

**Arizona School for the Arts
Executive Committee Notes
August 15, 2018 – 2:00pm**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School	P				
Agenda Item	Minutes:				
EC Priorities	<p>The meeting began at 2pm. Javier Cárdenas shared priorities for the year based upon our strategic plan:</p> <ol style="list-style-type: none"> 1. Fundraising – Javier Cárdenas has agreed to chair the committee. Tony Dietz, Betty Hum, and Marcia Mintz will join the committee. 2. Diversity – Increasing the diversity and inclusiveness of ASA's student, teacher, and board membership. 3. Campus Development – to create more community engagement and programming for youth arts, and mission aligned initiatives. <p>Adding to that, Carlos Contreras stated that academic preparation for our incoming students is a priority, and that if we are recruiting for more diversity, we must be aware that the gap could continue to widen and new services would need to be added to support an economically diverse population. Leah Fregulia shared that she is in conversation with ASU and Phoenix Elementary about partnerships that may benefit this conversation.</p>				
Annual Meeting Agenda					
Bond Refinance					
Executive Session	<p>The Committee reviewed the Annual Meeting agenda with no changes suggested.</p> <p>John Snider then presented an opportunity to Refinance a portion of our bonds and potentially save ASA \$150,000+ annually. The group (CIF) is interested in working with ASA as one of the first schools they refinance for. The EC agreed that exploring the opportunity is a good idea. John disclosed his relationship with RBC and CIF and stated that RBC will be working with the group, but he personally will not benefit from ASA's opportunity. Nevertheless, he will recuse himself from any decision making. He has already disclosed this with RBC who did not see any problem with ASA and CIF working together however, RBC will send disclosure forms should we decide to move forward.</p> <p>Leah Fregulia proposed to use Piper Capacity Building Grant that ASA is eligible for as a result of her Fellowship to fund a feasibility study for a capital campaign and a comprehensive Fundraising plan for the school (Planned Giving, Major Gifts, Annual Fund, and Capital Campaign). She has a proposal from True North to consider. Javier asked that the full board discuss the proposal on August 27 during the next meeting, and that following the Executive Committee would like to meet with the True North team for a brief interview.</p> <p>Javier Cárdenas asked that future EC meetings be moved to Wednesday at 8am. Leah Fregulia will have Tiffany cancel Friday meetings and send new invites.</p> <p>There was no executive session.</p> <p>The meeting adjourned at 3pm.</p>				
§38-431.03.4 Property and Contracts					

Additional Comments:

Minutes reviewed and accepted on this date Carlos Contreras

By: Carlos Contreras 9/24/2018 Board Member

**Arizona School for the Arts
Executive Committee Notes
September 12, 2018 – 8:00am**

Present: (voting members in bold)					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Priorities this Year	<p>President Javier Cárdenas called the meeting to order at 8am. Reiterating the first priority this year as being fundraising, he asked for feedback regarding the annual meeting discussion around fundraising goals for the Board. Tony liked the idea of a “stretch gift” for all members rather than a set amount. He also mentioned the idea of the bar graph showing the mean giving levels for last year and anonymous representation of individual Board member giving. This could be a good tool for goal setting. The EC agreed that setting higher amounts to be a member of the EC or any required buy in was not reflective of ASA commitment to inclusion and diversity. Ed asked if we could give the parents a fundraising goal. Tony explained that he is going to host a parent salon in home and encouraged others to do the same to help connect with and activate parents.</p> <p>The opportunity to refinance our 2008 bonds with the Charter Impact Fund was discussed. John and Leah had a kick off call yesterday and will be filling the application out over the next week. If we move forward with them, we will need to get a Standards and Poor Rating which would involve a school visit. The Board should be present for the visit if possible. We would not receive the terms for the refi until November, and no commitment letter will be signed prior. There could be a \$125,000-\$150,000 annual saving to ASA if we refi.</p> <p>The PIDA is putting the 207 E McDowell building up for sale and we will no longer be able to use the parking lot after Sept. 30. The school is planning for this and in discussion with neighborhood developers, the Church, and the Library for possible parking lot use.</p> <p>The EC reviewed the September meeting agenda and approved.</p> <p>Alyssa Crockett of True North joined the meeting with Marion Donaldson, Development Director, at 8:30am. She presented her proposal to conduct a Readiness/Feasibility Study and a Fundraising Plan for ASA and responded to questions. She and Marion departed at 8:55.</p> <p>Javier reminded the EC that the Board had tasked the EC with accepting the proposal after the interview. He asked for a motion to accept. Ed Novak moved to accept the True North Proposal. John asked if we had considered other providers. Leah researched three other providers and found that the level of familiarity with ASA, Ms. Crockett’s experience with Capital Campaigns in our neighborhood (Xavier’s Performing Arts Center), and the cost associated with her proposal were all highly favorable toward True North.</p> <p>The Board voted unanimously to accept the True North Proposal. (Cárdenas, Dietz, Contreras, Snider and Novak voting in favor).</p> <p>The Meeting adjourned at 9:00am.</p>				
Bond Refinance					
IDA Parking					
September Meeting Agenda					
Questions - True North					

Additional Comments:
 Minutes reviewed and accepted on this date Carlos Contreras
 By: Carlos Contreras 9/24/2018 Board Member

**Arizona School for the Arts
Executive Committee Notes
October 3, 2018 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
RFP – Central Station	President, Javier Cárdenas, called the meeting to order at 8:00am. Carlos Contreras will be present to represent ASA in the presentation to the COP Review Committee regarding the Central Session proposal we have been invited to participate in. We have no obligation, contract or investment in this RFP, we have only been asked to participate as prospective partners.				
Agenda – October					
Facilities Committee Update					
	The committee reviewed the October Board meeting agenda. Two items were added – a discussion and approval of the additional parking lot we have licensed and the presentation of the annual report. Leah will recuse herself from the discussion and approval of the parking lot license as the owner is a related party. Drew will present the license and due diligence he performed in assessing all the options.				
	Leah updated the EC on the kick off meeting with our site planning/readiness study. Attending the meeting were Alyssa Crockett (development consultant) and John Tran and Michelle Ray (architects). We will be moving forward on dual paths to complete a site plan and case for support by December, and to begin interviews (for the readiness study) by January.				
	Leah mentioned the idea of asking the President/CEO of ACF, Steve Seleznow, to speak at graduation. Javier will ask him as he has a relationship and is on the ACF Board of Directors.				
	Two ideas were introduced:				
	1. The possibility of a later start to school based upon research. The pros/cons are now being addressed by the SLT and Leah will present the findings at the next EC in preparation for a full Board discussion in November.				
	2. Accessibility of the Board to our parents. The group wants to be available to parents in transparent, but also appropriate venues such as the public board meetings and First Friday parent coffees. Leah will have Tiffany add the reminders to the weekly FEM newsletters.				
	The meeting adjourned at 9:00am				

Additional Comments:

Minutes reviewed and accepted on this date 10/22/2018.

By:  Board Member

**Arizona School for the Arts
Executive Committee Notes
November 14, 2018 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Feedback from Chuck Loring Training #2 Role of EC Board Evaluation Governance Committee Planning the “later start” discussion Agenda – November School Safety	<p>The meeting started at 8:00am.</p> <p>Javier Cárdenas asked Carlos Contreras about his top takeaways from the Chuck Loring Board Training. Carlos reiterated the importance of Board fundraising and 100% involvement from all members. He also suggested that the whole board perform the evaluation exercise from the training and discuss together. Javier and the rest of the committee agreed and asked that an agenda item be placed in January. Finally, Carlos commented that other board members had expressed concern about the role of the executive committee and the feeling that all the decisions get made by a small group. The question was posed as to the importance/necessity of the executive committee. All agreed that while the EC is important, the committee should plan ways of framing discussions so as to include all voices during meetings – the EC should not make a recommendation but rather help encourage all points of view. The discussion on “late start” in November will be a perfect opportunity to practice this inclusivity. Leah Fregulia will provide “pre-reading” by distributing the senior leadership team’s assessment of the pros and cons of starting the school day later in preparation for that discussion. Javier offered to invite a sleep neurologist in to present on the needs of the adolescent brain.</p> <p>The Committee reviewed the November Board meeting agenda and asked that an overview report about the number and variety of clubs be given along with the Gay/Straight Alliance presentation during the mission moment.</p> <p>Leah Fregulia shared that the 3rd street and Willetta crosswalk created safety concerns and that students would be using the cross walk/light at McDowell and 3rd Street moving forward. A crossing guard will continue to be posted at the corner of 3rd Street and Willetta for students walking to PCA and to prevent crossing at 3rd Street.</p> <p>A question was raised about the new Transparency recommendations from the Charter School Board. The only recommendation was to suggest that Annual Board training is regulated by standards but that each school provides their own trainings.</p> <p>The meeting ended at 9:00am.</p>				

Additional Comments:

Minutes reviewed and accepted on this date 11/26/2018.

By: _____

Board Member

**Arizona School for the Arts
Executive Committee Notes
December 12, 2018 – 8:00am**

Present: (voting members in bold)					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Bond Refi Update and timeline	Dr. Javier Cárdenas called the meeting to order at 8am.				
School Operations Framework Update	John Snider shared the timeline for approving the terms for our 2011 bond refinance with the Charter Impact Fund. The Board will receive a commitment letter at the Board meeting in December for review. Approval of the commitment will be needed in January. The Phoenix IDA application will also need to be completed, approved by the Phoenix IDA in January and approved by City Council in February. Leah Fregulia and John Snider will continue to work on this.				
HOS Evaluation					
Board Evaluation and Governance					
Mesa Arts Conversation					
December Meeting: CIF Commitment Letter and Site planning graphic report	Leah Fregulia shared that she confirmed that ASA is in compliance with the Arizona State Board for Charter Schools Operations Framework. The school was marked briefly as out of compliance, but still met the standards, in two areas, both of which were related to the resignation of a board member last year. The compliance issues were administrative in nature (wrong meeting minutes submitted) and corrected. The EC expressed a concern that the framework should better reflect both the severity of the issue and the correction. Leah Fregulia will continue to work with ASA's legal counsel and a group of other charter holders to improve the process and public documentation.				
January Meeting <ul style="list-style-type: none"> Late start Eval/governance discussion governance Strategic Plan/ Approval of CIF commitment letter 	Carlos Contreras shared that he and Betty Hum are working on a process for Head of School Evaluation. He briefly outlined a process and shared that he will craft a policy/procedure to share with the Board.				
Other	<p>Javier Cárdenas opened a discussion as to timeframe for conducting a self-evaluation/Board Evaluation using the process shared in the Chuck Loring Training. It was decided that the questionnaire will be shared and explained with the Board in January and then each member will complete it for a discussion in February. Leah mentioned that it might make sense to combine the Governance, Compliance, and Nominating Committees into one. Other standing committees would continue to be the Executive Committee, and Finance Committee. John Snider suggested that the Facilities and Technology committees could be combined. Tony Dietz agreed.</p> <p>John Snider suggested that an annual schedule be established to review policies each year. The most critical will be reviewed at the Annual meeting and then others, like the bylaws could be reviewed in other months.</p> <p>After a brief discussion, the EC agreed that Leah Fregulia will continue to be involved in the discussion with the individuals in Mesa regarding their school plans, but make it clear that we need a structure and defined benefit for any involvement.</p> <p>The EC reviewed the December meeting schedule and tabled the January agenda for now.</p> <p>The meeting ended at 9am.</p>				

Additional Comments:

Additional Comments:

Minutes reviewed and accepted on this date 12/17/2018.

By: 

Board Member

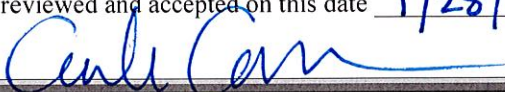
Arizona School for the Arts
Executive Committee Notes
January 9, 2019 – 8:00am

Present: (voting members in bold)					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Update on Refi Progress	The meeting started at 8am.				
IDA Property	Leah Fregulia and John Snider presented the timeline for the approval of the refinance for our 2008 bonds. The Board will approve the commitment letter, resolutions, and policies in the January meeting. The Phoenix IDA will hold a vote to approve the bonds on January 16 th . Leah and John will attend that meeting. Final approval by the Phoenix City Council will take place on February 6 th and should close in mid-February.				
HOS Evaluation					
Board Evaluation (from Piper/Loring training) - prep					
New Committee Structure					
Agenda – January	The IDA property is close to being in escrow with an unknown entity. We will monitor for more information about potential users.				
--Late Start Presentation and Discussion					
-- Present Student Fees	Carlos Contreras shared progress on the new HOS Evaluation process. Carlos Contreras and Betty Hum have a meeting to review and set next steps for the evaluation next week. Javier Cárdenas asked that Carlos send a draft of the current evaluation process and job description to the EC. A final draft will be presented to the Board in January and the process will begin in February and conclude in May.				
-- Board Evaluation – process and prep for February					
--Approval of Tax Policies and Procedures	Javier Cárdenas asked Leah to send out the Board Evaluation Form for the Board to review prior to January meeting. He will lead a discussion at the January meeting to discuss the purpose and prepare the Board for a discussion of the evaluation in February.				
--Approval of CIF Commitment Letter (resolution to come)					
	Leah Fregulia asked that the Board reconsider the structure of Board Committees during the evaluation discussion in February. John asked that Leah provide the Board with a list of required committees (from ASA by-laws), current committees, and proposed new structure.				
	The EC discussed the upcoming Board discussion regarding school start time. Javier confirmed that Dr. Matt Troester will be able to present the Sleep Research for our consideration. Javier will send the sleep study white paper to the EC. Leah and Principal, Sara Maline will present operational considerations in making changes to the schedule. The discussion will take the format of research presentation, operational considerations, and Board discussion. No recommendations will be made at this time, to allow thoughtful consideration of the research and data.				
	Leah Fregulia provided the EC with a current copy of our ASBCS Performance Dashboards and the EC agreed that the full Board should be presented with them as well. The dashboards are public documents, and could become more visible in the future as legislators ask for more charter school transparency. John Snider also mentioned that this legislative session will be important to keep current on as new legislation for charter schools will be presented. Leah and John will join the weekly legislative update calls provided by the Charter School Association and meet regularly as it unfolds. The Association will put forth a Bill that will be sponsored by Kate Brophy McGee regarding new charter school regulations. The EC may need to meet more frequently if advocacy for ASA's interests become important during the session. The EC will think carefully about conditions for engaging in advocacy if necessary.				
	The EC reviewed the January Board meeting agenda.				
	The meeting concluded at 9:10am.				

Additional Comments:

Minutes reviewed and accepted on this date 1/28/2019.

By:



Board Member

**Arizona School for the Arts
Executive Committee Notes
February 13, 2019 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Board Evaluation	Meeting was called to order at 8:00am				
HOS Evaluation	Board President, Javier Cárdenas, reviewed the Board evaluation process. He sent out a survey this week, due on Monday, and will compile those for the next meeting. Javier will be out of town, and Vice President, Tony Dietz, will run the Board meeting. Tony has asked for protocols for running the meeting which Leah Fregulia will send.				
Policy Revisions ---Board Hearings ---Student safety --dress code	Carlos Contreras asked if there are any questions about the HOS Evaluation Process. There were none. He suggested a next steps meeting with Head of School/CEO Leah Fregulia and Board member Betty Hum next week – Leah will have Tiffany send some dates and invite Javier. He will attend if he can.				
School Start	Head of School/CEO, Leah Fregulia, reviewed the Policy revisions under consideration. As discussed in the Board meeting, there will be a new policy/process for disciplinary hearings, safety procedures will be reviewed, and students will be proposing a new dress code. Policy revisions are presented to the Board in March/April and approved by April/May.				
IDA Property	Regarding discipline, Tony Dietz asked about other practices that are not suspension/expulsion being used at the school citing the research that suspension is not effective. Leah explained that there has not been any repeat “offenders” before the Board, so the school does not have data to support that. However, administration is also looking into restorative justice practices that reduce out of class suspension.				
Agenda – February --Presentation – Arts TA’s --Site Plan renderings --Present Dress code policy change -- Present Student Fees -- Board Evaluation --Approval HOS Evaluation --School Calendar 2020-21	Head of School/CEO, Leah Fregulia, shared the process for considering school start time including - review by the school Operations team, faculty input/survey, parent and student input/survey and the ASA school model. Javier said the process for how we review is important and should be transparent. All present agreed.				
XICO	Leah shared that an individual has the IDA property in escrow. She was approached about our interest; however, at this time it was determined that our site planning process and vision for the future does not include leasing the space. We are open to future opportunities to consider partnerships with other entities/schools that may arise.				
Executive Session ARS 38-431.1 Personnel	The Committee reviewed the agenda for the February Meeting.				
	Several Board members have tickets to the Xico event.				
	The committee went into executive session at 8:45. The meeting concluded at 9:00am.				

Additional Comments:

Minutes reviewed and accepted on this date 2/25/19

By: Edward F. Novak Board Member

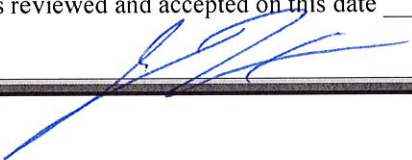


**Arizona School for the Arts
Executive Committee Agenda
March 13, 2019 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	A	Carlos Contreras, Sec/Treasurer	A
John Snider, Finance Committee Chair	A	Ed Novak, Past President	A		
Leah Fregulia, Head of School/CEO	P				
Agenda Item	Minutes:				
Update on Feasibility Study – Alyssa Crockett	<p>The meeting began at 8:00 am. Board President, Javier Cárdenas, and Head of School, Leah Fregulia, were joined by Alyssa Crockett of True North and the Development Director, Marion Donaldson, to review the feasibility study. Alyssa Crockett presented her process for the feasibility study to this point. There has been a comprehensive stakeholder study through surveys and focus groups. Written summary attached. The next step is to determine which of the 3 site plan options will be selected to move forward with the Case for Support. John Tran and Michelle Ray of SmithGroup are currently gathering costs for each option from 3 contractors. The Board will consider the options in light of need and cost to make a determination as soon as all information is available. Alyssa has a draft of the case for support that she, Marion and Leah will review together after the March 25th Board meeting.</p> <p>Javier Cárdenas mentioned moving all campaign fundraising to the ASA Education Foundation. Transitioning fundraising and campaign to the Foundation will be part of the Fundraising Plan Alyssa is working on.</p> <p>Leah and Javier then reviewed the next steps for discussing the Board Evaluation survey at the Board meeting, combining committees for more efficient use of Board/Staff time, and the agenda for the March Board meeting.</p> <p>The meeting ended at 9:00am.</p>				
Review & discussion of 3 site plan options					
Board Eval – next steps discussion					
Annual Approvals/Reviews discussion					
Agenda – March					
Board Committees & Task Force Configurations discussion					
Review of feasibility study interviews and discussion					
Site Plan concept review discussion					
School Fees for SY19-20 discussion					
School Calendar SY 20-21 discussion					
Executive Session					
ARS §38-431.03.1 Personnel					
ARS §38-431.03 (A)(3) Legal Advice					

Additional Comments:

Minutes reviewed and accepted on this date 3/25/2019.

By:  Board Member

**Arizona School for the Arts
Executive Committee Agenda
April 10, 2019 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	A
John Snider, Finance Committee Chair	A	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item					
Update on Feasibility Study		Minutes: The meeting started at 8am.			
Review & discussion of 3 site plan options		Head of School, Leah Fregulia, updated the committee on the status of the site planning and feasibility study. Our architects will present the site options and estimated pricing to the Board at the April 22 Board meeting. Alyssa Crocket will also be present so that the feasibility study interviews can be moved forward once the Board approves the plan.			
Discussion about adding returning Board member(s)					
Update about the new/revised positions in our back office					
Reconfiguring our Committees (leadership and membership)		Leah Fregulia presented David Garcia's interest at rejoining the Board following his campaign for Governor. The Committee was unanimously receptive to presenting his name for consideration at the April Board meeting. Leah mentioned the need to expand the number of women board members.			
APRIL AGENDA		The search is closing for the newly created Employee Experience Support Manager position with two top candidates. The final interview is on Monday, and the position is scheduled to begin in April.			
-Presentation – Arts Director and Conservatory Bound Program					
-Review of feasibility study interviews and discussion		The Committee reviewed the April Board meeting agenda. Since the choir concert is scheduled for the same night, President Javier Cárdenas, asked to have time schedules added to the meeting agenda so he can keep the meeting on track.			
-Site Plan concept review discussion & approval					
-Out of Country Travel to France Spring Break 2020		The meeting ended at 8:35am.			
-Out of Country Travel to Portugal & Spain Spring Break 2020					
-FY19 IDEA Grant Budget Revision					
- School Calendar SY 20-21					
-Executive Session/ personnel					
Executive Session					
ARS §38-431.03 (A)(3) Legal Advice					

Additional Comments:

Minutes reviewed and accepted on this date April 22, 2019.

By:

Anthony Dietz

My Dietz

Board Member

Arizona School for the Arts
1410 N. 3rd Street, Room B104
Phoenix, AZ 85004
Meeting Minutes

Executive Committee
April 30, 2019
Meeting Minutes

Attendance: *(voting members in bold)*

Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Secretary/Treasurer	P
Ed Novak, Past President	P	John Snider	P	Alexander Laing	P
Betty Hum	A	Joya Kizer Clarke	A	Marcia Mintz	A
Jason Schupbach	P	Kevin Allen	A	Dana Bender, Honorary Arts Faculty	P
Eden Lewkowitz, Honorary Academic Faculty	P	Emma Popish, Honorary Alumni Member	P	Leah Fregulia, Head of School/CEO	P
Desiree Johnson, Business Director	A	Marion Donaldson, Development Director	A	Sara Maline Bohn, Principal	P
Drew Maxwell, Operations Manager	P	Elizabeth Clark, Vice Principal	A	Tiffany Kell, Executive Assistant and Community Liaison	P

Call to Order

Javier Cárdenas, Board President, called the meeting to order at 7:32am

Head of School/CEO, Leah Fregulia, gave a brief synopsis of each of the 3 site planning options that had been fully presented to the Board of Directors at the April 22, 2019 Board meeting.

Vice President, Tony Dietz, clarified that the 1st option presented was more of a traditional performance arts space rather than a white box or flex space. He further clarified that the \$20 million cost estimate associated with this option did not include the technology or soft items for the space.

Leah Fregulia confirmed that was correct it did however, include a 10% contingency but no endowment.

In regards to the 2nd option presented there are challenges with the location of the parking structure that need to be considered. It would offer 75 parking spots and the total cost for this option is estimated at \$13 million. This option includes a performance space and rehearsal space however, the current Main building is left in this version unlike the first version. In this option as well as the first option the lobby of the performance space could also be used as an inside lunch area for students.

The third option presented is a white box/flexible space that seats up to 150 people. The challenge with this option is the limited seat count and thus this space would potentially only be viable for a portion of the smaller performances that ASA does each year. The estimated associated cost for this option is \$10 million and this does not include an endowment.

The Arts Director, Laura Apperson, stated that there have been years when the symphony orchestra have had 65 students in it and thus that type of space would not accommodate all of their parents let alone any community audience members.

The final option presented was a shared parking lot that would have 500 parking spaces and be shared in cost and usage. The total estimated cost of this option was \$7.5 million and it would be a shared cost between the involved entities.

John Snider inquired as to how many parking spaces ASA currently uses on a daily basis.

Leah Fregulia stated that the school currently uses about 140 spaces daily. This number does not include parking for performances.

Javier Cárdenas inquired from the artist perspective about the flexible space option and if there was a large flexible space option.

Honorary Board Arts Faculty member, Dana Bender, stated that a large space that is flexible and acoustically sound is ideal.

Honorary Board Alumni Faculty member, Emma Popish, agreed that a flexible space is the ASA way as classrooms have always been shared between academics and arts and thus that model of shared space would not be a difficult transition in a performance space. Also the performance space could be used for academics as the configuration could be switched to fit the need of the event.

Honorary Board Academic Faculty member, Eden Lewkowitz, stated that the seat count on the flexible performance space seemed to be a determining factor and that the option presented with the flexible/white box style configuration did not offer enough seats for a school of this size.

Laura Apperson stated that the beauty of flexible space is that we can configure it to fit what is needed. Her interest and primary focus is on the student's experience in the performance space and then the audiences experience. Flexible seating is an added benefit of the flexible space and thus the audience size can be adjusted to fit the performance or event. A key area of focus was that the space is acoustically sound so that students are not reliant on microphones for their performances.

Dana Bender agreed that starting with a *live space* was the most important factor to consider as far as the arts areas were concerned.

Leah Fregulia inquired if an orchestra pit was needed or necessary.

Laura Apperson clarified that ASA has always been creative about not having an orchestra pit and it has been extremely successful. Often the integration of the musicians in unique ways has added even more to the performance than it would have if they had been in an orchestra pit.

Tonty Dietz stated that as a parent he prefers when there is no pit because then a parent can actually see their child or children play.

Jason Schupbach stated that he preferred the flexible space idea since currently most of the traditional performance spaces are struggling. He further clarified that the blending and merging of the arts is proving to be more successful and is the way of the future. Whereas with a traditional performing arts space ASA would be limiting itself considerably.

Alex Laing stated that he was concerned about the pedagogical impact that the options would have for the school. He shared that seeing the process and focusing on the process rather than the product was critical in his mind and thus the flexible space seemed to adhere more to the needs that had been shared throughout this process.

John Snider stated that if ASA were to go in an innovative direction for the performing arts space that he felt this would make fundraising for the space easier. ASA would not be trying to redo something that has already been done but rather leading the initiative to create something new.

Javier affirmed that the focus and emphasis of the Case for Support is creativity and Innovation thus moving towards a flexible space seems more fitting than the traditional performing arts space.

Operations Manager, Drew Maxwell, confirmed that ASA currently owns 85 parking spots, leases 115 spots and uses about 30 spots on the street.

Jason Schupbach stated that parking decks come in in prefabricated pieces and thus if needs be more or less of the shared parking structure could be built at one time. He also clarified that the Capital Campaign needed to be for one ask and that would need to include the full plan because a few years later adding to the parking structure would be very challenging in the cost not construction of it.

Carlos Contreras asked if the cost of the parking garage weakened the overall case for support in any way.

Leah Fregulia responded that parking as a commodity in this area and the focus being on shared parking would hopefully help the case.

Tony Dietz confirmed that with the landscape changing so rapidly in this area, the increase of housing and density that an increase in parking options would seem to be beneficial to all involved.

Javier Cárdenas, asked if the faculty language in the case for support was important to keep.

Leah Fregulia stated that the care of the faculty was included as a priority in all of the stakeholder surveys that were conducted.

Jason Schupbach indicated that \$350,000, generated from a \$5 million endowment, would not be enough to pay for all the costs that it is stated to cover. He felt it prudent to see what other capital campaigns are happening in Arizona currently especially in regards to the arts.

Javier Cárdenas clarified that the three areas of focus that he heard at this meeting were a large, flexible performance space that is acoustically sound, parking and an endowment that goes towards the teaching artists rather than only to the facilities costs. The next step is to engage in the feasibility study fully and test for the capacity of this project.

Leah Fregulia will reach out to SmithGroup about creating renderings that illustrate these three areas of focus. Also Alyssa Crockett will be revising the case for support to fit these specific areas of focus and then will begin to collect information from ASA donor based and outside funders she will report out to the Board in June 2019. A dollar amount needs to be put forth with the capital campaign as people want to participate in something that is achievable.

Alex Laing clarified that the appeal is towards a youth arts campus rather than a facility and the language around this in the case for support potentially can be work through to make this even stronger.

Javier Cárdenas stated that the case for support language will need to transition away from the traditional performance space language and towards the flexible space instead.

Tony Dietz asked to what capacity can ASA currently contribute to this capital campaign.

John Snider clarified that ASA currently has no capacity to contribute towards this and it will all have to be raised.

The Board supported the case for support stating a goal of \$16 million plus a \$5 million endowment.

Leah Fregulia will ask SmithGroup about revising option 6 to include the shared parking structure behind ASA's campus.

The meeting ended at 8:42am.

Minutes reviewed and accepted on this date June 14, 2019.


By: Carlos Contreras Board Member

**Arizona School for the Arts
Executive Committee Notes
June 14, 2019 – 8:00am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Carlos Contreras, Sec/Treasurer	P
John Snider, Finance Committee Chair	P	Ed Novak, Past President	P		
Leah Fregulia, Head of School/CEO	P				
Agenda Item		Minutes:			
Update on Feasibility Study – Alyssa Crockett		The meeting began at 8:05am. Head of School, Leah Fregulia, updated the Committee on progress with the Feasibility Study. Interviews are in progress and the invitations have been warmly accepted by almost everyone. It is unlikely that a final report will be ready by June’s Board meeting, but Leah will give a progress update and a report will be presented by August.			
HOS Eval – next steps					
Block plan discussion					
Agenda – June		Carlos Contreras has drafted Head of School final evaluation and will schedule a time for Javier, Betty and himself to meet with Leah Fregulia to review. The final draft will be presented in executive session to the Board at the June 24, 2019 meeting. Leah Fregulia shared about an upcoming meeting with all owners on this Block and the architects will do a charette on the block development. She also mentioned the city’s potential interest in a parking structure on this block.			
Discussion of Feasibility Study and Capital Campaign					
Finance Committee:					
Review May Financials					
Review FY2020 Proposed Budget		The Committee reviewed the June agenda together – no changes at this time. The meeting adjourned at 8:45am.			
Review Personnel Compensation Model					
Resource Development Committee:					
Board Volunteer Recognition					
Executive Session					
ARS §38-431.03.1 Personnel- Head of School/CEO 2019-2020					
Employment Contract					
ARS §38-431.03 (A)(3) Legal Advice					

Additional Comments:

Minutes reviewed and accepted on this date June 24, 2019

By:  Board Member