCIAL REPORT CARD

In the first quarter of 2021, Moody's upgraded the District's GO bond ratings to Aa1 from Aa2 which means better interest rates that amount to more savings for taxpayers. Only 4% of school districts throughout the nation received an upgrade from Moody's in their last credit rating revision.

In fiscal year 2019, Queen Creek Unified School District received a Certificate of Excellence in Financial Reporting from the Arizona Association of School Business Officials (ASBO). The Arizona Auditor General's Office assesses multiple district-level measures that impact resources and financial management practices to determine financial stress for each school district. In 2019, QCUSD received a score of low level financial stress. This is attributed to prudent managing of resources, ensuring budgets are not overspent, and maintaining one to three years of capital resources.



*Projected Enrollment Completed by 3rd Party: Applied Economics

“The district proficiency rate outperformed 84% of Arizona district and charter schools with reportable data on math proficiency, and; 71% of Arizona district and charter schools with reportable data on ELA proficiency.”

UNDERSTANDING SCHOOL FUNDING



Queen Creek Unified School District spends 69.1 cents of each dollar in the classroom.

- Salaries 65%
- Employer Paid Payroll Taxes and Benefits 19%
- Professional Services 11%
- Supplies 5%



WHERE THE MONEY COMES FROM

The district's funding can be broadly classified as coming from three revenue sources: local, state, and federal. The largest revenue source is the state, followed by local revenue (which includes property taxes), and federal revenue (made up of several grants of various sizes).

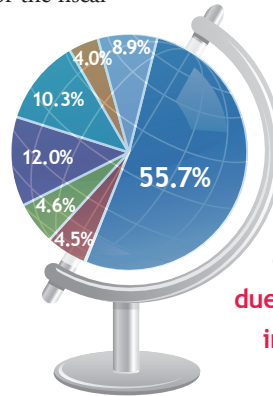
Arizona property taxes are divided into two categories: primary and secondary. The primary tax rate is one of the resources for the M&O Fund (see page 5) and capital funds. The secondary tax rate provides the resources for debt payments and the M&O fund's override.

WHERE THE MONEY GOES

The Arizona Auditor General's Office issues a report each year that compares individual school districts to state and national spending levels as well as spending trends in instruction and six non-classroom categories. Below is a summary of the general operating fund, capital projects fund, and grants funds expenses for the fiscal year ending June 30, 2021.

Instruction and Nonclassroom Spending Categories:

- 55.7% - Classroom Dollars
- 4.5% - Instructional Support
- 8.9% - Student Support
- 10.3% - Administration
- 12.0% - Plant Operations
- 4.6% - Transportation
- 4.0% - Non-Instructional



The District increased its expenses in FY21 from FY20 due to the new school opening and increased student enrollment.

HOW THE MONEY WAS SPENT

Instruction: salaries, payroll taxes and benefits for teachers and instructional aides, classroom supplies

Administration: expenses associated with the superintendent's office, principal's office, business office, human resources, and administrative technology

Plant Operations: utilities, equipment repair, groundskeeping, security

Food Service: costs of preparing and serving student meals

Transportation: costs of transporting students to and from school and school activities

Student Support: salaries, payroll taxes and benefits of counselors, speech pathologists, nurses, attendance staff, and social workers

Instructional Support: expenses associated with school libraries, teacher training, curriculum development, and instructional technology

Resources Taken In (in thousands)	2019	2020	2021
Property Taxes	30,199,771	33,096,534	49,997,074
Investment Income	1,080,546	907,224	641,576
County Aid	2,388,204	3,276,530	4,104,582
State Aid	32,841,343	43,792,449	45,865,050
Federal Aid	107,960	243,268	370,492
Program Revenue	42,912,759	28,651,104	25,458,580
Total Revenue & Resources	109,530,583	109,967,109	126,437,354
Services Provided (in thousands)	2019	2020	2021
Instruction	40,516,638	54,960,020	64,010,721
Student Support Services	8,507,861	10,926,905	12,098,273
Administration	8,400,826	8,957,703	9,908,569
Plant Operations	8,643,176	11,191,029	12,659,919
Transportation	4,703,459	4,494,255	5,495,111
Non-Instructional	4,789,037	5,685,826	6,291,219
Interest/Debt	4,390,042	4,905,185	5,836,111
Total Expenses & Services	79,951,039	101,120,923	116,299,923

UNDERSTANDING SCHOOL FUNDING

STATE CAPITAL FUNDING

The Unrestricted Capital Outlay portion of the budget covers long-term capital items such as, major building renovation or improvement projects as well as instructional capital needs including technology, textbooks, library books, science equipment and school buses.

In the past, districts received Building Renewal money from the School Facilities Board based on the district's square footage. The money was used for major renovation and repairs of buildings, upgrading systems, and areas that extended the buildings useful lives, and infrastructure costs. Districts across the state have been underfunded based on the State legislative formula.

CAPITAL FUNDING NEEDS

The District currently has \$142.8 million in outstanding debt, with \$5.6 million due in 2021. These bonds were issued for the construction of a new high school, an elementary school, and various capital improvement projects for a growing enrollment.

Current capital funding needs include:

- Safety and Security – Security system improvements
- Transportation – Student buses and vehicles
- Building and Grounds – Plumbing, utility infrastructure, roofing repairs and replacements, and fire alarm upgrades
- Infrastructure for Technology – Classroom learning systems and hardware
- Parking upgrades – Parking lot expansions and improvements
- Curriculum – Educational software and textbooks



“Queen Creek students outperformed charter schools in mathematics by 17 percentage points.”

QCUSD AWARDS



Jack Barnes Elementary was recognized as a 2016 National Blue Ribbon School.

Newell Barney Middle School was named a 2018 National AVID Demonstration School.

The Arizona School Administrators Association named Superintendent Berry the 2018-19 All-Arizona Superintendent of the Year for large school districts.

SRP nominated QCUSD as a 2019 Champion of Energy Efficiency.

Desert Mountain Elementary was named an A+ School of Excellence from 2020 through 2024.

The Arizona School Boards Association named the QCUSD Governing Board as the 2019 Lou Ella Kleinz Excellence in Governance Award recipient. This award is one of the highest honors a Governing Board can receive.





QUEEN CREEK SCHOOLS EDUCATION FOUNDATION

The Queen Creek Schools Education Foundation (QCSEF) partners with the community and businesses to promote excellence through leadership in education. We encourage responsible citizenship by supplementing financial support for growth and learning opportunities to engage and empower our teachers and students to excel academically through grants and scholarships.
www.qcUSD.org/Education_Foundation

CONNECT

Facebook, Instagram, Twitter, and YouTube
 Website: www.qcUSD.org
 20217 East Chandler Heights Road
 Queen Creek, AZ 85142
 Phone: 480-987-5935

BOARD MEMBERS

School board members are everyday people in our community, elected to this position by public vote. These five elected members of Queen Creek Unified School District's Governing Board play a critical role in the formulation and approval of policies which guide the operations of the District. Each member of the Governing Board is elected to serve a four-year term. Governing Board members are unpaid elected volunteers. The Board serves as the policy-making body of the District and also has broad financial responsibilities, including the approval of the annual budget, and the establishment of a system of accounting and budgetary controls.

We thank our Governing Board members for their countless hours of support and dedication to ensuring Queen Creek schools are the best in the state.

Governing Board Members:

Ken Brague, President
 Jennifer Revolt, Vice President
 Patty Campbell, Member
 Samantha Davis, Member
 Matt Riffey, Member

ELEMENTARY SCHOOLS

Desert Mountain Elementary
 22301 South Hawes Road
 Queen Creek, AZ 85142-8987
 (480) 987-5912

Frances Brandon-Pickett Elementary
 22076 E. Village Loop
 Queen Creek, AZ 85142
 (480) 987-7420

Jack Barnes Elementary
 20750 South 214th Street
 Queen Creek, AZ 85142
 (480) 987-7400

Katherine Mecham Barney Elementary
 19684 South 225th Place
 Queen Creek, AZ 85142
 (480) 474-6725

Queen Creek Elementary
 23636 South 204th Street
 Queen Creek, AZ 85142-9677
 (480) 987-5920

Gateway Polytechnic Academy
 5149 S. Signal Butte
 Mesa, AZ 85212
 (480) 987-7440

Faith Mather Sossaman Elementary
 22801 Via Del Jardin
 Queen Creek, AZ 85142
 (480) 474-6900

Schnepf Elementary
 26161 South 231st Street
 Queen Creek, AZ 85142
 (480) 655-6224

Silver Valley Elementary
 9737 East Toledo Avenue
 Mesa, AZ 85212
 (480) 474-6920

JUNIOR HIGH AND HIGH SCHOOLS

Newell Barney Junior High
 24937 South Sossaman Road
 Queen Creek, AZ 85142
 (480) 474-6700

Queen Creek Junior High
 20435 South Old Ellsworth Road
 Queen Creek, AZ 85142
 (480) 987-5940

Queen Creek High School
 22149 East Ocotillo Road
 Queen Creek, AZ 85142-7750
 (480) 987-5973

Eastmark High School
 9560 East Ray Road
 Mesa, AZ 85212
 (480) 474-6950

Crismon High School
 21942 East Riggs Road
 Queen Creek AZ 85142
 (480) 987-5583

DISTRICT BOUNDARIES

The Queen Creek Unified School District spans the town of Queen Creek as well as south Mesa. Our District is located approximately 16 miles southeast of Chandler, AZ, near the junction of Chandler Heights and Hawes Roads.



VISION:

Queen Creek Unified School District supports the development of the whole child by modeling positive academic, social, and emotional learning through an innovative and challenging curriculum. Learning is maximized by empowering the community, and its members, to partner with us to create safe and secure learning environments for all students.

Queen Creek Unified School District expects their students to be successful, compassionate, and productive in their learning so that the next generation of ethical citizens can lead our community both locally and globally.

MISSION:

Queen Creek Unified School District empowers each student to achieve excellence in all pursuits and lead with integrity.



Queen Creek Unified School District empowers each student to achieve excellence in all pursuits and lead with integrity.

At QCUSD, Excellence is Achieved Through Leadership!