B.1 Applicant Entity

A. Applicant History

The founding school leaders of Synergy Public Schools are Lori Weiss and Melissa McKinsey. Together they have a combined total of 40 years in education and have worked their entire careers serving students in low income high-need communities. Their work and educational experiences have fueled their passion to create a charter school to meet the needs of families living in the Phoenix urban core.

Lori Weiss has spent 26 years in the Alhambra Elementary School District where she taught kindergarten through third grades, served as a reading facilitator, assistant principal, principal and is currently an Executive Director of Leadership Development. In 2010, Lori Weiss was named a RODEL exemplary principal; an honor that recognizes proven leadership in high needs schools. Over the past 7 years, Lori has worked with ASU's Beat the Odds, an initiative of the Center for the Future of Arizona mentoring principals across Maricopa County.

Melissa McKinsey began her educational career fourteen years ago in the Alhambra Elementary School District. Melissa earned her Bachelor's degree in Elementary Education with an Early Childhood Emphasis from Arizona State University in 2002 and a Master's Degree in Educational Leadership in 2006 with her Administrative Leadership Certification in 2008 from Northern Arizona University. Melissa has served as a first grade teacher, an academic coach, a reading specialist, and the assistant principal at Westwood Primary School, a low socioeconomic and ethnically diverse school in Phoenix. She currently serves as the principal of Westwood Primary School.

Lori and Melissa have worked together over the past 10 years as instructional leaders at Westwood Primary School to improve teacher instruction that has resulted in high academic achievement and growth for students. Westwood Primary School serves approximately 1000 kindergarten through third grade students. Of these students approximately 78% are Hispanic, 8% are African American, 5% are White, 4% are Asian, and 3% are Native American. During the 2014-2015 school year, 98% of Westwood students received Free and Reduced lunch.

The founders have a proven record of success in working with educationally disadvantaged students. Under their leadership, Westwood Primary received two A+ School of Excellence awards, earned an Excelling school label from the department of education in 2007, 2008, 2009 and 2010. In 2011, the Arizona Business and Education Association named Westwood an Arizona Higher Performing School. In 2013, Westwood earned a "B" rating by the Arizona Department of Education and in 2014 Westwood earned an "A" rating by the Department of Education.

Wanting to contribute on a larger scale, the team decided to take the culmination of these experiences and create a school that is driven to improve the education for children in low-income communities. In the spring of 2015, the team applied for and was selected to be a part of the New Schools For Phoenix Fellowship (Phase I). During this five-month professional development program, the team shaped their vision and mission, visited successful charter schools from around the country, and learned how to intentionally institute a culture for high student achievement and excellence.

In December of 2015, "Synergy Public School" incorporated as a nonprofit corporation with the intention of opening as a public charter school. Synergy Public School founders were accepted into Phase II-Plan

Development of the New Schools for Phoenix Program. During their time in the program, they have extended their background in charter school operations, including the aspects of marketing and advertisement, business and finance, and governance. The founders applied for the Arizona Charter School Program Start-up Grant and were awarded the grant funds of $250,000 a year for three years in February of 2016 to support the start-up of Synergy.

Synergy Public School expanded to include a Founding Board of Directors (the "Board"). The Board is comprised of professional individuals from different backgrounds, including business, development, and school governance. The Founding Board, including the ex-officio members Lori Weiss and Melissa McKinsey, all share the same mission and vision, a new school in Phoenix that fosters a love of learning in students and empowers them to be productive, caring and responsible citizens.

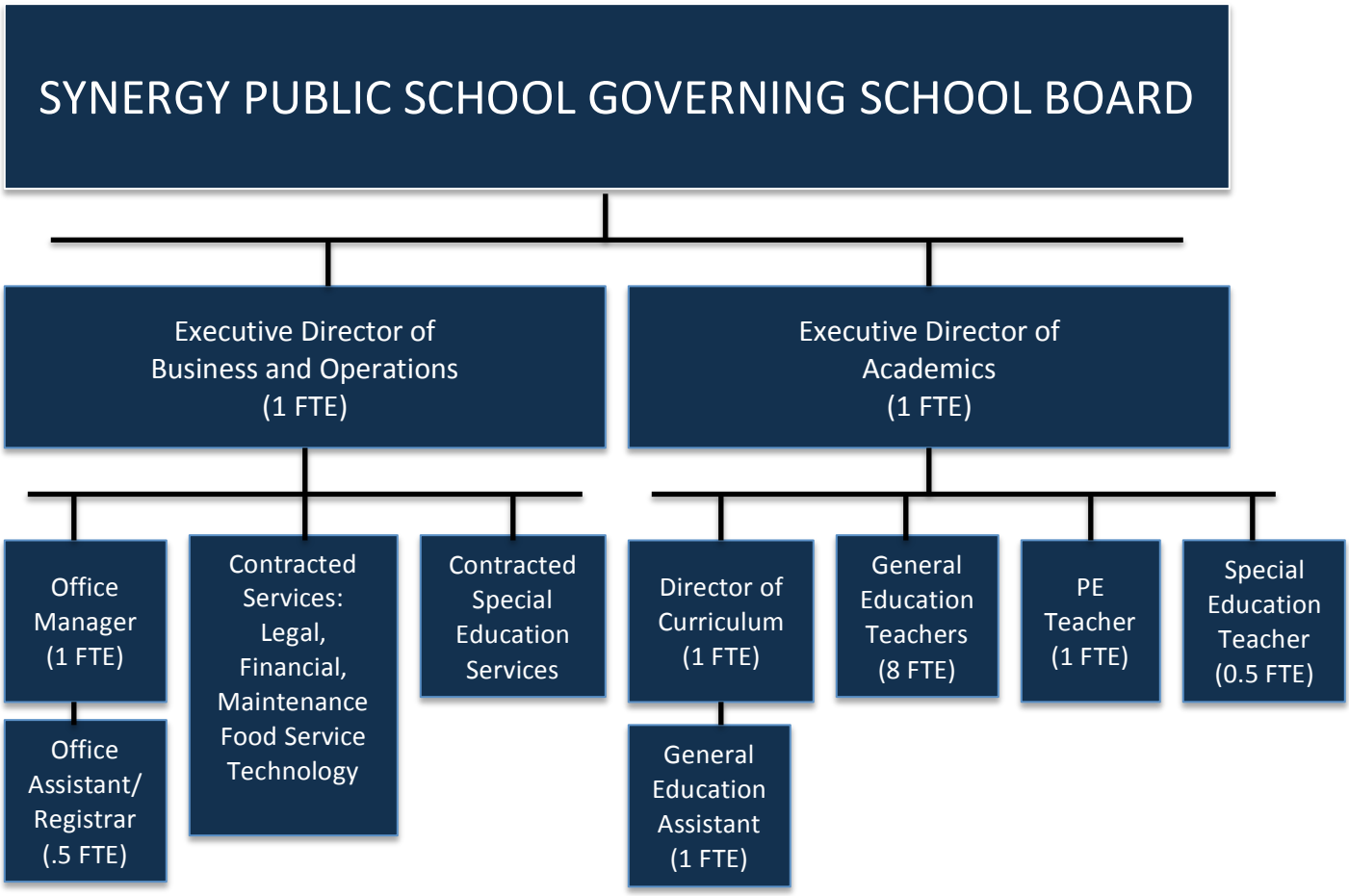
B. Organizational Chart

The mission, vision and values of Synergy Public School will be the driving force in all decision-making processes whether related to academics, community relations, finance or governance. The organizational structure of the school will ensure that all decisions and actions are made in accordance with defined roles and responsibilities. The school's organizational chart outlines the reporting relationship of the Governing Board, Executive Directors and all school staff for the first three years of operation.

Synergy Public School will open in year one as a K-3 campus. The organizational charts below (B.1 Organizational Charts 1-3) outline the reporting structure for Synergy Public School for the first three operational years. Year 3 will represent our complete implementation year. The Executive Director of Academics and the Executive Director of Business and Operations will report directly to the governing board. The Director of Curriculum, General Education Teachers, Physical Education Teacher, Art Teacher, and Special Education teacher will report directly to the Executive Director of Academics. One general education assistant will report to the Director of Curriculum. The Office Manager and contracted service providers for legal, financial, maintenance, food services, technology and special education will report to the Executive Director of Business and Operations. An Office Assistant/Registrar will report to the Office Manager.

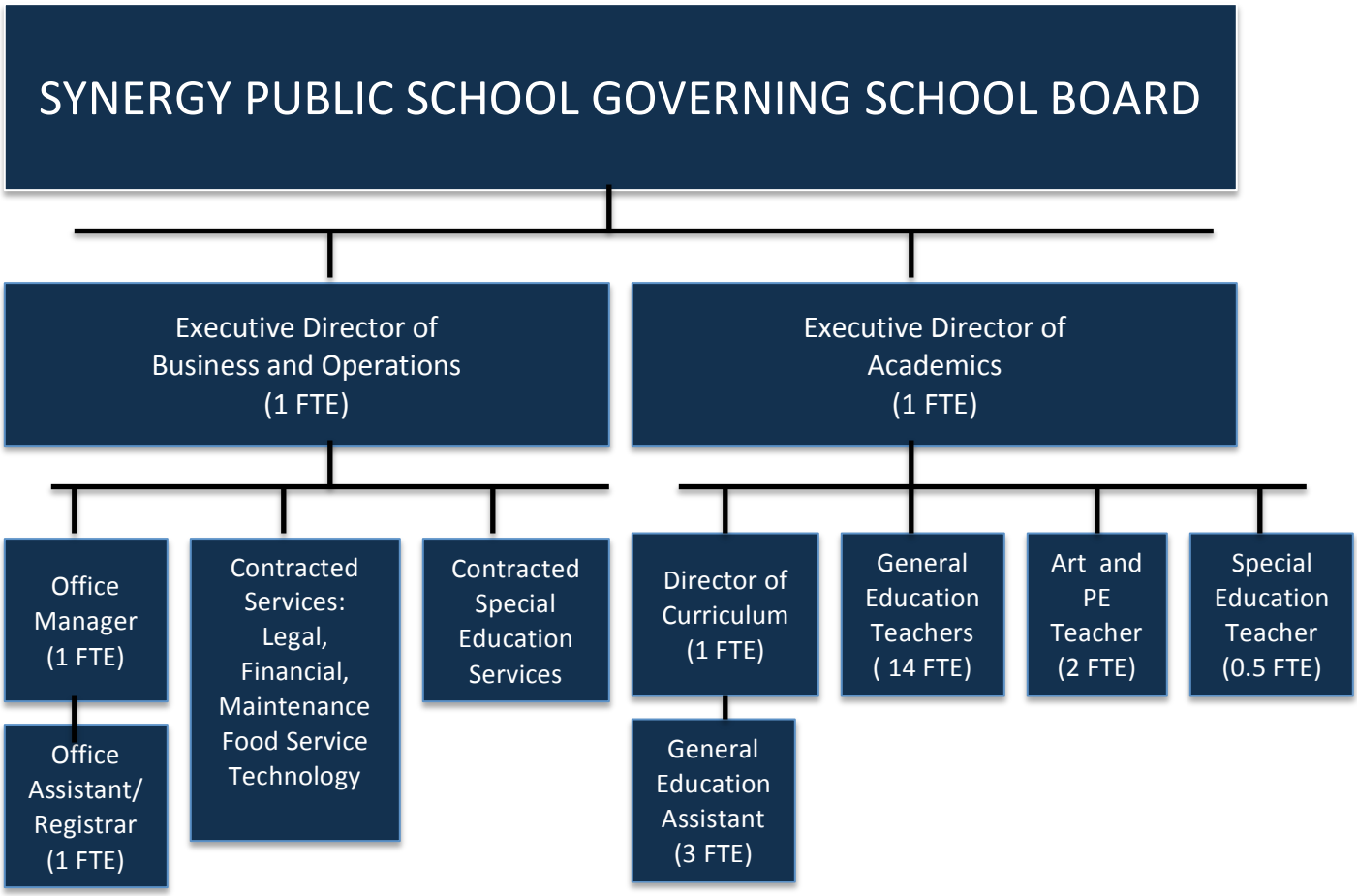
In Year 1, the administration team will be comprised of the Executive Director of Academics, the Executive Director of Business and Operations, the Office Manager, and the Director of Curriculum. There will be 8 full time General Education Teachers, 1 Physical Education Teacher, 1 part time Special Education Teacher, 1 General Education Assistant and a part time Office Assistant/Registrar. (*See B.1.b. Organizational Chart 1)* The projected student enrollment will be 200 students. The teacher to student ratio will be 1:25. The staff to student ratio will be 1:14. (*B.1.b Table 1: Student Enrollment Outlay*)

B.1.b Organizational Chart 1: Operational Year 1 (K-3)



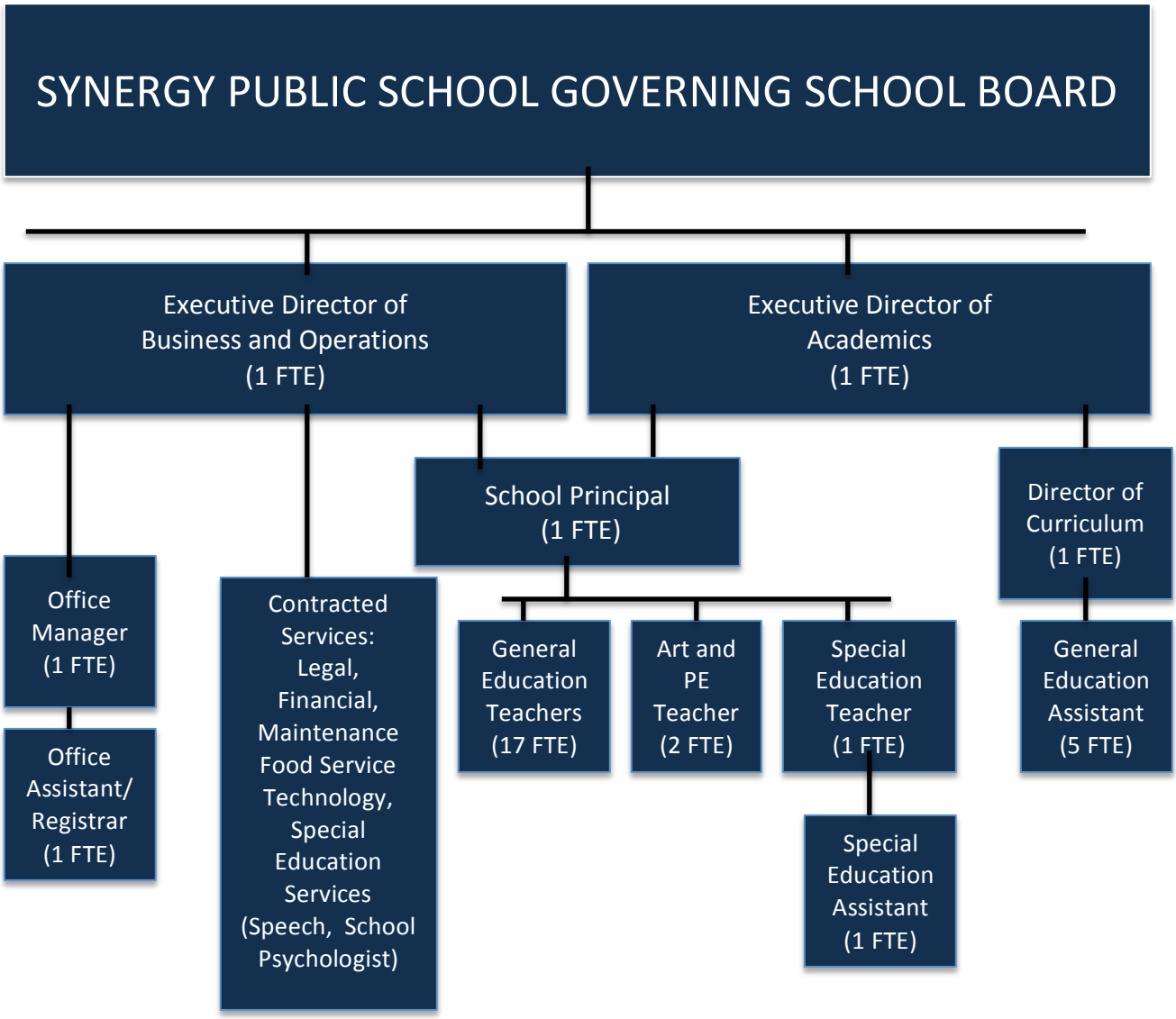
In Year 2, the administration team will have the same number of positions as Year 1. The key increase in staffing will occur with the addition of 6 General Education teachers, 2 General Education Assistants, 1 Art Teacher, and an increased Office Assistant to full time. (*See B.1.b. Organizational Chart 2*) These increases in staffing reflect the projected student enrollment for Year 2 of 350 students. This will provide for the continued 1:25 teacher to student ratio and 1:14 staff to student ratio from year 1. (*See B.1.b Table 1: Student Enrollment Outlay*)

B.1.b Organizational Chart 2: Operational Year 2 (K-4)



In Year 3, the administration team will increase by 1 position, a School Principal who will directly report to the Executive Directors. General Education Teachers, Art Teacher, PE Teachers and the Special Education Teacher will report directly to the School Principal. Additional increase in staffing will occur with the addition of 3 General Education teachers, 2 General Education Assistants, a full time Special Education Teacher and a Special Education Assistant. (See B.1.b. Organizational Chart 3) These increases in staffing reflect the projected student enrollment for Year 3 of 425 students. This will provide for the continued 1:25 teacher to student ratio and 1:13 staff to student ratio. (See B.1.b Table 1: Student Enrollment Outlay)

B.1.b Organizational Chart 3: Operational Year 3 (K-5)



B.1.b Table 1: Student Enrollment Outlay

School Year	Projected Enrollment	Full-Time (FT) Teachers	Teacher to Student Ratio	Full-Time Staff	Staff to Student Ratio
1	**200**	**8**	**1:25**	**14**	**1:14**
2	**350**	**14**	**1:25**	**24**	**1:15**
3	**425**	**17**	**1:25**	**32**	**1:13**

* Not included in the above count of Full-Time Teachers: The Art and Physical Education Teacher and the Special Education Teacher. There will be a 1:25 ratio in Art and PE. Both of these positions included in the Full-Time Staff count.

Reporting Structure: (See Figure B.3.1 Table 1: Executive Director Roles and Responsibilities)

School Executive Directors:

Executive Director of Business and Operations: The Executive Director of Business and Operations will work collaboratively with the Executive Director of Academics as an administrative team at Synergy Public School. The Executive Directors will work collaboratively to recruit and hire mission aligned and results oriented individuals to fill positions. The Executive Director of Business and Operations will report to and be evaluated by the Governing Board directly. The Executive Director of Business and Operations will be responsible for overseeing all the contract service providers, including: back office support, legal services, food services, financial oversight, compliance, and technology services. Under the supervision of the Executive Director of Business and Operations, the Office Manager will oversee the Student Accountability Information System (SAIS). The Executive Director of Business and Operations will also oversee the Office Manager.

Executive Director of Academics: The Executive Director of Academics will work collaboratively with the Executive Director of Business and Operations as an administrative team at Synergy Public School. The Executive Directors will work collaboratively to recruit and hire mission aligned and results oriented individuals to fill positions. The Executive Director of Academics will report to and be evaluated by the Governing Board directly. The Executive Director of Academics will oversee instruction, curriculum, and assessment, including mandated state testing, special education services, and professional development. The Executive Director of Academics will oversee the Director of Curriculum, General Education Teachers, Art Teacher, Physical Education Teachers, Special Education Assistant, and the Special Education Teacher.

Director of Curriculum:

The Director of Curriculum will report directly to the Executive Director of Academics. The Director of Curriculum will be responsible for coaching, providing feedback and support to teachers, overseeing academic testing and data systems including AZELLA, NWEA, Galileo and AzMERIT. The Director of Curriculum will assist in professional development and in professional learning communities and support the vision and mission of Synergy Public School. The General Education Assistants will report to the Director of Curriculum.

School Principal (Year 3)

The School Principal will report directly to the Executive Director of Academics and the Executive Director of Operations and Business. The School Principal will promote high standards and expectations for all students and staff for academic performance and responsibility for behavior. The School Principal will manage, evaluate and supervise the General Education Teachers, Art and PE Teachers, and Special Education teacher in Year 3. The School Principal will supervise the instructional programs of the school and provide staff development in alignment with the school improvement plan. The School Principal will support the vision and mission of Synergy Public School.

Instructional Staff

General Education Teacher: The General Education Teachers will report directly to the Executive Director of Academics. In Year 3, the General Education Teachers will report directly to the School Principal. The General Education Teachers will be responsible for classroom instruction, student assessment and data analysis, and support of the vision and mission of Synergy Public School. The General Education Teachers will

be Highly Qualified, as well as have Structured English Immersion endorsements.

General Education Assistants: The General Education Assistants will report directly to the Director of Curriculum. General Education Assistants will be responsible for assisting the General Education Teachers with tutoring and assisting children individually or in small groups to help reinforce learning concepts. They will supervise students in classrooms, hallways, cafeteria and playground. General Education Assistants will assist with assessments and progress monitoring. All assistants will support the vision and mission of Synergy Public School.

Physical Education and Art Teacher: The Physical Education (Year 1) and Art Teacher (Year 2) will report directly to the Executive Director of Academics. The Physical Education and Art Teacher will be responsible for classroom instruction, student assessment, and support of the vision and mission of Synergy Public School.

Special Education Teacher: The Special Education Teacher will report directly to the Executive Director of Academics in Year 1 and 2 and the School Principal in Year 3. The Special Education Teacher will provide academic, social and emotional services determined by students' individualized education programs (IEPs). The Special Education Teacher will modify the general education curriculum for students with disabilities. The Special Education Teacher will meet with parents to discuss their student's progress and determine priorities that support their individual education needs. In addition, the teacher will maintain accurate and complete student records as required by law and school administrative regulations. The Special Education Teacher will be Highly Qualified and support the vision and mission of Synergy Public School.

Special Education Assistant: The Special Education Assistant in Year 3 will report directly to the Special Education Teacher. The Special Education Assistant will be responsible for monitoring, assisting, and facilitating student achievement among students identified in need of Special Education services in a variety of settings. In addition, the Special Education Assistant will assist with operational duties, such as monitoring the cafeteria and assisting with back office support as necessary. The Special Education Assistant will support the vision and mission of Synergy Public School.

Operational Staff

Office Manager: The Office Manager will report directly to the Executive Director of Business and Operations. The Office Manager will be responsible for record keeping of student attendance and enrollment. The Office Manager will also handle office matters such as inventory of supplies and providing customer service through answering phones and serving as a receptionist. Assist in the administration of school budget and create requisitions for goods, services, supplies and contracted services as needed.

Office Assistant/Registrar: The Office Assistant/Registrar will report directly to the Office Manager. The Office Assistant/Registrar will be responsible for enrollment of students, receptionist duties and assisting the Office Manager in delegated duties.

C. Subsidiary Relationship with Other Organizations

Synergy Public School does not have a subsidiary relationship with any other organization. Synergy Public School is not currently nor has previously been involved with a charter operation.

D. Other Charters Operated by Applicant

Synergy Public School is not currently nor has previously been involved with a prior charter operation.

E. Role of Charter Principals

There are currently three Principals that comprise the founding board for Synergy Public School. As explained in B.2, the board will serve as the governing body for the school and will recruit additional members with relevant expertise to help fulfill its roles and responsibilities.

Founding Board Member	Area of Expertise	Proposed Officer Status
Lori Weiss	School Leadership/Operations Student Discipline Instruction and Assessment Grant Writing Community Relationships Professional Development	Co-Founder Founding Board Member Executive Director Of Business and Operations Authorized Representative
Melissa McKinsey	School Leadership/Operations Instruction and Assessment Curriculum Design Professional Development Grant Writing	Co-Founder Founding Board Member Executive Director of Academics
Sandy Kennedy	School Leadership/Operations Federal Projects/Title 1 Extra-Curricular Programming Special Education Compliance	Founding Board Member

Lori Weiss serves as an Executive Director on the founding board of Synergy Public School and will serve as Executive Director of Business and Operations. She is an Arizona native and a graduate of Arizona State University with a Bachelors degree in Early Childhood Education. She has spent the past 26 years in the field of education. The first seven years of her career were spent in the classroom teaching kindergarten and 2nd grades. After receiving her Master's degree in Elementary Education with an emphasis in reading from Northern Arizona University, she became a Success for All Facilitator at her school in charge of running a comprehensive reading program out of Johns Hopkins University. In 1999, she earned her Administrative Leadership Certification from Northern Arizona University. From 2002 – 2005 she worked as an assistant principal and has spent the past 10 years as the principal of a low socioeconomic school in central Phoenix. During this time she has earned two A+ School of Excellence Awards, earned an Excelling School Label from the Department of Education in 2007, 2008, 2009 and 2010. In 2011, the Arizona Business & Education Association named her school an Arizona Higher Performing School. In 2013 her school earned a "B" rating by the Arizona Department of Education and in 2014 her school earned an "A" rating by the Arizona Department of Education. In 2010 Lori was named a RODEL Exemplary principal. She has also spent the past seven years working for, Beat the Odds an initiative of The Center For the Future of Arizona and as a mentor

principal supporting other principals across Maricopa County. The education of all children is Lori's passion and it is her goal to do everything in her power to make that a reality.

Melissa McKinsey serves as an Executive Director on the founding board of Synergy Public School and will serve as Executive Director of Academics. Ms. McKinsey was born and raised in Dallas Texas. She has spent the last fifteen years in the field of education. Ms. McKinsey earned her Bachelor's degree in Elementary Education with an Early Childhood Emphasis from Arizona State University in 2002 and a Master's Degree in Educational Leadership from Northern Arizona University in 2006. She began her teaching career in 2002 in Phoenix, Arizona as a first grade teacher. During her time as a teacher, Ms. McKinsey used best instructional practices to ensure positive student outcomes and achievement in her classroom. After serving for 4 years in the classroom, Ms. McKinsey became an academic coach and facilitator of the Success for All Reading Program on her campus. In her time as an Academic Coach, she assisted teachers with curriculum, instruction, assessment, cooperative and collaborative learning. She mastered real time coaching and was vital in building a positive school climate and culture that focused on instructional excellence. In 2010 Ms. McKinsey became an Assistant Principal at Westwood Primary School. Westwood Primary is a Title 1 school with 1000 students K-3 and a 98% Free and Reduced lunch rate. During her time as an Assistant Principal she worked collaboratively with the Principal to earn two A+ School of Excellence Awards, an Excelling School Label from the Department of Education in 2010, an Arizona Business & Education Association Higher Performing School In 2013 the school earned a "B" rating by the Arizona Department of Education and in 2014 the school earned an "A" rating by the Arizona Department of Education. In 2014, she became the principal of Westwood Primary School. In her time as Principal, she has become involved with the Beat the Odds initiative of The Center For the Future of Arizona and Grand Canyon University named Mrs. McKinsey STEM principal of the month in January 2016. In 2015, Ms. McKinsey began training her staff on becoming a trauma sensitive school in order to support the high level of needs in her student population. In the spring of 2015, 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 new school, Synergy Public School. Ms. McKinsey is passionate about a high quality education for all and believes that every child deserves a classroom environment with a highly effective teacher that meets their individual needs by challenging and supporting them to grow beyond where they are.

Sandy Kennedy serves as a member of the Synergy Governing Board. Ms. Kennedy has lived in Arizona since 1970. She and her husband of 42 years have made Arizona their home with their four sons. Prior to receiving her degree, she worked as an instructional assistant and stayed home to raise her boys. In 1994, Ms. Kennedy received her Bachelor of Arts in Elementary Education K-8, with an ESL endorsement K-12. She received her Master of Arts in Elementary Education with a K-12 Reading endorsement in 1999. Ms. Kennedy has worked in Elementary Education since 1994, teaching a variety of grade levels until 2003 when she became an English Language Acquisition Coordinator. After a year, she returned to school to become an Intervention Specialist prior to becoming a principal in 2005. During her time as a principal, she was named a Rodel Exemplary Principal in 2009 and her school was also named an A+ School of Excellence in 2011. In addition to leading a school, she became a mentor of other principals for Beat the Odds Institute, Center for the Future of Arizona. She is currently serving as lead mentor for Beat the Odds Institute.

F. Other Charters Operated by Principals

Synergy Public School does not have Principals who have any current or prior charter operation.