B.3 Management & Operations

The Governing Board of Synergy Public School will delegate all administrative responsibilities to the Executive Director of Business and Operations and the Executive Director of Academics, who will co-direct Synergy Public School's daily operations. The Executive Director of Academics will primarily oversee all academic responsibilities at the school. The Executive Director of Business and Operations will primarily conduct financial oversight and oversee all school-wide operations. These two directors will hire a staff of highly qualified individuals or contract with external service providers to help execute the day-to-day operations of the school. Both directors will report and be evaluated by the Governing Board of Synergy Public School.

Synergy Public School seeks to provide a high quality education for students while remaining responsible stewards of finances. Therefore, every staffing position at Synergy Public School will be based on conservative budget assumptions that still allow for the school to strongly pursue its mission. (*Complete organizational charts can be found in section B.1.*)

A. Management Roles and Responsibilities

As stated above, there will be two administrators acting as co-leaders in years 1, 2, the Executive Director of Business and Operations and the Executive Director of Academics. In Year 3, a school Principal will be hired as an additional administrator. (*See Figure B.3.1 Table 1: Executive Director Roles and Responsibilities*.) The Executive Director of Business and Operations will be responsible for overseeing all the contract service providers, including: back office support, special education providers, legal services, food services, financial oversight, compliance, and technology services to ensure smooth, efficient operations that are in compliance. Under the supervision of the Executive Director of Business and Operations, the Office Manager will oversee the Student Accountability Information System (SAIS) reporting. The Executive Director of Academics will oversee instruction, curriculum, and assessment, including mandated state testing, and professional development. The table below outlines these roles:

B.3.1 Table 1: Executive Director Roles and Responsibilities

Executive Director of Business & Operations	Executive Director of Academics
School Culture Promotion	School Culture Promotion
Governing Board Reporting: non-instructional, operational	Governing Board Reporting: academic, instructional
Recruit and Hire mission aligned individuals Human Resource Management: personnel issues, certification, documentation, and fingerprint clearance	Recruit and hire mission aligned individuals
Student Recruitment: marketing, advertising, strategic plan and lottery	Assists with Student Recruitment: marketing, advertising, strategic plan and lottery

Contracted Service Management: legal, financial, maintenance, food services, auditing, technology, special education services	Oversee Program of Instruction and Academic Systems Plan A.5
Financial Management: accounts payable/receivable, budget revenue, expenditures and auditing services	Curriculum Development/Implementation
Assist with Employee Evaluation: General Education Teachers, Director of Curriculum, Special Education Teacher, Art and PE Teacher, Evaluate the office manager and office assistant/registrar	Employee Evaluation: General Education Teachers, Director of Curriculum, Special Education Teacher, Art and PE Teacher
Report Management: Arizona Department of Education, grantors	Assessment Management – NWEA benchmark assessment, Galileo, AZELLA, mandated state testing (AZMERIT)
Fundraising/Grant Management: grants, tax credits, donations, report management	Professional Development Management
Community Relations Management: press releases, public statements, partnerships	English Language Learner Development (ELD) Management
Campus Safety and Logistical Upkeep: emergency planning, student discipline, calendars, schedules, handbooks, student enrollment data and SAIS system.	Management of Special Education (Y3): Special Education Teacher (Y3), Individual Education Plans (IEP's) initial and re-evaluations, service
Compliance: Individual Disability Education Act (IDEA), 504 plans, child find, Arizona Department of Education	

In addition to the Executive Director of Academics and the Executive Director of Business and Operations, school Principal (Y3), an office manager and an office assistant/registrar will oversee reception duties and enrollment in years one, two, and three. A contracted business service will oversee accounting in years 1 thru 3 and beyond. (More detailed descriptions of these positions can be found in part B of this section.)

B. Operational Plan

The general staffing plan, including administration staffing plan, for the entire staff at Synergy Public School for the first three years is outlined below in B.3.1 Table 2:

B.3.1 Table 2 Synergy Staffing Years 1-3

Position Title	Year 1 FTEs*	Year 2 FTEs	Year 3 FTEs
Executive Director Business & Operations (Administrative)	1	1	1
Executive Director of Academics (Administrative)	1	1	1
Director of Curriculum (Administrative)	1	1	1
School Principal (Administrative)	0	0	1
General Education Teachers	8	14	17
Special Education Teacher	0.5	0.5	1
Physical Education Teacher	1	1	1
Art Education Teacher	0	1	1
Office Manager (Administrative)	1	1	1
Office Assistant/Registrar	0.5	1	1
General Education Assistants	1	3	5
Special Education Assistant	0	0	1
Total	16	25	32

*FTE=Full time employees

The Executive Director of Business and Operations and the Executive Director of Academics will both be equal partners in the accountability of Synergy Public School. As described in the Education Plan, the two Executive Directors will spend a portion of their day when available in direct contact with the students by teaching and modeling lessons. Both directors will report and be evaluated by the Board of Synergy Public School. The oversight responsibilities for each administrative position are listed below.

Executive Director of Business and Operations:

- Oversees culture development through carrying out the vision/mission of Synergy Public School.
- Reports to the governing board on non-instructional /operational matters.
- Oversees Human Resources duties: recruiting/hiring/firing staff, personnel issues, certification, fingerprint clearance, employee files/documentation.
- Oversees student recruitment planning, including marketing and advertising, lottery/wait list system.
- Oversees contracted service providers. (Including financial management, legal, maintenance, food services, auditing, technology, and special education services).
- Oversees financial management: accounts payable/receivable, budget revenue, expenditures and auditing services
- Oversees and evaluates non-teaching staff (Office Manager and Office Assistant/Registrar).
- Manages fundraising: writing grants, securing donations, tax credits, generating reports and documentation.
- Manages community relations: press releases, public statements, partnerships
- Oversees campus safety and logistical upkeep of school administrative operations (emergency planning, student discipline, school handbook, calendars, schedules, SAIS reporting).

- Oversees compliance and adherence to standard operating procedures including but not limited to report management, Arizona Department of Education, grants, special education, IDEA, 504 plans, child find

Executive Director of Academics

- Oversees culture development through carrying out the vision/mission of Synergy Public School.
- Reports to the governing board on academic progress.
- Oversees the recruitment of mission-aligned individuals.
- Oversees the Program of Instruction
- Carries out Academic Systems Plan (A.5)
- Oversees curriculum development and implementation.
- Oversees mandatory assessments (AZELLA, AZ Merit, etc.) and benchmark assessments: maintain calendar, content, data).
- Oversees professional development for instructional staff.
- Ensures compliance with English Language Learner Development (ELD) laws and regulations.
- Supervises and evaluates general education teachers, physical education teacher, art teacher special education teacher (Y3).
- Manage special education beginning in Year 3.
- Oversees and manages school wide curriculum and assessment.
- Oversees and manages school wide instruction.
- Evaluates Director of Curriculum

Director of Curriculum

The Director of Curriculum will assist the Executive Director of Academics with instruction, curriculum, professional development and assessment. The Director of Curriculum will be supervised and evaluated by the Executive Director of Academics. The Director of Curriculum oversight responsibilities are listed below:

- Carrying out the mission and vision of Synergy Public School
- Provide coaching, feedback and support to general education teachers.
- Assists with the academic testing (NWEA benchmark assessments, Galileo, AZELLA, AzMERIT)
- Assists the Executive Directors in providing professional development for general education teachers and assistants.
- Participate with general education teachers in weekly professional learning communities.
- Oversee and evaluate the general education assistants.

School Principal (Year 3)

The School Principal will assist the Executive Director of Academics and the Executive Director of Operations and Business beginning in Year 3 of operation. The School Principal will be evaluated and supervised by both Executive Directors. The principal oversight responsibilities starting in year 3, are listed below:

- Carry out the mission and vision of Synergy Public School.
- Promote high standards and expectations for student and staff including academics and behavior
- Assist the Executive Director of Academics with the managing, evaluating and supervising the General Education teachers, Art teacher, PE teacher, and Special Education teacher.
- Supervise the instructional programs of the school.
- Provide staff development in alignment with the school improvement plan.
- Supervise the execution of curriculum delivery.

Financial Contracted Business Services

For the first three years of Synergy Public School's existence, contracted business services will be used for the fiscal needs of the school. The Executive Director of Business and Operations will work closely with and oversee the identified provider to ensure that Synergy Public School is operating within their budget and building sustainability. The Executive Director of Business and Operations will hold ultimate oversight responsibility for these contracted services.

Contracted Business Services will be responsible for:

- Aligning to our vision/mission of school.
- Filing annual corporate reports.
- Submitting budget and Annual Financial Report to ADE and ASBCS.
- Auditing/Monitoring expenditures and revenues in bank accounts.
- Managing accounts payable.
- Managing benefits.
- Initiating and monitoring insurance coverage.
- Filing tax returns.
- Processing payroll.
- Managing IRS compliance.

Office Manager:

The office manager will assist the Executive Director of Business and Operations and Executive Director of Academics with the day to day running of the school. However, they will report, be supervised, and evaluated by the Executive Director of Business and Operations. The office manager will be responsible for:

- Carrying out vision/mission of school.
- In Year 1, oversees data entry into the student information system and SAIS uploads.
- Overseeing enrollment and attendance paperwork.
- Overseeing/maintaining inventory of needed supplies.
- Processing purchasing paperwork.
- Overseeing receptionist role of greeting visitors and answering phones.
- Processing enrollment/withdrawal forms.
- Managing the National Student Lunch Program compliance and reporting.
- Managing immunization reporting.
- Managing the daily schedules of the two directors (i.e. scheduling meetings, setting up

interviews, sending emails, etc.)

Office Assistant/Registrar (Part-time Year 1/ Full time Year 2 & 3)

- Carrying out receptionist duties.
- Enrollment and withdrawal of students.
- In Year 2 and 3, oversees data entry into the student information system and SAIS uploads.
- Assisting Office Manager with assigned duties and tasks.

C. Critical Skills and Experiences for Administrative Roles

Synergy Public School will seek out the best individuals to fulfill the administrative positions described above. These individuals will need critical skills and experience to fill these roles. Descriptions of these critical skills and experience are as follows:

Executive Director of Academics

Critical Skills and Experience:

- Strong alignment to school mission.
- Experience in coaching and training adults.
- Experience working in urban low-income Title 1 schools.
- Strong knowledge of Arizona College and Career Readiness Standards.
- Experience in designing curriculum.
- Administrative experience.
- Experience in recruiting and hiring staff (teachers, education assistants).
- Ability to assess data and use it to drive instruction.
- Experience observing teachers and providing feedback.
- Experience with special education services.
- SEI endorsed and has a Fingerprint Clearance Card.
- Master degree in Education or Related Field.

The Executive Director of Academics will be Melissa McKinsey. Melissa possesses the critical skills and experience necessary to be the Executive Director of Academics in the following ways:

- Melissa has a current SEI endorsement on her Arizona Teaching Certificate and a current fingerprint clearance card issued by the Department of Public Safety.
- Ms. McKinsey earned her Bachelor degree in Elementary Education with an Early Childhood Endorsement through Arizona State University, and an M.A in Educational Leadership through Northern Arizona University
- Ms. McKinsey holds a Principal Certificate.
- Ms. McKinsey was selected and completed the New Schools for Phoenix Fellowship, a rigorous five-month program that provided her with the necessary skills to be a transformative leader of a highly effective school. During the Fellowship, Ms. McKinsey had the opportunity to visit top performing schools around the country, dialogue with school leaders, and craft a vision for a school of her own, Synergy Public School.

- Melissa is a member of the founding team who created the mission and charter application for Synergy Public School.
- Ms. McKinsey has spent her entire 15-year education career working in low-income schools and has always maintained high expectation for all of the students and demonstrated a continually high level of student achievement.
- She has served working as a Teacher, Academic Coach, Assistant Principal and Principal. As part of the leadership team, her school earned an A rating by the Arizona Department of Education in 2014 and was an A+ School of Excellence.
- Ms. McKinsey spent four years as an Academic Coach where she designed K-3 curriculum and supported teachers with implementing the curriculum in their classrooms. During this time, she also served as the Success For All reading facilitator and oversaw the core reading program for the school.
- Mrs. McKinsey has served on numerous district curriculum committees where she worked to create district pacing guides and formative assessments.
- Ms. McKinsey has a strong passion for developing and molding teachers. Using the GREATER Coaching model and the MCESA REIL Learning Observation Instrument she has provided teachers with effective feedback that has informed their practices and led to greater student achievement in their classrooms.
- Ms. McKinsey is trained in numerous best practice instructional strategies including; but not limited to Kagan Cooperative Learning Structures, Thinking Maps, and Gradual Release of Responsibility.
- She has provided in-depth staff development to her staff on the use of best instructional practices.
- Ms. McKinsey has experience working with Title I, Title II and Title VII funding ensuring equity for all students and maintaining compliance with all federal requirements.

Executive Director of Business and Operations

Critical Skills and Experience:

- Strong alignment to school mission.
- Experience working in urban low-income Title 1 schools.
- Experience finding, writing and attaining grants.
- Experience working with children's challenging behaviors.
- Experience in adult leadership.
- Ability to create strong community partnerships.
- High student achievement.
- Ability to make strategic plans/decisions.
- Create policies and procedures.
- Knowledge of school finance, fundraising, and marketing.
- Experience creating strong parent investment.
- Strong verbal, written, and organizational skills.
- Master degree in Education or Related Field.
- SEI Endorsement and Fingerprint Clearance Card.

The Executive Director of Business and Operations will be Lori Weiss. Lori possesses the critical skills and experience necessary to be the Executive Director of Business and Operations in the

following ways:

- Lori has a current SEI endorsement on her Arizona Teaching Certificate and a current fingerprint clearance card issued by the Department of Public Safety.
- Ms. Weiss holds a Master's Degree in Elementary Education from Northern Arizona University and a Principal Certification
- Ms. Weiss was selected and completed the New Schools for Phoenix Fellowship, a rigorous five-month program that provided her with the necessary skills to be a transformative leader of a highly effective school. During the Fellowship, Ms. Weiss had the opportunity to visit top performing schools around the country, dialogue with school leaders, and craft a vision for, Synergy Public School. Lori is a member of the founding team who created the mission and charter application for Synergy Public School, including the business and operational plans.
- Ms. Weiss has successfully managed mini-grant awards through the Alhambra School District, 21st Century Grant and most recently the AZCSP Grant through the Arizona Department of Education. Ms. Weiss' former school was also part of the U.S. Department of Education's Reading First Grant from 2005-2009.
- Ms. Weiss has spent her entire 26 year education career working in low-income schools and has always maintained high expectations for all of the students she has served working as a Teacher, Reading Specialist, Assistant Principal, Principal, and Executive Director of Leadership Development.
- Ms. Weiss implemented the comprehensive reading program, Success For All founded by Dr. Robert Slavin and John Hopkins University. She successfully implemented this program in a kindergarten through Sixth Grade School serving over 1,200 students for six years.
- Ms. Weiss spent 10 years as the principal of Westwood Primary School in the Alhambra School District. There she held responsibility for academics, campus safety, and operations.
- Ms. Weiss has experience working with Title I, Title II and Title VII funding ensuring equity for all students and maintaining compliance with all federal requirements.
- Ms. Weiss was named a Rodel Exemplary Principal in 2010 and mentored aspiring principals and has spent the last seven years working with ASU's Center for the Future of Arizona program; Beat the Odds, as a mentor principal supporting other principals across Maricopa County.

Director of Curriculum

Critical Skills and Experience:

- Strong alignment to school mission.
- Teaching or coaching experience in a low-income Title 1 school.
- Strong knowledge of Arizona College and Career Readiness Standards.
- Strong written and oral communication skills
- Ability to provide instructional feedback to teachers that increases teacher and student success.
- Experience in analyzing student assessment data and making instructional decisions.
- Bachelor degree in Education
- SEI Endorsement and Fingerprint Clearance Card

A Director of Curriculum has not yet been identified.

School Principal

Critical Skills and Experience:

- Strong alignment to school mission.
- Administrative experience working in urban low-income Title 1 schools.
- Experience with supervising and evaluating teachers.
- Strong Knowledge of curriculum and instruction including the Arizona College and Career Readiness Standards
- Experience in analyzing student assessment data and making instructional decisions to increase student achievement outcomes.
- Assist the Executive Directors with recruiting, hiring, and retaining staff.
- Experience in working with student behavior and identifying intellectual, physical, social and emotional needs effecting student success in school.
- Ability to build relationships with all stakeholders (parents, community members, board members)
- Strong record of student achievement success
- Master degree in Education or Related Field
- SEI Endorsement and Fingerprint Clearance Card

A School Principal has not yet been identified.

Office Manager

Critical Skills and Experience:

- Three or more years of administrative experience.
- Bi-lingual, Spanish-speaking preferred.
- Strong organizational skills.
- Strong intrapersonal and communication skills.
- Strong problem solving skills.
- Knowledge of office equipment and software.
- Hold Fingerprint Clearance Card.

An Office Manager has not yet been identified.

Office Assistant/Registrar

Critical Skills and Experience:

- Administrative experience preferred.
- Bi-lingual, Spanish-speaking preferred.
- Strong organizational skills.
- Strong intrapersonal and communication skills.
- Strong problem solving skills.

- Knowledge of office equipment and software.
- Hold Fingerprint Clearance Card.

An Office Assistant has not yet been identified.

D. Proposed Fair and Equitable Enrollment

In compliance with ARS§15-184, the Fair and Equitable Procedures for Enrollment Act, Synergy Public School will set our policies and procedures for enrollment around the following details.

Open Enrollment, Intent to Enroll, and Lottery Process

According to HB2494, enacted in 2013 and which amended ARS§15-184, enrollment preference will be given to students who meet the following criteria:

1. Returning students who were enrolled during year 1.
2. Siblings of currently enrolled students.
3. Children of current Synergy Public School employees.
4. Children of board members.

Students who do not meet the above criteria will participate in a lottery system to gain admissions to Synergy Public School. Families who are interested in attending Synergy Public School will complete enrollment applications to enroll to enter their student into the lottery process. The timeline for families to complete letters of intent is included in the Advertising and Promotion (C.2) sections of this charter application. The letter of intent will be a simple, one page form that will collect the following information:

1. Name of student.
2. Expected grade level.
3. Parent or guardian name.
4. Phone number.
5. Address.

Synergy Public School will not collect information pertaining to the following factors: language, minority status, racial or ethnic background, gender, social-economic status, or special education identification. These factors will not impact a student's opportunity to be selected in the lottery to gain enrollment to Synergy Public School.

Synergy Public School will begin to recruit students and collect applications beginning in early 2017 through word of mouth and recruitment efforts carried out by the executive directors and founding board. Synergy's publicized open enrollment window will occur between January 2017-April 2017 for enrollment for the 2017/18 school year. In subsequent school years, the Open Enrollment Window will fall between the first business day of January and the last business day of March.

Synergy Public School will use a lottery if there are more students who have completed a "Letter of Intent" than openings in each grade level by 5pm on the last day of the open enrollment period. It is the goal to enroll 50 students in each grade: K, 1st, 2nd and 3rd for a total of 200 students for year 1. Before the lottery occurs, Synergy Public School will make contact with the families to ensure

their continued interest in attending.

Synergy Public School will use a blind lottery to randomly select student names to offer admission until spots are filled for each grade level. Once the spots have been filled, the lottery will continue to establish an order of the remaining enrollment applications for the waiting list. The student's family will be contacted to inform them of their lottery's results. Students who were selected within the lottery process will complete a full registration packet and be officially enrolled in Synergy Public School. Students on the waitlist will be advised on their location on the waitlist. Families of waitlisted students will be contacted if a spot comes available and be required to complete a registration packet to gain admission.

All forms will be provided in both English and Spanish. Compliant with ARS §15-184, Synergy Public School will include all students in the lottery who have submitted the enrollment application on time, and will enroll all students selected through the lottery who complete and submit the school's enrollment forms until a grade is full.

In the event that Synergy Public School does not have more enrollment applications than spots available, all students will be contacted and offered enrollment. At that point, the founding team will continue to recruit students for immediate enrollment until the target amount of 50 students per grade level (K, 1st, 2nd, and 3rd) is attained. Once the target enrollment is achieved, Synergy Public School will begin a wait list based on the order that enrollment applications are received.

The Executive Director of Business and Operations will oversee the open enrollment process.

Enrollment Procedure and Packet

If a student has been selected through the above procedure, the student's parent or guardian must complete an enrollment packet that includes the following:

- Enrollment Form.
- Copies or originals collected from the parent/guardian.
    - Immunization Records.
    - Social Security Card (optional).
    - Birth Certificate.
    - Proof of Residency.
    - Unofficial Transcripts (if applicable).
- Withdrawal Slip (from previous school).
- Attendance History (from previous school).
- Discipline Records (from previous school).
- Copy of Custody Paper (if applicable).
- Copy of Current IEP and MET (if applicable).
- Academic Records (or a request for records will be sent to the previous school).
- Arizona Residency Documentation Form
- Home Language Survey (PHLOTE).
- McKinney-Vento Eligibility Questionnaire.
- Consent for Medical/Dental Emergency Treatment and Medical Information Form.
- Internet Use Policy.
- Consent for Off Campus Activity.

- Physical Activity Consent Form.
- Request for Release of Student Records Form.
- Records Request for Special Services Form.
- Media Release Form.
- Signature recognizing School Rules and Procedures.
- Signature recognizing Expected Behaviors.
- Student Compact and Parent/School Compact.
- Customer Satisfaction Questionnaire.

A complete enrollment packet will need to be completed within ten days of being offered spot at Synergy Public School. If these required components are not received the student's enrollment offer will be withdrawn and the spot will be offered to the next student on the waiting list. School staff will offer assistance in completing the packet to any family that requires it.

Applications for Re-Enrollment

Each year students who are currently enrolled at Synergy Public School will automatically be re-enrolled for the next school year. Families will be need to confirm that their intent to have their student attend the next academic school year by February 20th of each year. Students who withdraw from the school will need to reapply and complete the outlined procedure for the lottery and enrollment process.

E. Enrollment Targets

Synergy Public School has identified and set enrollment targets for the first three years of operation. *(See figure B.3.2 Table 2 Enrollment Targets)* Synergy Public School plans to open in Year 1 as a K-3 campus with a maximum enrollment of 200 students. The enrollment target of 200 was determined based on a 1:25 teacher/student ratio with 2 classrooms at each grade level (K, 1,2,and 3).

During Year 2, the maximum enrollment is projected to be 350 students. This enrollment target was determined by an increase in enrollment of 25 students in each grade K, 1, 2, and 3 and the addition of 2 fourth grade classrooms. The 1:25 teacher/student ratio continues to be maintained in Year 2. Projected enrollment growth in K-3 accounts for an increase in the number of classrooms and supports the Synergy's 3rd grade students moving into fourth grade.

During Year 3, the maximum enrollment is projected to be 425. This enrollment target was determined by the sustainability of 3 classrooms each with 1:25 teacher/student ratio in grades K-3. The addition of one 4th grade classroom with a 1:25 teacher/student ratio will be added to support the rollover of 3rd grade students into 4th grade and supports the Synergy 4th grade students moving into fifth grade.

B.3.2 Table 3 Enrollment Targets

Enrollment Targets								
Year 1			Year 2			Year 3		
Grade Level	Projected Enrollment	Number of General Education Teachers	Grade Level	Projected Enrollment	Number of General Education Teachers	Grade Level	Projected Enrollment	Number of General Education Teachers
K	50	2	K	75	3	K	75	3
1	50	2	1	75	3	1	75	3
2	50	2	2	75	3	2	75	3
3	50	2	3	75	3	3	75	3
4	0	0	4	50	2	4	75	3
5	0	0	5	0	0	5	50	2

The minimum enrollment at Synergy Public School in Year 1 is determined to be 180 students, which is 90% of the maximum enrollment of 200. In Year 2, the minimum enrollment is determined to be 315 students, which is based off 90% of the maximum enrollment of 350. In Year 3, the minimum enrollment is determined to be 383 students, which is based of 90% of the maximum enrollment of 425. Synergy Public Schools advertising and promotion plan in C.2 is designed to support the maximum enrollment targets being met each year in order to build school sustainability and ensure adequate state equalization assistance.