



**ANNUAL
REPORT**

2022-2023

www.fusd1.org | [#FUSD Proud](https://twitter.com/FUSD Proud)




FUSD PROUD

Flagstaff Unified School District (FUSD) has a long history of offering all students a comprehensive and rigorous educational experience. Home to more than 8,900 students and 15 comprehensive school sites, FUSD works to implement best practices and innovative education techniques to meet the diverse needs of students in northern Arizona.

Students discover their path at FUSD's schools, where they can take advantage of Advanced Placement, Technology and Engineering, Expeditionary/Place-Based Education, and Modern Language. High school students have opportunities to take dual-enrollment classes for college credit, career and technical education, advanced placement, music, fine arts, drama, foreign language, and online courses. Middle school students enjoy a variety of elective classes, clubs, sports, and tutoring support. For elementary students, FUSD offers before- and after-school programs, multi-age classroom opportunities, artists in residence, and intervention and enrichment opportunities for every student.

Ongoing community support provides extraordinary and unique educational experiences for students every day. Community support is vital and takes place across the district every day. FUSD is grateful for the continuing support of Team FUSD, our community partners, families, and students.



MISSION

The Flagstaff Unified School District provides all students with a high-quality education through diverse pathways to foster success in college, career, citizenship, and life.

VISION

We will provide a challenging and supportive learning community in which our students may explore and develop their unique interests and skills in order to reach their highest potential.

CORE VALUES

- Commitment to Learning
- Culture of Innovation
- Growth Mindset

SUPERINTENDENT'S MESSAGE

Dear members of the Flagstaff Unified School District community,

It is with great pleasure and a deep sense of pride that I welcome you to the 2022-2023 Flagstaff Unified School District (FUSD) Annual Report. This year has been filled with remarkable achievements growth, and a steadfast commitment to the pursuit of excellence in education. As I reflect on the past year, I am reminded of the unwavering dedication of our educators, the resilience of our students, and the strong support of our parents and community members.

The 2022-2023 academic year was marked by numerous accomplishments across our district that reflect hard work and determination — individual student and staff awards, athletic state championships, improved school letter grades, and successful passage of FUSD's bond and override ballot initiatives.

Our community's support remains a cornerstone of our success. FUSD's families and community partners have been instrumental in enhancing the educational experience for our students. Your involvement, feedback, and collaboration have been invaluable, helping us shape the future of our district.

As we look ahead to the 2023-2024 academic year, we remain dedicated to our mission of providing challenging and supportive learning experiences for each student in our district. We will continue to focus on fostering a diverse and inclusive learning environment that empowers all students to thrive and succeed.

I want to extend my deepest gratitude to the entire school community — students, parents, staff, and community members — for your unwavering support and dedication to the success of our district. Your belief in the power of education is the driving force behind our success, and I am honored to serve as your Superintendent.

Sincerely,
Michael Penca
Superintendent



Principal Joe Gutierrez cuts the ribbon to officially open the new Killip Elementary School as FUSD Governing Board members, Superintendent Michael Penca, and members of the Killip family look on.

GOVERNING BOARD MEETING SCHEDULE



Dorothy Denetsosie Gishie
President



Christine Fredericks
Clerk



Kristine Pavlik
Member



Carole Gilmore
Member



Erik Sather
Member

The Flagstaff Unified School District is governed by a five-member board elected for four-year terms. The board operates pursuant to Arizona law, policies, and welcomes the public, including district staff, parents, and community members, to its meetings. Regular meetings are held according to the published meeting schedule beginning at 5:30 p.m. at the Flagstaff Unified School District Administrative Center located at 3285 E. Sparrow Ave. in Flagstaff, Arizona, unless otherwise noted in public meeting notices.

Meeting agendas are available online 24 hours prior to the meeting at www.fusd1.org.

2023-2024 MEETING DATES

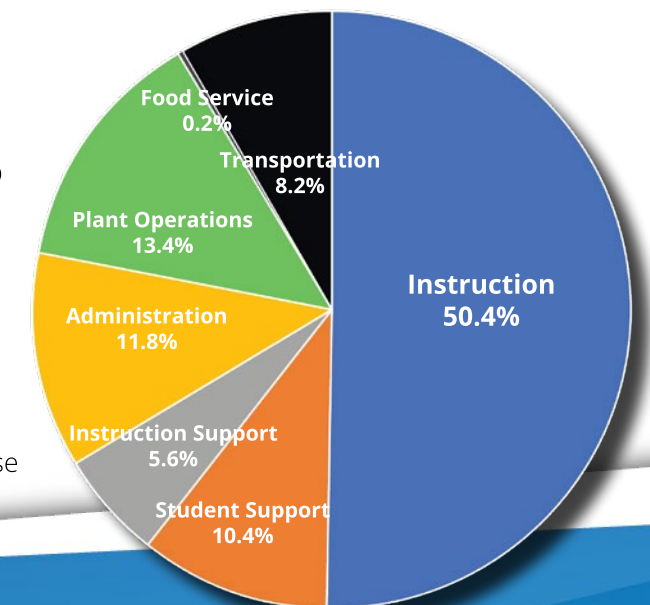
- July 11, 2023
- August 8, 2023
- August 22, 2023
- September 12, 2023
- September 26, 2023
- October 10, 2023
- October 24, 2023
- November 7, 2023
- December 12, 2023
- January 9, 2024
- January 23, 2024
- February 13, 2024
- February 27, 2024
- March 26, 2024
- April 9, 2024
- April 23, 2024
- May 7, 2024
- May 21, 2024
- June 11, 2024
- June 25, 2024

FINANCE REPORT

The Flagstaff Unified School District continues to meet state requirements for financial stability and transparency — receiving successful audits and recognitions from the Association of School Business Officials International and the Governmental Financial Officers Association for excellence in financial reporting. The FUSD Governing Board and Finance Department adhere to appropriate regulatory practices for public entities in the State of Arizona, including maintaining a balanced budget.

For the 2022-2023 school year, FUSD had a general operating budget of \$74,190,355, of which 86% will account for employee salaries and benefits. FUSD has an average salary of all teachers employed in FY 2023 of \$57,699. As a comparison, the average salary of all teachers employed in FY 2022 was \$55,498, an increase in average teacher salaries from the previous year of \$2,201 or a percentage increase of 4%.

Fiscal Year 2022 Operating Expenditures





Killip Elementary School

KILLIP ELEMENTARY SCHOOL OPENS ITS DOORS

It took 16 months from the groundbreaking of Killip Elementary School to its grand opening held on August 9, 2022, the day before school began. A ribbon-cutting ceremony and tours of the new facility were provided to attendees, which included students, families, staff, elected officials, and community partners. John and Norm Killip, sons of Wilfred Killip, whom the school was named after, also attended with some members of the Killip family.

It was a joyous day to celebrate, and Joe Gutierrez, principal of Killip Elementary, was excited to present the new building to the community.

"It is a great pleasure to have the opportunity to provide the W.F. Killip Elementary School Community with a state-of-the-art educational facility. We are committed to providing our students with a STEM Integrated Curriculum as we prepare them for the next generation," said Gutierrez. "We would like to thank the community of Flagstaff for prioritizing education in our city."

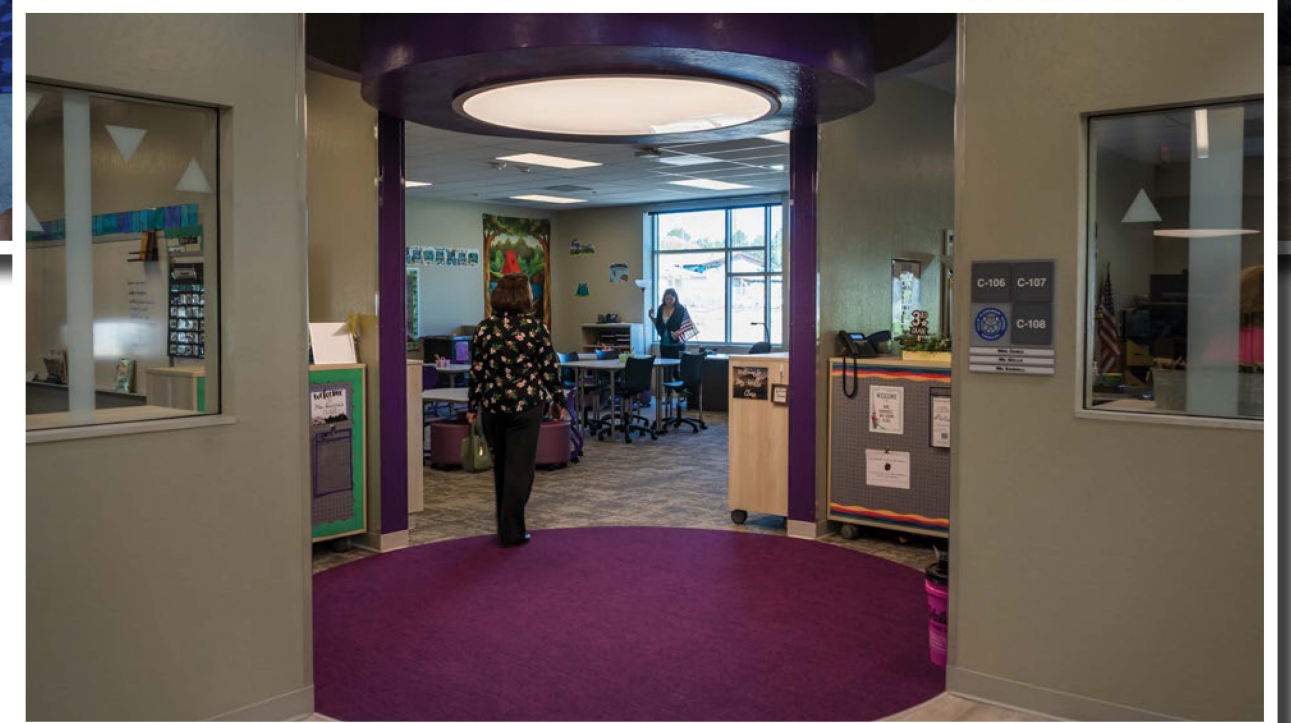
"It has been a journey, but we have reached the light at the end of the tunnel! We are home!" said Gutierrez. "I recognize those who have been part of this great team... Killip Elementary staff members... thank you! We have lived through and conquered

the storm. You have all held your heads high, persevered through challenges, and [won] at the end. You are appreciated!"

The new facility replaces the previous building, which was more than 74 years old, a facility that needed more community spaces, adequate instructional spaces, and modern building systems. The new multi-functional school was designed by DLR Group and built by CORE Construction to serve students and the surrounding community for decades to come. The flexible design adapts to fit current and future learning styles. It allows learning to occur anywhere and everywhere and provides spaces for community use throughout the year.

The facility is arranged in a pinwheel configuration. It features three multi-age learning pods for Pre-K through 5th grade around a central commons area. The pods include various spaces to encourage individual and team learning, such as creation stations for collaboration, quiet zones, traditional classrooms, and presentation platforms to share student projects. The heart of the school is the creative commons, where learners come together for reading, research, arts, music, and science.

Michael Penca, superintendent of FUSD, explained the total cost of the school, including furniture and equipment, was



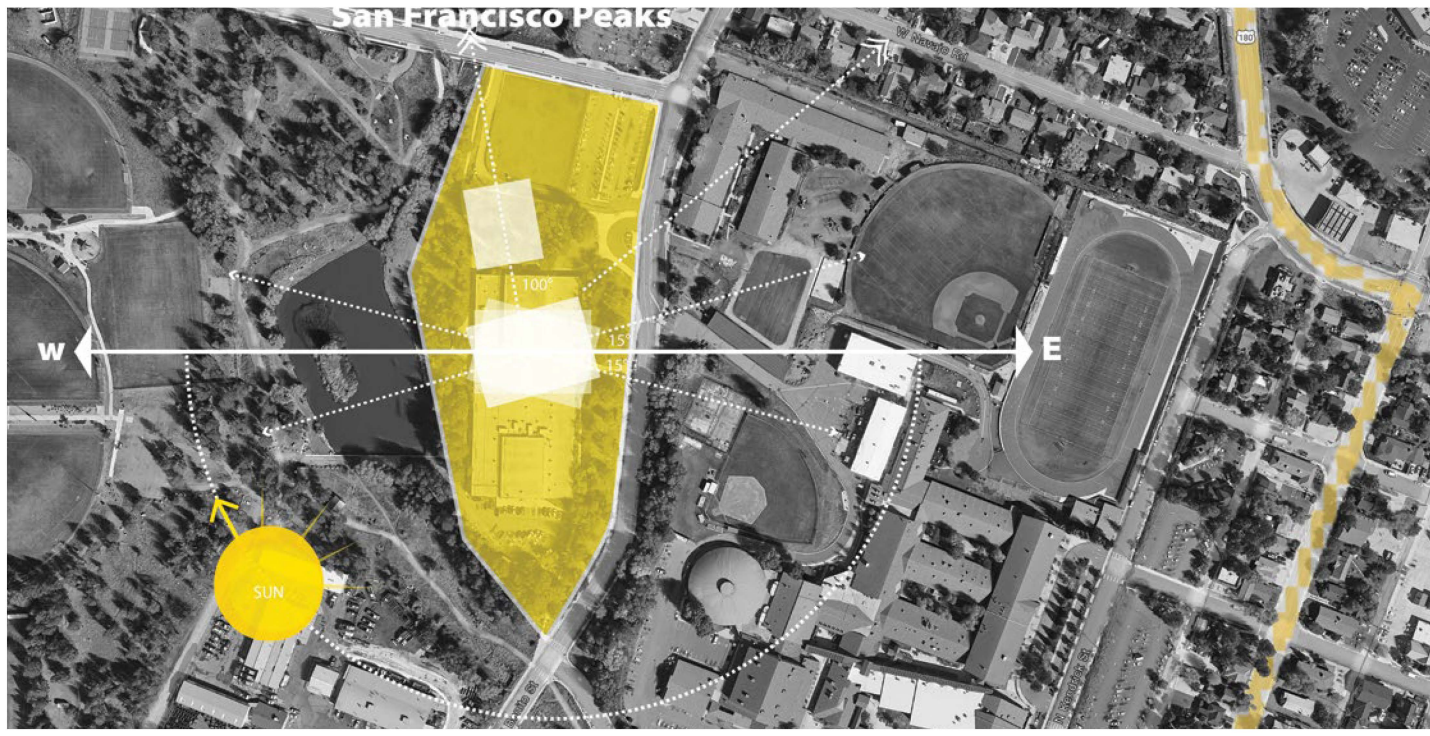
Photos, top: Killip Elementary School students participate in grand opening festivities on August 9, 2022. Bottom: A picture of the pinwheel configuration layout of Killip Elementary School.

approximately \$22.6 million, with FUSD using primarily 2018 bond funds and dollars from adjacent ways, capital, and insurance proceeds. He also explained the dream of a new school began to become a reality in 2017 when an outside assessment of FUSD's facilities recommended the replacement of the aged Killip building.

"Our governing board and staff were so humbled and appreciative of the district's voters in November 2018 who overwhelmingly approved a bond program which included construction of a new Killip Elementary School," said Penca. "From our dreams back in 2017 to today, it could not have occurred without the countless hours of oversight from

many FUSD staff with special kudos to retired Assistant Superintendent Bob Kuhn, Principal Joe Gutierrez, and Project Manager Rosanna Jumbo-Fitch."

"This project [was] completed on time and within budget, despite flooding, a global pandemic, and supply chain issues for materials," said Penca. "FUSD values the investment and trust our community has placed in us, and we are confident our entire community will share in our pride in the new W.F. Killip Elementary School." 🌟



An aerial photo of the new site for Marshall Elementary School in yellow.

2022 OVERRIDE AND BOND UPDATE

In November 2022, Flagstaff Unified School District voters approved Proposition #447 Override and Proposition #448 Bond. The approval of these propositions provides FUSD the opportunity to apply funding of \$100 million to address the school district's needs. Proposition #447 Override had 62.90% or 22,492 Yes votes and 37.10% or 13,265 No votes. Proposition #448 Bond had 59.41% or 21,169 Yes votes and 40.59% or 14,461 No votes.

The prioritized projects utilizing the \$100 million bond include the following:

\$25 million for replacement/rebuild and possible relocation of Marshall Elementary School

- Marshall Elementary School was constructed in 1952, requiring extensive repair and replacement of aged systems. The facility does not support the next-generation learning needs of its magnet and special education programs. The FUSD Governing Board voted to build the new Marshall Elementary School on the existing site of the former Flagstaff Middle School property, which will address current safety concerns of students crossing Bonito Street, being located in the Rio de Flag floodplain, and lack of parking. The Flagstaff Middle School property is slated for deconstruction this spring to prepare for new construction in the summer of 2024. The site is still in design programming, with regular meetings with the Marshall Elementary School team, and they plan to have a design completed by the fall of 2023.

\$25 million for replacement/rebuild and possible relocation of Kinsey Elementary School

- Kinsey Elementary School was constructed in 1957, requiring extensive repair and replacement of aged systems. The facility needs to meet the current building codes, ADA compliance requirements, and the needs of next-generation learning environments. FUSD is reviewing a potential land opportunity in an undeveloped area within a mile of the school's current location to address site drainage issues, traffic, safety, and noise concerns due to the planned expansion of South Lone Tree Road. Once an agreement has been reached, the school district will engage with its development partners to begin the design process.

\$12 million for replacement/rebuild of the FUSD Transportation and Maintenance facilities

- Transportation and Maintenance facilities require extensive repair and replacement to address aged systems and safety issues. The current facilities do not support infrastructure for needed equipment and technological advances, such as electric and alternative fuel vehicles, adequate storage and security, and employee amenities. Currently, the efforts to replace/rebuild the facilities will not begin until later sales of the 2022 bond. The administration is strategizing the replacement of end-of-life equipment within the transportation facility and determining which equipment will be transferred or remain in place in anticipation of the design plan, which will begin in August of 2027.



Marshall Elementary School Principal, Janelle Reasor, and a Marshall staff member participate in a Community Engagement Session held in May 2023.

\$12 million for major maintenance life cycle projects

- These projects include interiors, such as flooring, wall finishes, doors and door hardware, restroom upgrades and accessibility, and HVAC. It also includes exterior projects like roofing, parking areas, playgrounds, and fencing improvements. Currently, the administration is assessing building envelopes, which consist of roof and wall repairs and flooring system replacements throughout the school district.

\$5 million for Camp Colton Master Plan improvements

- Improvements will increase program capacity for students' outdoor learning experiences. Camp Colton has connected FUSD and non-FUSD students with nature for over 50 years, and they are an integrated component of the K-12 educational program. Improvements would be funded in partnership with the Friends of Camp Colton non-profit organization and private donors. The administration is working with Friends of Camp Colton and their current architectural team. Geotechnical surveys are being scheduled this fall in anticipation of Phase 1 construction of the new lodge facility and necessary utility expansions.



\$6 million for campus-specific projects

- Improvements include support for next-generation learning environments, which are flexible, multi-use spaces and furniture, outdoor learning, play spaces, natural light and views, community spaces, and inclusive of cultural identities. Other improvements include campus-specific projects by site, which include security, dining areas, auditoriums, and artificial fields. Currently, campus-specific projects are being assessed and do not have an exact roadmap. The administration is using these dollars to fund various projects as needed, i.e., some of the allocations from the 2022 Bond are being used for exterior improvements to the entryway of Coconino High School, which will be completed in tandem with the 2018 mini auditorium project.

\$7 million for bus and transportation fleet replacement

- Transportation and fleet replacement will address the need to replace high-mileage buses due to the transportation of over 2,000 daily riders within the largest school district geographically in Arizona at 4,427 square miles. FUSD Transportation also plans to transition to low-emission alternative fuel and electric vehicles. Currently, the fleet replacement is ongoing. The school district will receive the balance of buses purchased through the 2018 Bond by December 2023. The 2022 Bond fleet replacement will continue on a similar cadence as appropriate with the sale of the bonds.

\$8 million for technology replacements and upgrades

- Technology replacement and upgrades include student and staff device refreshes, infrastructure and cybersecurity, future-ready classrooms, and safety and security equipment. 🌲



FUSD "A" RATED SCHOOLS RECEIVE BANNERS TO DISPLAY

The Arizona State Board of Education announced the 2021-2022 A-F School Letter Grades for all public schools statewide on October 31, 2022. This accountability system measures year-to-year student growth, proficiency in English Language Arts, math, science, and the academic achievement of English learners, and college

and career readiness indicators. Superintendent Michael Penca presented banners to FUSD's "A" rated schools that achieved A-Rating during the 2021-2022 school year on February 13, 2023. The "A" rated schools include DeMiguel Elementary School, Marshall Elementary School, Puento de Hózhó Elementary School, Sechrist Elementary School, Flagstaff High School, and Summit High School. 🌲



The 2023 STEM Celebration attracted more than 2,500 attendees, many were FUSD students on April 29, 2023. FUSD partners with STEM annually to put on this great celebration that provides hands-on activities, demonstrations, and conversations about STEM — Science, Technology, Engineering, and Math.

ADMINISTRATION

MICHAEL PENCA
Superintendent

LANCE HUFFMAN
Assistant Superintendent of Curriculum & Instruction

GOVERNING BOARD

DOROTHY DENETSOSIE GISHIE
President

CHRISTINE FREDERICKS
Clerk

KRISTINE PAVLIK
Member

CAROLE GILMORE
Member

ERIK SATHER
Member



FLAGSTAFF UNIFIED SCHOOL DISTRICT
3285 East Sparrow Avenue
Flagstaff, AZ 86004

(928) 527-6000 | www.fusd1.org

2023-2024 ACADEMIC CALENDAR

AUGUST 7-8 TEACHER PROFESSIONAL DEVELOPMENT WORK DAYS 9 FIRST DAY OF SCHOOL	SEPTEMBER 4 LABOR DAY 18 TEACHER PROFESSIONAL DEVELOPMENT WORK DAY (NO SCHOOL)	OCTOBER 6 END OF FIRST QUARTER 9-11 PARENT TEACHER CONFERENCES (HALF DAY SCHOOL) 12-13 FALL BREAK (NO SCHOOL)	NOVEMBER 10 VETERANS DAY (NO SCHOOL) 22-24 THANKSGIVING BREAK (NO SCHOOL)
DECEMBER 20 END OF SECOND QUARTER 21-22/25-29 WINTER BREAK (NO SCHOOL)	JANUARY 1-3 WINTER BREAK (NO SCHOOL) 15 MARTIN LUTHER KING JR. DAY (NO SCHOOL)	FEBRUARY 19 PRESIDENT'S DAY (NO SCHOOL)	MARCH 5 END OF THIRD QUARTER 6-8 PARENT TEACHER CONFERENCES (HALF DAY SCHOOL) 11-15 SPRING BREAK (HALF DAY SCHOOL) 3/18-4/12 AZSCI ASSESSMENT GRADES 5, 8, 11
APRIL 3/18-4/12 AZSCI ASSESSMENT GRADES 5, 8, 11 22 MAKE UP DAY #1 1-12 AASA TESTING WRITING GRADES 3-8 1-26 AASA TESTING ELA, MATH GRADES 3-8	MAY 10 MAKE UP DAY #2 23 LAST DAY OF SCHOOL 24 GRADUATION DAY 27 MEMORIAL DAY	JUNE 19 JUNETEENTH	





Mount Elden Middle School's Innovation Station students participate in a Great Trebuchet Competition on March 31, 2023.

FUSD SPECIALIZED ACADEMIC PROGRAMS

ADVANCED PLACEMENT (AP) ACADEMY

The Advanced Placement Academy offers college level courses taught within the high school framework. AP courses are aligned with the College Board curriculum and are designed to prepare students for the AP exam and their future college education. The courses are offered at both Flagstaff and Coconino high schools in subjects including English, Math, Science, Social Studies, World Language, Computer Science and Art.

ELEMENTARY PREPATORY ACADEMY

The Elementary Preparatory Academy is a school within a school, located at Cromer, DeMiguel, Knoles, and Puente de Hozho Elementary Schools. The program helps students develop into independent learners, effective problem solvers, and creative thinkers. It allows peers of similar aptitudes to interact with one another in a rigorous learning environment that prepares them for advanced learning at the middle school level. The program is fast-paced and advances through grade level standards at a deeper level.

CAREER & TECHNICAL EDUCATION (CTE)

CTE programs are designed to connect theory and application, providing students with real-world skills for real-world jobs. A project-based learning environment taught by experienced professionals that have worked in their area of focus, CTE programs at Flagstaff and Coconino high schools offer dual enrollment opportunities for students to earn both high school and college credits simultaneously.

COCONINO INSTITUTE OF TECHNOLOGY (CIT)

CIT offers an integrated course of study in Science, Technology and Engineering at Coconino High School with real-world field work. Students begin the program their freshman year as a cohort and continue the rigorous education through high school together.

DUAL ENROLLMENT

Dual enrollment courses allow students to earn both high school and college credits simultaneously. The courses are taught at both Flagstaff and Coconino high schools by high school teachers who also acquire the credentials to teach at the college level. The college credits will supplement Coconino Community College degree and certificate programs.

HONORS PRE-AP ACADEMY

The Honors Pre-Advanced Placement Academy at Mt. Elden Middle School prepares students for the rigorous AP program structured on the national curriculum required by the College Board.

INTERNATIONAL BACCALAUREATE (IB)

The International Baccalaureate program provides students the knowledge, concepts, skills, personal attributes, and the capacity to take action--all of which younger students need to equip them for successful lives. By learning through inquiry, a child's investigations across and beyond subject areas will strengthen knowledge and understanding. Puente de Hózhó Elementary School, Sinagua Middle School and Coconino High School are all currently candidate schools for the program.

JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC)

The Junior Reserve Officers' Training Corps (JROTC) Program mission is "To Motivate Young People to be Better Citizens" and is open to all students at Coconino High School and Flagstaff High School. The JROTC Program is hosted at Coconino High School and instills in students the values of citizenship, service to our community, personal responsibility, and a sense of accomplishment. JROTC classes may be taken for up to 4 years and students will receive either General Elective and/or P.E./Health credit for their participation.

MAGNET SCHOOLS

Magnet schools promote the academic and social development of each of its students through a diverse, integrated curriculum emphasizing the arts and sciences. In addition to the arts and science emphasis, all of the educational programs are dedicated to teaching the whole child. Students are taught self-confidence, creative thinking skills, and enthusiasm for learning to help them make positive life decisions and meet their goals. The Magnet Schools at FUSD include Marshall Elementary School, Kinsey Elementary School and Puente de Hózhó Elementary School. Kinsey Inquiry and Discovery School focuses on a child's natural sense of wonder and provides learning experiences inspired by the environment, culture, and community of Northern Arizona. Lessons within the Inquiry and Discovery program revolve around the students discovering answers to questions and learning core values such as integrity, collaboration, engagement, and wonder.

MIDDLE SCHOOL INSTITUTE OF TECHNOLOGY AND ENGINEERING (MIT-E)

The Middle School Institute of Technology and Engineering at Sinagua Middle School prepares students with 21st Century skills, establish knowledge essential for additional STEM courses, and create an interest for STEM topics and careers. MIT-e encourages students to become digital citizens and participate in the global community while exploring and engaging in science, technology, engineering, and mathematics.

NORTHERN ARIZONA DISTANCE LEARNING

FUSD provides distance learning education to students and families through a core program for grades 9-12. Content includes high quality and interactive online semester courses taught by certified teachers. The distance learning program provides multimedia-rich curriculum aligning to state and national standards, as well as, a multitude of online tools for students to succeed.

PUENTE DE HOZHO (PDH) LANGUAGE INSTITUTE

Puente de Hózhó is a trilingual school comprised of a Navajo Immersion Language Program and a Spanish-English Bilingual Program. PdH believes in the potential of children, culture, and language in a local, regional, national, and international context. PdH serves students from Kindergarten through 5th grade, as well as grades 6-12 with the International Baccalaureate Continuum at Sinagua Middle School and Coconino High School.

FUSD by the NUMBERS 2022 - 2023

87.36%



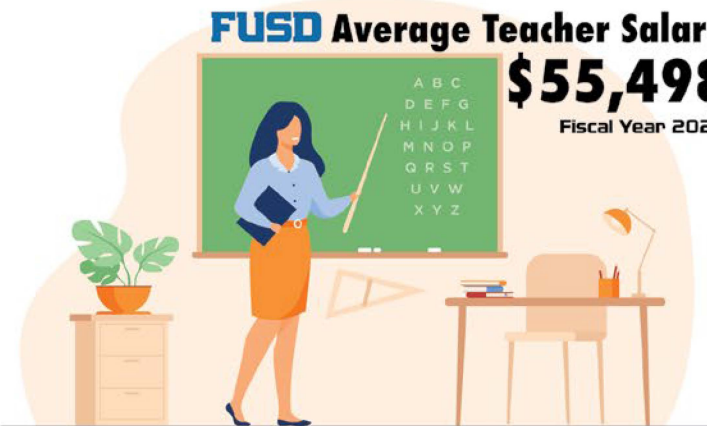
4th Largest
Flagstaff
Employer



932,468 Total Bus
Miles Driven



FUSD Average Teacher Salary
\$55,498
Fiscal Year 2022

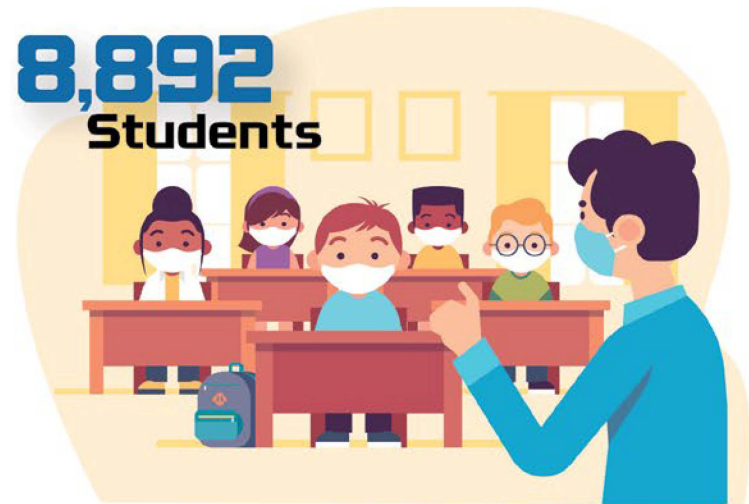


856,413
Meals Served



229,135
Breakfasts Served

(FOOD SERVICE FIGURES EXCLUDE SUMMER)




**SNAPSHOTS OF
THE 2022-2023
SCHOOL YEAR**



FLAGSTAFF UNIFIED SCHOOL DISTRICT SCHOOLS



COCONINO HIGH SCHOOL

2801 N. ISABEL ST.
FLAGSTAFF, AZ 86001
(928) 773-8200



CROMER ELEMENTARY

7150 E. SILVER SADDLE RD.
FLAGSTAFF, AZ 86004
(928) 773-4150



DEMIGUEL ELEMENTARY

3500 S. GILLENWATER DR.
FLAGSTAFF, AZ 86001
(928) 773-4000



FLAGSTAFF HIGH SCHOOL

400 W. ELM AVE.
FLAGSTAFF, AZ 86001
(928) 773-8100



KILLIP ELEMENTARY

2300 E. 6TH AVE.
FLAGSTAFF, AZ 86004
(928) 773-4080



KINSEY INQUIRY AND DISCOVERY SCHOOL

1601 S. LONETREE RD.
FLAGSTAFF, AZ 86001
(928) 773-4060



KNOLES ELEMENTARY

4005 E. BUTLER AVE.
FLAGSTAFF, AZ 86004
(928) 773-4120



LEUPP PUBLIC SCHOOLS

INDIAN ROUTE 15
LEUPP, AZ 86035
(928) 686-6266



MARSHALL ELEMENTARY

850 N. BONITO ST.
FLAGSTAFF, AZ 86001
(928) 773-4044



MOUNT ELDEN MIDDLE SCHOOL

3223 N. FOURTH STREET
FLAGSTAFF, AZ 86004
(928) 773-8250



PUENTE DE HÓZHÓ ELEMENTARY

3401 N. FOURTH STREET
FLAGSTAFF, AZ 86004
928-773-4090



SECHRIST ELEMENTARY

2230 FORT VALLEY RD.
FLAGSTAFF, AZ 86001
928-773-4020



SINAGUA MIDDLE SCHOOL

3950 E. BUTLER AVE.
FLAGSTAFF, AZ 86004
(928) 527-5500



SUMMIT HIGH SCHOOL

4000 N. CUMMINGS ST.
FLAGSTAFF, AZ 86004
(928) 773-8198



THOMAS ELEMENTARY

3330 E. LOCKETT RD.
FLAGSTAFF, AZ 86004
(928) 773-4110



NORTHERN ARIZONA DISTANCE LEARNING

4000 N. CUMMINGS ST.
FLAGSTAFF, AZ 86004
(928) 220-0461