

# Wheel Fun (FUN)

## Strategic Plan

March 2023 - February 2027



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# Introduction

The health and wellbeing of young children is the foundation for developing strong communities. FUN promotes wellbeing for rural Arizona's youngest community members by improving public school students' emotional, mental, and social states; teaching life skills, encouraging physical activity and spending time outdoors.

Our work began as an adventure educational program of the Verde Valley Cyclists Coalition (VVCC) in late 2017 when a road cyclist convinced the VVCC board to do more for the cycling community. The VVCC, an IRS designated nonprofit corporation, was founded in 2004 to, among other things, promote bicycle safety through education and training for students in Verde Valley public school districts.

Verde Valley Wheel Fun was spun off from the VVCC in 2019 so that donations for this program would qualify for AZ charitable tax credits and that its founders could focus on this narrower mission, permitting the VVCC to focus on its much broader mission. The VVCC provides financial support to FUN in the form of an annual grant.

In 2020, the road cyclist who created a youth mountain bike (MTB) program stepped down due to health reasons and FUN, recognizing the need to be led by an academic, recruited a local program participant public school principal to serve as its president. Understanding the impact FUN's programs were having at her school, she convinced FUN's board to think big and innovate by amending its governance and broadening its horizon when she accepted the principal position at Marana's Gladden Farms Elementary School in April 2022.

On May 27, 2022, FUN filed amended articles of incorporation with the AZ Corporation Commission (ACC) shortening its name to Wheel Fun and removing all geographical restrictions from its mission in its governance. The ACC approved FUN's amended articles on July 8, 2022 and FUN sent a request for a new affirmation letter due to change of name to the Internal Revenue Service (IRS) on July 14, 2022. The name change is reflected on the IRS website but the IRS has not issued a new determination letter to FUN reflecting the change.

This Strategic Plan replaces and rescinds FUN Business Plan dated May 20, 2019.



## Mission

FUN's mission is to create community, improve mental & physical health and cultivate a love for the outdoors for underserved rural Arizona youth through mountain biking.

## Organization and Market Summaries

FUN currently serves school districts in two vast rural areas that combined are larger in land area than the state of Rhode Island.

Rural public education in Arizona is in crisis. Arizona ranks near last in public school education spending in the United States with rural public schools the most underfunded. More than half of all rural students are minorities, as many as two thirds of enrollment are from low-income families and over 23% live in poverty.

FUN brings together a collaborative focused on public school students. We create after-school adventure education mountain bike (MTB) clubs open to these students on a first come/first served basis. Our current work provides cycling adventure educational opportunities for students in grades 4-12 from rural parts of four Arizona counties through an award winning, proven model first introduced in 2018 at four elementary schools in the Verde Valley of north central Arizona.



We work with public-school districts to create afterschool MTB clubs open to all students on a first come/first served basis. These schools are primarily Title 1 schools where at least 40% of the enrollment are lower income. Once the after school clubs are established, the model then seeks to expand the number of students on MTBs by introducing the Outride Fund's Riding for Focus (R4F) program into middle schools.

R4F is a curricular middle school-based physical education (PE) cycling program established at over 230 schools across the USA and Canada. R4F ensures kids become safe cycling citizens through 12 modules from helmet fitting to scanning and signaling.

FUN provides schools with a no charge turnkey cycling program consisting of MTBs, helmets, hydration packs (after-school clubs), curriculum and training. Participating schools are asked to provide storage for the bikes/equipment as well as student access. Coaches are either participating school teachers, community volunteers, contract certified MTB instructors or a combination. A typical after-school MTB club and R4F school will have 25 bikes/helmets with 150 participating students annually.

FUN is currently serving 10% of Verde Valley public-school enrollment. Our Southeast Arizona operations include four afterschool clubs with 42 MTBs serving 50 students.



## Implementation

### Strategic Goals

Organizations like FUN are the lifeblood of rural public school after-school activities. FUN forms partnerships with each participating school district for our after-school clubs. As part of this partnership, FUN obtains District superintendent approval to operate as part of each school's after-school program. FUN follows District requirements (individual applications and background investigations) to volunteer on campus. FUN retains operational control of the after-school clubs' activities and provides mountain bikes, helmet, hydration packs, coaches if the school cannot, curriculum and training with all equipment owned and maintained by FUN. The District provides storage for bikes/equipment and liability insurance coverage for the after-school clubs. FUN also carries liability insurance coverage.



FUN has established the following goals to be accomplished during the term of this Strategic Plan:

Goal #1: Create a bike club in at least one school in all 15 Arizona counties

Goal #2: Board transitions to Governing/Fundraising

Goal #3: Recognized by County and State School Superintendents

### Strategic Objectives

In support of the three strategic goals, the following specific objectives have been developed:

## Goal #1 Objectives

### Model

Both intra and inter-county expansion will be targeted through school recruitment primarily standardized on Trek bikes/helmets based on three tiers using the adage “think globally and buy locally”:

- Tier 1 – rural schools located in an area served by a Trek Store or authorized dealer in which case we’ll source from this Trek store or authorized dealer.
- Tier 2 – rural schools located in an area not served by a bike shop, in which case we’ll source from the nearest Trek Store or authorized dealer.
- Tier 3 – rural schools located in an area with another bike manufacturer authorized dealer in which case we’ll source from the local bike shop.





## School Recruitment

Will be accomplished primarily by word-of-mouth through

- Existing participating school districts
- Local bike shops
- Trek referrals
- FUN cold calls

## Bike Industry Participation

- FUN will work primarily with Trek Bicycle Company and other bike original equipment manufacturers on an as required basis for bikes/helmets and parts.
- FUN will work with Osprey Packs for hydration packs.
- FUN will work with component and other bike industry suppliers as required.



## Implementation

- Once the district superintendent has provided approval and each club(s) coaches has/have been identified, FUN will order the bikes, helmets and hydration packs. If the school does not have a budget to pay the teacher coach(es), FUN will enter into a consulting agreement and pay the teacher as an independent consultant.
- FUN will provide the teacher coach with an onboarding orientation that will include information about FUN and its culture, safety, curriculum, bike maintenance and contact information.

- Coaches will have the autonomy to run the club as he/she sees fit to meet local conditions and needs (e.g., convening dates, number of sessions, lessons, etc.)
- Coaches will work with the identified bike shop for bike maintenance support.
- Coaches will be expected to be engaged with FUN staff during each season to provide social media collateral and at the end of each season to provide a report of club activities (i.e., the number of participating students, sessions, etc.)



## Goal #2 Objectives

### Governance

As part of the process of after-school club creation in a new Arizona county, FUN will recruit a county resident to serve on its board of directors to provide a local voice. To accomplish this, FUN will amend its Bylaws as follows:

1. Create 4 year staggered Director terms
2. Create 4 year staggered executive committee term
3. Increase the number of Directors to a maximum of 17 as follows:
  - a. Coconino County – no more than two but one has to reside north of the Mogollon Rim
  - b. Yavapai County – no more than two

- c. All other Counties – no more than one

FUN will also check Director removal language in its Bylaws and add not for cause removal language.



## Fundraising

FUN believes that it can obtain funding for operations and personnel support from sources like the Catena Foundation, Arizona State Parks & Trails, cities, various AZ based foundations/businesses, local sponsors, etc. Since FUN is an Osprey dealer, we'll source from them for hydration packs and will be asking Osprey for financial support. Hydration packs will be sent directly to new schools. FUN is also working with the Trek Foundation for funding for new bikes/helmets.

FUN will create Standing Committees for fundraising as follows:

1. Philanthropy
2. Businesses
3. Grants

These standing committees will create business plans to meet the strategic plans goals

1. Plans will take the following into account:
  - a. Goals
  - b. Fundraising tactics
  - c. Activities
  - d. Timeline
  - e. Resources
2. Plans are vetted through the Executive Committee each year in conjunction with the budget process and approved by the board, along with the budget, at our December meeting
3. We will use the annual budget as the Strategic Plan implementation tool.



## Personnel

The Executive Committee will plan to turn contractors into paid staff by creating position descriptions for and recruiting

1. Executive Director
2. Director of Operations

- a. Yavapai County Operations Manager
  - b. Additional County Operations Managers as the number of clubs in each county grow past 10 (part time) and 15 (full time).
  - c. Outsource payroll and accounting functions
3. Development Director

The question of when and if FUN should hire paid staff is clear-cut: we engage paid staff when:

- We have fund-raising needs that can no longer be met by existing staff, board members, and volunteers;
- We have a plan and are ready to take on the responsibility of that enlarged fund-raising effort;
- We are willing to commit to the compensation and budget required to attract a professional capable of carrying out the specific job for the specific organization.



### Board Transition

During the term of this Strategic Plan, the Executive Committee will be responsible for transitioning the Board from a working to governing/fundraising board model.

FUN's growth during the next five years will depend on engaging key people with the executive skills to help lead the organization to the next level. During this Strategic Plan term, the Executive Committee will lead the transition of the leadership of the standing committees from

directors to paid staff. This transition will begin with one standing committee and then move to other standing committees as needs, funding and resources permit.

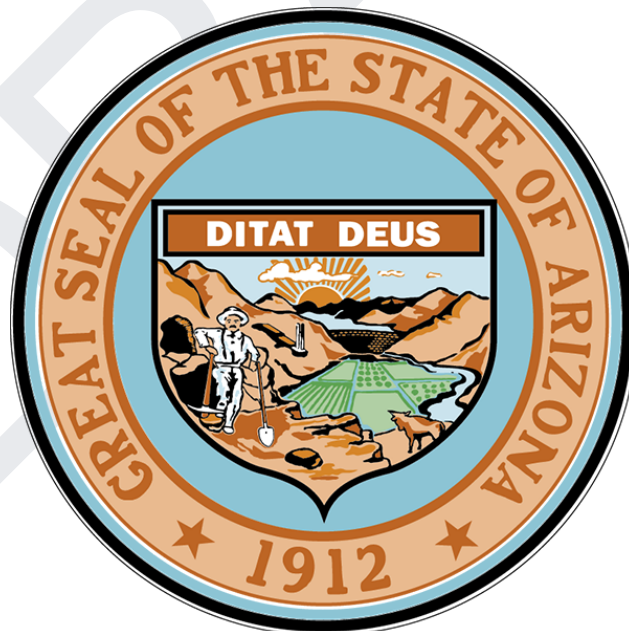
The Board will still be responsible for financial strategy and approving the annual budget, but will not be the “boots on the ground” managing that budget. The Board will be responsible for reviewing and approving the program and development plans, however individual directors or paid staff will be working in the areas of the programs and plans to guide them to fruition.

This transition creates opportunities for new types of members to join the Board, but does not stop the individual board volunteers from volunteering and sharing their expertise in the committee(s) they most enjoy.

### Goal #3 Objectives

During the term of this Strategic Plan, the Executive Committee is responsible for FUN's recognition at all levels of Arizona governance.

To grow our programs we need to make and grow connections in the Governor's office alongside our state elected officials. Each county superintendent has a regular meeting with their local superintendents, and in these meetings, FUN could offer to present about our program and what we offer. These meetings would be networking meetings and would then give us the opportunity to get invited to the administrator meetings led by school superintendents with their school principals and directors. These meetings would give us direct contact with school principals who may be interested in implementing mountain biking programs at their sites.



## Final Words

The formula for this Strategic Plan's success is simple: Strategy = Execution. Since no plan survives first contact with reality, FUN will reassess this Strategic Plan periodically during its term, bi-annually at a minimum.



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# Appendix A - Wheel Fun: School Structure and Finance

## Key Points:

### Structure

The [Arizona of Governor](#) has oversight of the Superintendent of Public Instruction. The [Superintendent of Public Instruction](#) manages and operates the Department of Education. The Superintendent of Public Instruction is accountable for executing various education laws and State Board of Education policies; accurately distributing almost \$6 billion in education funding to Arizona's public school system and helping schools comply with the many national and state laws and State Board of Education policies. The state superintendent also serves on the board of public education boards including First Things First, Arizona State Board of Education and the Arizona Board of Regents, as mandated by the Arizona constitution.

Each Arizona county provides educational services and oversight under the direction of an elected [county school superintendent](#). The county superintendent is in charge of election services pertaining to public schools (school boards, bonds and overrides), support services, and fiscal services. Each Arizona school district is governed by its own elected school board. The local school board provides oversight to the school district and works closely with the school district superintendent. The school district superintendent is in charge of the entire school district and ensures all of the school district policies are enacted with fidelity.

### How does the money flow?

Districts are funded by a combination of local, state and federal funding sources. 45% of the funding comes from local dollars, 40% comes from the state and 13% comes from federal funding.

The state's leaders are in charge of using the state's general fund to fund Arizona's public schools. During the past few decades, state leaders have made decisions regarding cutting corporate taxes, creating voucher programs benefiting private and charter schools, and have diverted funds away from public education. Thus, Arizona ranks 49<sup>th</sup> in the nation in regard to spending on K-12 public education. The reality for funding and continued funding for education comes directly from the budget and programs that the governor deems essential and necessary for the families and children of Arizona.

Funding is going to be an important area as we look to grow over the next few years. The grants we are getting are acquiring a long process. We will need to ensure we have multiple people who can find, write and report back to funding sources.



Additionally, attending mountain biking conferences may also be a good opportunity to share our story and

## Implications for FUN

In terms of FUN, to grow our programs we need to make and grow connections in the Governor's office alongside our state elected officials. Each county superintendent has a regular meeting with their local superintendents, and in these meetings, FUN could offer to present about our program and what we offer. These meetings would be networking meetings and would then give us the opportunity to get invited to the administrator meetings led by school superintendents with their school principals and directors. These meetings would give us direct contact with school principals who may be interested in implementing mountain biking programs at their sites. This would also be an opportunity to discuss our connection to 21<sup>st</sup> CCLC after-school programs as this is a logical way to partner with schools that have this grant. At the school site level, we will need to develop an outline of expectations for staffing the club, submitting regular photos and videos of students on bikes, and communicating with the local "champion" needs of the school mountain bike program (repairs, coaches, events). As we grow, it will be important to document the number of bikes purchased, the location, and status of the bike as well as keep track of the ages, gender, and general information about the students who have been impacted and participated in our programs.

As we grow, we will need a local champion in the general location to promote and report back to the board. We will also need to have board representation from each county in Arizona and develop a board election structure to ensure the vision and mission continue in the manner they were intended.

Rural schools are part of the overall mission and developing a comprehensive way to support rural schools will be necessary as we grow.

## Partnership with Trek

Our partnership with Trek is important and one that we can use as a hub, where available, to help provide bikes and training for our coaches. Coaches would receive "training" and curriculum at the local Trek store. This is important as Trek would supply our bikes and would be a resource for repairs and continued support for mountain bike programs.

Trek may also want to sponsor local races in partnership with FUN and provide opportunities for community building as more students and families in localized areas begin to ride.

## School Finance Links

<https://www.arizonaea.org/resource-library/education-funding-and-budget>

<https://www.azk12.org/media/demitqby/arizona-school-funding-how-it-works.pdf>

[https://www.aasa.org/uploadedfiles/policy\\_and\\_advocacy/files/schoolbudgetbrieffinal.pdf](https://www.aasa.org/uploadedfiles/policy_and_advocacy/files/schoolbudgetbrieffinal.pdf)

<https://sdspending.azauditor.gov>

<https://azsba.org/wp-content/uploads/2021/03/Lunch-and-Learn-Webinar-Arizona-School-Finance-1.pdf>

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# Appendix B - Wheel Fun: SWOT Analysis

## Strengths

Wheel Fun has mass appeal

- Easy to sell
- Physical and mental health resonates with everyone regardless of sport •
- Elementary through highschool bike clubs create a broad audience of students

Students and parents have a transformative experience and are bought in •

- Many students have been in the program for 4+ years. They love it! •
- Coaches have seen physical and mental improvements in just one season

Strong access to multiple revenue streams

- Grant writing
- Business Sponsorship
- One time donation and in-kind donations

Community Partnerships and Support

- Public school administrators are on board
- All Verde Valley bike shops are bought in and Marana bike shops
- Industry Support (Trek, Stans, Osprey, etc)
- Local MTB organizations (VVCC, RRTF, USFS)

Experienced Board of Directors and Staff

- BOD who know how to get things done. Corporate and MTB Industry experience •
- ED and DD who have proven experience running SMBA and other MTB programs •
- Coaching staff can guide staff with some of the highest certifications in the country

Wheel Fun is proven and holds an impressive resume

- Awards. Number 1 after school program in Arizona
- Proven growth
- industry support and interest

Wheel Fun has a proven track record “graduating” students into the ACA and NICA league

Volunteer Coach Retention

- Many of our coaches have been with the program for 4+ years

## Weakness

Volunteer Coach Recruitment

- Organization identity is weak
- Coaching benefits are minimal
- Organization awareness and public communication has been lagging behind program success

#### Volunteer Coach Retention

- A small percentage of coaches never buy into the program culture and only last one year

#### School Involvement and Interest

- Some schools are heavily involved while others might let the programs die without supervision
- Schools do not understand or respect the investment Wheel Fun has made

Business Sponsorship program needs to pick up and many deals are ready to close

Program is stronger at the elementary to middle school level than highschool

Arizona terrain is unforgiving and provides many challenges for bike maintenance

No trail access is a program issue for many schools and coach retention

No cost to schools and families

## Opportunities

National interest from Trek

Arizona public schools are vastly untapped

Mountain biking is one of the nation's fastest growing sports

- More coaches
- More riders
- Supportive parents

#### Volunteer Coach Retention

- Major opportunities for program culture growth (group rides, staff trainings and fun events)
- Shifting responsibility to schools to find coaches
- Potential coaching contracts and replacement expectations

Head Coaching paid opportunities

- Having an hourly rate/salary for head coaches will increase retention ● Recruiting coaches will be more attractive when pay covers travel and bike expenses

New grant sources continue to present themselves

Mental health and Adventure Therapy

- Untapped industry partnerships to highlight the mental benefits of our program

Native American partnerships to help underserved populations

Volunteer Coach Recruitment

- A stronger program identity and culture will attract more instructors
- Coaching benefits are growing with more local opportunities
- Just one pro-deal per head coach could pay out \$150 + per practice
  - Improving organization structure and trainings will entice new coaches to feel supported

Different styles of biking can be applied to schools with no trail access

- Road biking
- BMX
- Bike packing
- Dirt jumping

Social media growth and program recognition

- Social media is a new untapped avenue for free program marketing
- Social media channel has grown by x5 in just one month

Road trip, ride and camp summer event

- Using Hermosa Tours (local guiding agency connection) to transport kids, gear and potential camping opportunities for a road trip
- Affordable partnership opportunity

Creating Partnerships with government education agencies to work from the top down

- County education superintendents
- State education department
- Federal education department

Identifying local/school champions before investing in a new program

- Champions will make the most of every program and remain dependable ●
- Champions will tackle school limitations such as lack of trail access or admin support

Identifying schools with great trail access before expanding

- Save money without building bike parks
- Plenty of AZ schools have great trail access and no bike clubs

## Threats

Economic downturn

MTB Covid surge is receding

- Bike shops are down

- Local businesses are down

Growing at an unsustainable rate

- The larger we grow, the more money we need to raise •
- Starting programs that do not have the backbone to succeed

Losing grant support

Coach commitment and coach burnout

Losing executive members of Wheel Fun

Losing school support

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# Appendix C - Wheel Fun: Strategy

When expanding, prioritize:

- Engaged principal (or superintendent)
  - How can we contact principals to establish their buy in? Where is there a network of all Arizona Principals we can reach out to?
- Supportive local bike shop with mechanic resources
- Trail access

How do we enter communities with established programs?

- Is WF a feeder program for these established programs?
- Does WF help grow/enhance these established programs by offering something in school and at no cost?
- Established Programs: FLYRS (Flagstaff), El Grupo (Tucson), Phoenix Bikes (Phoenix), Siihasin Bike Program (Indian Wells),

How does the season change depending upon geographical location/weather?

- Warmer Climates (i.e., Phoenix) : Fall season is Oct-December, Spring is February-March
- Colder Climates (i.e., Flagstaff) : Fall season is mid-August to mid-October, Spring season is April-May,
- Could we offer 2 practices a week for 5 weeks, instead of 1 practice a week for 10 weeks?

How do we avoid the same mistakes we experienced here in the Verde Valley?

- Consistent and quality bike maintenance
- Engaged participation throughout season
- Coach recruitment

Other Thoughts:

- Send out questionnaires to coaches > what are the three main challenges you see with the bike club?
- Do we target communities with lower income levels vs more affluent locations?

## Appendix D - Arizona Rural Schools Listing

NCES LEA ID	State ID	District Name	Mailing Address		State	Zip Code	Zip +4	Telephone
1	2	3	4	5		6		7
0400480	4249	AGUILA ELEMENTARY DISTRICT	P O BOX 218	AGUILA	AZ	853 20	02 18	(928) 685-2222
0400520	4409	AJO UNIFIED DISTRICT	P O BOX 68	AJO	AZ	853 21	00 31	(520) 387-5618
0400630	4161	ALPINE ELEMENTARY DISTRICT	P O BOX 170	ALPINE	AZ	859 20	01 70	(928) 339-4570
0400790	4443	APACHE JUNCTION UNIFIED DISTRICT	1575 W SOUTHERN AVE	APACHE JUNCTION	AZ	852 20		(480) 982-1110
0400840	4274	ARLINGTON ELEMENTARY DISTRICT	9410 S 355TH AVE	ARLINGTON	AZ	853 22	97 02	(623) 386-2031
0400910	4471	ASH FORK JOINT UNIFIED DISTRICT	P O BOX 247	ASH FORK	AZ	863 20	02 47	(928) 637-2561
0401000	4468	BAGDAD UNIFIED DISTRICT	P O BOX 427	BAGDAD	AZ	863 21	04 27	(928) 633-4101
0408460	4482	HILLSIDE ELEMENTARY DISTRICT	HC 01 BOX 3056	BAGDAD	AZ	863 21	02 06	(928) 442-3416



04044							864		(928)
10	4374	LITTLEFIELD UNIFIED DISTRICT	P O BOX 730	BEAVER DAM	AZ		32		347-5486
04002			360 S. PATAGONIA				856		(520)
12	79226	BENSON UNIFIED SCHOOL DISTRICT	STREET	BENSON	AZ		02		720-6700
04011							856		(520)
80	4169	BISBEE UNIFIED DISTRICT	100 OLD DOUGLAS ROAD	BISBEE	AZ		03		432-5381
04016							853	00	(623)
50	4484	CANON ELEMENTARY DISTRICT	P O BOX 89	BLACK CANYON CITY	AZ		24	89	374-5588
04012							859	00	(928)
30	4231	BLUE ELEMENTARY DISTRICT	BOX 80	BLUE	AZ		22	80	865-2822
04012							856		(928)
60	4224	BONITA ELEMENTARY DISTRICT	18008 S. FT GRANT RD	BONITA	AZ		43		828-3363
04012							853	03	(928)
90	4513	BOUSE ELEMENTARY DISTRICT	PO BOX S	BOUSE	AZ		25	95	851-2213
04013							856	01	(520)
30	4171	BOWIE UNIFIED DISTRICT	P.O. BOX 157	BOWIE	AZ		05	57	847-2545
04015							864	59	(928)
00	4378	BULLHEAD CITY SCHOOL DISTRICT	1004 HANCOCK RD	BULLHEAD CITY	AZ		42	01	758-3961
04000							864	14	(928)
82	4381	COLORADO RIVER UNION HIGH SCHOOL DISTRICT	P O BOX 21479	BULLHEAD CITY	AZ		39	79	768-1665
04016							863	07	(928)
00	4470	CAMP VERDE UNIFIED DISTRICT	410 CAMP LINCOLN	CAMP VERDE	AZ		22	28	567-8000
04017							852	33	(520)
10	4446	CASA GRANDE ELEMENTARY DISTRICT	220 WEST KORSTEN ROAD	CASA GRANDE	AZ		22	97	836-2111
04017							852	41	(520)
40	4453	CASA GRANDE UNION HIGH SCHOOL DISTRICT	1362 N. CASA GRANDE AVE.	CASA GRANDE	AZ		22	93	316-3360
04044							853	02	(623)
40	4278	LITTLETON ELEMENTARY DISTRICT	P. O. BOX 280	CASHION	AZ		29	80	478-5600
04019							865	05	(928)
40	4158	CHINLE UNIFIED DISTRICT	P O BOX 587	CHINLE	AZ		03	87	674-9630
04000							863	02	(928)
03	4474	CHINO VALLEY UNIFIED DISTRICT	650 EAST CENTER STREET	CHINO VALLEY	AZ		23	25	636-2458

04000						863	02	(928)
04	4486	CLARKDALE-JEROME ELEMENTARY DISTRICT	P O BOX 248	CLARKDALE	AZ	24	48	634-5035
04021						855	15	(928)
10	4229	CLIFTON UNIFIED DISTRICT	P O BOX 1567	CLIFTON	AZ	33	67	865-2752
04006						855		(928)
07	4232	EAGLE ELEMENTARY DISTRICT	P O BOX 1566	CLIFTON	AZ	33		865-2822
04008						855		(928)
60	6819	GREENLEE COUNTY SCHOOL SUPERINTENDENT	P O BOX 1595	CLIFTON	AZ	33		865-2822
04021						856	00	(520)
30	4177	COCHISE ELEMENTARY DISTRICT	P O BOX 1088	COCHISE	AZ	06	88	384-2540
04000						860	03	(928)
21	4370	COLORADO CITY UNIFIED DISTRICT	P O BOX 309	COLORADO CITY	AZ	21	09	875-9000
04021						859	02	(928)
90	4160	CONCHO ELEMENTARY DISTRICT	P O BOX 200	CONCHO	AZ	24	00	337-9356
04022						853	00	(928)
20	4479	CONGRESS ELEMENTARY DISTRICT	P O BOX 68	CONGRESS	AZ	32	68	427-9850
04003						851		(520)
48	79385	CENTRAL ARIZONA VALLEY INSTITUTE OF TECHNOLOGY	1789 WEST COOLIDGE AVENUE	COOLIDGE	AZ	28		423-1944
04023						851	41	(520)
20	4442	COOLIDGE UNIFIED DISTRICT	450 N ARIZONA BLVD.	COOLIDGE	AZ	28	09	723-2040
04023						863	00	(928)
70	4487	COTTONWOOD-OAK CREEK ELEMENTARY DISTRICT	1 N WILLARD ST	COTTONWOOD	AZ	26	57	634-2288
04050						863	45	(928)
70	4488	MINGUS UNION HIGH SCHOOL DISTRICT	1801 E FIR ST	COTTONWOOD	AZ	26	62	634-8901
04024						863	01	(928)
60	4483	CROWN KING ELEMENTARY DISTRICT	P.O. BOX 188	CROWN KING	AZ	43	88	632-5207
04039						853	00	(928)
00	4502	HYDER ELEMENTARY DISTRICT	P O BOX 3001	DATELAND	AZ	33	01	454-2242
04076						853	97	(928)
80	4250	SENTINEL ELEMENTARY DISTRICT	HC-1 BOX 57	DATELAND	AZ	33	19	454-2474
04007						856	04	(520)
50	4178	APACHE ELEMENTARY DISTRICT	DRAWER 111 9	DOUGLAS	AZ	08	35	558-2364
04025						856		(520)
30	4174	DOUGLAS UNIFIED DISTRICT	1132 12TH ST	DOUGLAS	AZ	07		364-2447

04026							855 06	(928)
00	4228	DUNCAN UNIFIED DISTRICT	P O BOX 710	DUNCAN	AZ	34 97	359-2472	
04067							853 01	(928)
80	4511	QUARTZSITE ELEMENTARY DISTRICT	P O BOX 130	EHRENBERG	AZ	34 30	923-7907	
04027							856 03	(520)
60	4185	ELFRIDA ELEMENTARY DISTRICT	P O BOX 328	ELFRIDA	AZ	10 28	642-3428	
04089							856 01	(520)
10	4190	VALLEY UNION HIGH SCHOOL DISTRICT	P O BOX 158	ELFRIDA	AZ	10 58	642-3492	
04079							856 97	(520)
20	4461	SONOITA ELEMENTARY DISTRICT	HC 1 BOX 36	ELGIN	AZ	11 30	455-5514	
04027							852 21	(520)
90	4448	ELOY ELEMENTARY DISTRICT	1011 N SUNSHINE BLVD	ELOY	AZ	31 78	466-2100	
04075		SANTA CRUZ VALLEY UNION HIGH SCHOOL DISTRICT					852	(520)
30	4454		900 N MAIN ST	ELOY	AZ	31	466-2220	
04085							852 96	(520)
50	4450	TOLTEC ELEMENTARY DISTRICT	3315 N TOLTEC RD	ELOY	AZ	31 80	466-2360	
04028							860 77	(928)
60	4192	FLAGSTAFF UNIFIEDED DISTRICT	3285 E. SPARROW	FLAGSTAFF	AZ	04 95	527-6000	
04029							852 08	(520)
20	4437	FLORENCE UNIFIED SCHOOL DISTRICT	P O BOX 2850	FLORENCE	AZ	32 29	866-3500	
04019							859 15	(928)
20	4198	CHEVELON BUTTE SCHOOL DISTRICT	P.O. BOX 1574	FOREST LAKES	AZ	31 11	535-4729	
04094							865 05	(928)
30	4154	WINDOW ROCK UNIFIED DISTRICT	P O BOX 559	FORT DEFIANCE	AZ	04 59	729-6706	
04032							855 00	(928)
00	4221	FORT THOMAS UNIFIED DISTRICT	PO BOX 300	FORT THOMAS	AZ	36 28	485-9423	
04030							860 02	(928)
80	4195	FREDONIA-MOCCASIN UNIFIED DISTRICT	P O BOX 247	FREDONIA	AZ	22 47	643-7333	
04031							856 09	(520)
50	4167	FORT HUACHUCA ACCOMMODATION DISTRICT	P O BOX 12954	FT HUACHUCA	AZ	70 54	459-8199	
04033							853 04	(928)
10	4238	GILA BEND UNIFIED DISTRICT	P O BOX V	GILA BEND	AZ	37 20	683-2225	
04084							853 97	(928)
30	4255	PALOMA SCHOOL DISTRICT	38739 W. I-8	GILA BEND	AZ	37 05	683-2588	

04004 19	87600	GILA COUNTY REGIONAL SCHOOL DISTRICT	P.O. BOX 2750	GLOBE	AZ	855 02	(928) 425-7800
04035 00	4208	GLOBE UNIFIED DISTRICT	460 N. WILLOW ST.	GLOBE	AZ	855 22 01 95	(928) 402-6000
04000 99	4216	LIBERTY HIGH SCHOOL	P O BOX 2343	GLOBE	AZ	855 14 02 14	(928) 402-8024
04035 50	4194	GRAND CANYON UNIFIED DISTRICT	P O BOX 519	GRAND CANYON	AZ	860 05 23 19	(928) 638-2461
04022 50	4416	CONTINENTAL ELEMENTARY DISTRICT	P O BOX 547	GREEN VALLEY	AZ	856 05 22 47	(520) 625-4581
04000 26	4392	HEBER-OVERGAARD UNIFIED DISTRICT	PO BOX 547	HEBER	AZ	859 05 28 47	(928) 535-4622
04058 80	4180	PALOMINAS ELEMENTARY DISTRICT	P O BOX 38	HEREFORD	AZ	856 00 15 38	(520) 366-6204
04038 20	4389	HOLBROOK UNIFIED DISTRICT	P O BOX 640	HOLBROOK	AZ	860 06 25 40	(928) 524-6144
04007 84	79536	NAVAJO COUNTY SCHOOL SUPERINTENDENTS OFFICE	100 E CARTER RD	HOLBROOK	AZ	860 25	(928) 524-4081
04040 10	4388	JOSEPH CITY UNIFIED DISTRICT	P O BOX 8	JOSEPH CITY	AZ	860 00 32 08	(928) 288-3307
04040 60	4396	KAYENTA UNIFIED DISTRICT	P O BOX 337	KAYENTA	AZ	860 03 33 37	(928) 697-2006
04018 10	4395	CEDAR UNIFIED DISTRICT	P O BOX 367	KEAMS CANYON	AZ	860 03 34 67	(928) 738-2367
04068 50	4438	RAY UNIFIED DISTRICT	P O BOX 427	KEARNY	AZ	852 04 37 27	(520) 363-5515
04036 60	4371	HACKBERRY SCHOOL DISTRICT	9501 NELLIE DRIVE	KINGMAN	AZ	864 00 01 22	(928) 692-0013
04002 95	79598	KINGMAN UNIFIED SCHOOL DISTRICT	3033 MACDONALD AVE.	KINGMAN	AZ	864 01	(928) 753-5678
04041 70	4480	KIRKLAND ELEMENTARY DISTRICT	P O BOX 120	KIRKLAND	AZ	863 00 32 50	(928) 442-3258
04090 30	4476	WALNUT GROVE ELEMENTARY DISTRICT	HC 68 BOX 912	KIRKLAND	AZ	863 96 32 18	(928) 427-6378

04042				LAKE		864	37	(928)
80	4368	LAKE HAVASU UNIFIED DISTRICT	2200 HAVASUPAI BLVD	HAVASU CITY	AZ	03	98	505-6900
04065			1200 W WHITE MOUNTAIN			859	08	(928)
80	4397	BLUE RIDGE UNIFIED DISTRICT	BLVD	LAKESIDE	AZ	29	85	368-6126
04042						853	00	(602)
90	4276	LAVEEN ELEMENTARY DISTRICT	9401 S 51ST AVE	LAVEEN	AZ	39	29	237-9100
04046						856	97	(520)
30	4404	MARANA UNIFIED DISTRICT	11279 W GRIER RD	MARANA	AZ	53	76	682-4749
04047			45012 W. HONEYCUTT			852	06	(520)
20	4441	MARICOPA UNIFIED SCHOOL DISTRICT	AVE.	MARICOPA	AZ	39	30	568-5100
04051						852		(520)
00	4253	MOBILE ELEMENTARY DISTRICT	42798 SOUTH 99TH AVE.	MARICOPA	AZ	39		568-2280
04048						863	42	(928)
20	4473	MAYER UNIFIED SCHOOL DISTRICT	P.O. BOX 1059	MAYER	AZ	33	54	642-1000
04048						859	05	(928)
60	4163	MCNARY ELEMENTARY DISTRICT	P O BOX 598	MCNARY	AZ	30	98	334-2293
04024						856	97	(520)
90	4179	DOUBLE ADOBE ELEMENTARY DISTRICT	7081 N CENTRAL HWY	MCNEAL	AZ	17	10	364-3041
04049						856	00	(520)
20	4181	MCNEAL ELEMENTARY DISTRICT	P O BOX 8	MCNEAL	AZ	17	08	642-3356
04050						855	07	(928)
30	4211	MIAMI UNIFIED DISTRICT	PO BOX 2070	MIAMI	AZ	39	37	425-3271
04051				MOHAVE		864		(928)
90	4379	MOHAVE VALLEY ELEMENTARY DISTRICT	8450 S OLIVE	VALLEY	AZ	40		768-2507
04053						855	10	(928)
20	4230	MORENCI UNIFIED DISTRICT	P O BOX 1060	MORENCI	AZ	40	60	865-2081
04053				MORRISTOW		853	00	(623)
40	4251	MORRISTOWN ELEMENTARY DISTRICT	P O BOX 98	N	AZ	42	98	546-5100
04054						856	03	(520)
30	4176	NACO ELEMENTARY DISTRICT	P O BOX 397	NACO	AZ	20	97	432-5060
04055						856	26	(520)
30	4457	NOGALES UNIFIED DISTRICT	310 W PLUM ST	NOGALES	AZ	21	11	287-0800
04075						856	97	(520)
00	4459	SANTA CRUZ ELEMENTARY DISTRICT	HC2 BOX 50	NOGALES	AZ	21	16	287-0737

04056			725 N. CARPENTER			856	16	(520)
40	4444	ORACLE ELEMENTARY DISTRICT	DRIVE	ORACLE	AZ	23	60	896-3071
04058						860	19	92860841
20	4196	PAGE UNIFIED DISTRICT	P O BOX 1927	PAGE	AZ	40	27	57
04058						853	01	(623)
50	4275	PALO VERDE ELEMENTARY DISTRICT	P O BOX 108	PALO VERDE	AZ	43	08	327-3690
04059						853	10	(928)
80	4510	PARKER UNIFIED SCHOOL DISTRICT	P O BOX 1090	PARKER	AZ	44	90	669-9244
04045						860	00	(928)
30	4199	MAINE CONSOLIDATED SCHOOL DISTRICT	P O BOX 50010	PARKS	AZ	18	10	635-2115
04060						856	02	(520)
00	4460	PATAGONIA ELEMENTARY DISTRICT	P O BOX 254	PATAGONIA	AZ	24	95	394-3050
04060						856	02	(520)
30	4462	PATAGONIA UNION HIGH SCHOOL DISTRICT	P O BOX 254	PATAGONIA	AZ	24	54	394-3000
04060						855	09	(928)
70	4209	PAYSON UNIFIED DISTRICT	P O BOX 919	PAYSON	AZ	41	19	474-2070
04061						864	01	(928)
20	4369	PEACH SPRINGS UNIFIED DISTRICT	P O BOX 360	PEACH SPRINGS	AZ	34	38	769-2202
04088						864	96	(928)
80	4380	VALENTINE ELEMENTARY DISTRICT	HC 35 BOX 50	PEACH SPRINGS	AZ	34	50	769-2310
04008						856	97	(520)
70	4187	ASH CREEK ELEMENTARY DISTRICT	6460 EAST HIGHWAY 181	PEARCE	AZ	25	25	824-3340
04061						856		(520)
50	4186	PEARCE ELEMENTARY DISTRICT	1487 E. SCHOOL ROAD	PEARCE	AZ	25		826-3328
04063						852	00	(520)
60	4452	PICACHO ELEMENTARY DISTRICT	P O BOX 8	PICACHO	AZ	41	08	466-7942
04064						855	04	92848505
40	4220	PIMA UNIFIED DISTRICT	P O BOX 429	PIMA	AZ	43	29	29
04065						855	11	(928)
10	4214	PINE STRAWBERRY ELEMENTARY DISTRICT	P.O. BOX 1150	PINE	AZ	44	50	476-3283
04000						865	08	(928)
23	4390	PINON UNIFIED DISTRICT	P O BOX 839	PINON	AZ	10	39	725-3450
04066						856	00	(520)
30	4188	POMERENE ELEMENTARY DISTRICT	P O BOX 7	POMERENE	AZ	27	07	586-2407

04067							863	47	(928)
30	4466	PRESCOTT UNIFIED DISTRICT	551 FIRST STREET	PRESCOTT	AZ	01	86	445-5400	
04093		WILLIAMSON VALLEY ELEMENTARY SCHOOL					863		(928)
60	4475	DISTRICT	7295 N. BRIDLE PATH	PRESCOTT	AZ	05		445-8126	
04038							863		(928)
70	4469	HUMBOLDT UNIFIED DISTRICT	6411 N. ROBERT ROAD	PRESCOTT VALLEY	AZ	14		759-4000	
04039							852	94	(480)
90	4445	J O COMBS UNIFIED SCHOOL DISTRICT	301 E COMBS RD	QUEEN CREEK	AZ	40	56	987-5300	
04068							852	93	(480)
10	4245	QUEEN CREEK UNIFIED DISTRICT	20740 S. ELLSWORTH ROAD	QUEEN CREEK	AZ	42	14	987-5935	
04069							852	10	(520)
00	4447	RED ROCK ELEMENTARY DISTRICT	P O BOX 1010	RED ROCK	AZ	45	10	682-3331	
04010							863	01	(928)
80	4481	BEAVER CREEK ELEMENTARY DISTRICT	4810 E. BEAVER CREEK RD.	RIMROCK	AZ	35	90	567-4631	
04075							856	20	(520)
20	4458	SANTA CRUZ VALLEY UNIFIED DISTRICT	1374 W. FRONTAGE RD.	RIO RICO	AZ	48	06	281-8282	
04052							853	97	(928)
20	4503	MOHAWK VALLEY ELEMENTARY DISTRICT	5151 S AVE 39E	ROLL	AZ	47	01	785-4942	
04072							852	00	(520)
00	4449	SACATON ELEMENTARY DISTRICT	P O BOX 98	SACATON	AZ	47	98	562-8600	
04007							855		(928)
62	79543	GRAHAM COUNTY SCHOOL SUPERINTENDENT	921 THATCHER BLVD.	SAFFORD	AZ	46		428-2880	
04042							855	31	(928)
00	4223	KLONDYKE ELEMENTARY DISTRICT	921 THATCHER BLVD	SAFFORD	AZ	46	47	428-2880	
04072							855	29	(928)
40	4218	SAFFORD UNIFIED DISTRICT	734 W 11TH ST	SAFFORD	AZ	46	67	348-7000	
04073							856	95	(520)
00	4411	SAHUARITA UNIFIED DISTRICT	350 W SAHUARITA RD	SAHUARITA	AZ	29	22	625-3502	
04011							853	05	(928)
60	4515	BICENTENNIAL UNION HIGH SCHOOL DISTRICT	P O BOX 519	SALOME	AZ	48	19	859-3453	
04000							853	03	(928)
05	4514	SALOME CONSOLIDATED ELEMENTARY DISTRICT	P O BOX 339	SALOME	AZ	48	39	859-3339	
04069							855	02	(928)
60	4210	SAN CARLOS UNIFIED DISTRICT	P O BOX 207	SAN CARLOS	AZ	50	07	475-2315	

04032							853	(928)
40	4505	GADSDEN ELEMENTARY DISTRICT	P O BOX 6870	SAN LUIS	AZ	49		627-6540
04045							856 04	(520)
70	4439	MAMMOTH-SAN MANUEL UNIFIED DISTRICT	P O BOX 406	SAN MANUEL	AZ	31 06		385-2337
04074							856 00	(520)
30	4172	SAN SIMON UNIFIED DISTRICT	P O BOX 38	SAN SIMON	AZ	32 38		845-2275
04067							865 02	(928)
40	4156	SANDERS UNIFIED DISTRICT	P O BOX 250	SANDERS	AZ	12 50		688-4700
04073							856 00	(520)
80	4414	SAN FERNANDO ELEMENTARY DISTRICT	P O BOX 80	SASABE	AZ	33 80		823-4243
04097							863 60	(928)
33	4467	SEDONA-OAK CREEK JUSD #9	221 BREWER RD STE 100	SEDONA	AZ	36 22		204-6800
04076							863 06	(928)
30	4472	SELIGMAN UNIFIED DISTRICT	P O BOX 650	SELIGMAN	AZ	37 50		422-3233
04077							859 46	(928)
00	4393	SHOW LOW UNIFIED DISTRICT	500 W OLD LINDEN RD	SHOW LOW	AZ	01 45		537-6001
04014							856 29	(520)
60	4175	SIERRA VISTA UNIFIED DISTRICT	3555 FRY BLVD	SIERRA VISTA	AZ	35 72		515-2714
04077							863 01	(928)
70	4478	SKULL VALLEY ELEMENTARY DISTRICT	P O BOX 127	SKULL VALLEY	AZ	38 27		442-3322
04078							859 11	(928)
20	4391	SNOWFLAKE UNIFIED DISTRICT	682 SCHOOL BUS LN.	SNOWFLAKE	AZ	37 00		536-4156
04078							855 01	(928)
60	4222	SOLOMON ELEMENTARY DISTRICT	P O BOX 167	SOLOMON	AZ	51 67		428-0477
04078							853 32	(928)
90	4500	SOMERTON ELEMENTARY DISTRICT	P. O. BOX 3200	SOMERTON	AZ	50 00		341-6000
04028							856 01	(520)
20	4415	EMPIRE ELEMENTARY DISTRICT	HC1 BOX 1100	SONOITA	AZ	37 14		455-0529
04071							859 06	(928)
30	4155	ROUND VALLEY UNIFIED DISTRICT	P O BOX 610	SPRINGERVILLE	AZ	38 10		333-6580
04080							856 00	(520)
20	4173	ST DAVID UNIFIED DISTRICT	P O BOX 70	ST DAVID	AZ	30 70		720-4781
04080							859 30	(928)
80	4153	ST JOHNS UNIFIED DISTRICT	P O BOX 3030	ST. JOHNS	AZ	36 30		337-2255



04081						852	05	(520)
30	4451	STANFIELD ELEMENTARY DISTRICT	515 S STANFIELD RD	STANFIELD	AZ	72	78	424-3353
04082						852	25	(520)
30	4440	SUPERIOR UNIFIED SCHOOL DISTRICT	1500 SUNSET DRIVE	SUPERIOR	AZ	73	14	689-3002
04068						865	97	(928)
70	4159	RED MESA UNIFIED DISTRICT	HC 61 BOX 40	TEEC NOS POS	AZ	14	01	656-4100
04084						855	06	(928)
10	4219	THATCHER UNIFIED DISTRICT	3490 W. MAIN ST.	THATCHER	AZ	52	10	348-7201
04086						856	10	(520)
00	4168	TOMBSTONE UNIFIED DISTRICT	P O BOX 1000	TOMBSTONE	AZ	38	00	457-2217
04071						853	73	(623)
70	4254	SADDLE MOUNTAIN UNIFIED SCHOOL DISTRICT	38201 W INDIAN SCHOOL RD	TONOPAH	AZ	54	01	474-5100
04057						855	03	(928)
60	4215	TONTO BASIN ELEMENTARY DISTRICT	P O BOX 337	TONTO BASIN	AZ	53	37	479-2277
04086						864	03	(928)
40	4376	TOPOCK ELEMENTARY DISTRICT	P O BOX 370	TOPOCK	AZ	36	70	768-3344
04086						860	00	(928)
80	4197	TUBA CITY UNIFIED DISTRICT	P O BOX 67	TUBA CITY	AZ	45	67	283-1001
04088						856	08	(520)
50	4413	VAIL UNIFIED DISTRICT	P O BOX 800	VAIL	AZ	41	00	762-2040
04000						859	00	(928)
22	4162	VERNON ELEMENTARY DISTRICT	P O BOX 89	VERNON	AZ	40	06	537-5463
04007						853	97	(928)
20	4506	ANTELOPE UNION HIGH SCHOOL DISTRICT	9168 S AVE 36 E	WELLTON	AZ	56	05	785-4041
04090						853	05	(928)
90	4504	WELLTON ELEMENTARY DISTRICT	P O BOX 517	WELLTON	AZ	56	17	785-3311
04091						853	00	(928)
20	4512	WENDEN ELEMENTARY DISTRICT	P O BOX 8	WENDEN	AZ	57	08	859-3806
04091						859	01	(928)
60	4394	WHITERIVER UNIFIED DISTRICT	P O BOX 190	WHITERIVER	AZ	41	90	338-4842
04091						853	99	(928)
90	4236	WICKENBURG UNIFIED DISTRICT	40 W YAVAPAI ST	WICKENBUR G	AZ	90	99	668-5350
04057						853	00	(928)
30	4373	OWENS-WHITNEY ELEMENTARY DISTRICT	P O BOX 38	WIKIEUP	AZ	60	38	765-2311

04092							856	15	(520)
50	4170	WILLCOX UNIFIED DISTRICT	480 N. BISBEE	WILLCOX	AZ	43	09	384-8600	
04093							860	04	(928)
10	4193	WILLIAMS UNIFIED DISTRICT	P O BOX 427	WILLIAMS	AZ	46	27	635-4473	
04037							852	04	(520)
30	4212	HAYDEN-WINKELMAN UNIFIEDED DISTRICT	P O BOX 409	WINKELMAN	AZ	92	09	356-7876	
04094							860	05	(928)
60	4387	WINSLOW UNIFIED DISTRICT	P O BOX 580	WINSLOW	AZ	47	80	288-8101	
04054							853	01	(623)
60	4252	NADABURG UNIFIED SCHOOL DISTRICT	32919 CENTER ST	WITTMANN	AZ	61	00	388-2321	
04095							853	05	(928)
10	4485	YARNELL ELEMENTARY DISTRICT	P O BOX 575	YARNELL	AZ	62	75	427-3347	
04095							855	03	(928)
40	4213	YOUNG ELEMENTARY DISTRICT	P O BOX 390	YOUNG	AZ	54	90	462-3244	
04095							864	01	(928)
70	4377	YUCCA ELEMENTARY DISTRICT	P O BOX 128	YUCCA	AZ	38	28	766-2581	
04000							853	69	(928)
94	4508	AZ-TEC HIGH SCHOOL	2330 WEST 28TH STREET	YUMA	AZ	64	02	314-1918	
04024							853	40	(928)
00	4501	CRANE ELEMENTARY DISTRICT	4250 W 16TH ST	YUMA	AZ	64	99	373-3400	
04008							853		(928)
35	79196	YUMA COUNTY EDUCATION SERVICE AGENCY	210 S. 1ST AVENUE	YUMA	AZ	64		373-1006	
04096							853	29	(928)
00	4499	YUMA ELEMENTARY DISTRICT	450 WEST 6TH ST	YUMA	AZ	64	73	502-4352	
04096							853	79	(928)
30	4507	YUMA UNION HIGH SCHOOL DISTRICT	3150 SOUTH AVENUE A	YUMA	AZ	64	98	502-4600	