



Arizona School for the Arts

Board of Directors Minutes

Monday, November 23, 2020 at 5:30 p.m.

Zoom Meeting: 886 8046 4222 Passcode: G3aT2W

Attendance (voting Members in bold)					
Dr. Anthony (Tony) Dietz, President	P	Carlos Contreras, Vice President	P	Dr. David Garcia, Secretary/ Treasurer	P
Dr. Javier Cárdenas, Past President	P	John Snider, FIC Chair	P	Alexander Laing	P
Betty Hum, GC Chair	P	Marcia Mintz	P	Kevin Allen	P
Allison Otu	P	Karen Lugosi	P	Dr. Ed Finn	P
Dr. Heidi Jannenga	P	John O'Neal (Pending)	A	Ricky Livoni, Honorary Academic Faculty	P
Aaron Thacker, Honorary Arts Faculty	P	Jesús López, Honorary Alumni	P	Leah Fregulia, Head of School/ CEO	P
Sara Maline Bohn, Principal	P	Elizabeth (Liz) Clark, Vice Principal	P	Monica Anthony, Arts Director & VP of Student Services	P
Dr. Drew Maxwell, Operations Director	P	Elizabeth (Liz) Shaw, Finance Director	P	Leslie Tan Religioso, Development & Marketing Director	P
Carolyn Smith, Executive Assistant	P	Marc Wancer, EFF	A		

Agenda Items
Call to the Public
Mission Moment – The Coalition
Board Recognition
Discussion Items <ul style="list-style-type: none"> • Resource Development Committee <ul style="list-style-type: none"> ○ Fundraising & Development Dashboard ○ The CARES Act • Finance Committee <ul style="list-style-type: none"> ○ October Financials ○ Audit FY20 Review and Approval • Discussion on School Opening Plan for 3rd Quarter <ul style="list-style-type: none"> ○ Health & Wellness Council ○ Models ○ Readiness • Facilities Committee <ul style="list-style-type: none"> ○ Outdoor Shade Structure Overview ○ Funds to Commence Construction • Arizona State Board of Charter Schools (ASBCS) 5-Year Review and Mission Statement
Reports <ul style="list-style-type: none"> • Governance Committee • Showcase • Head of School Report <ul style="list-style-type: none"> ○ Alumni Newsletter – 1st Issue Distributed ○ Website Updated <ul style="list-style-type: none"> ▪ Strategic Plan ▪ Commitments to Equity

- Alumni Page
- Commitments to Equity
 - Linda Grooms Walton Board Interviews
- Annual Report

Action Items

- Approval of October 26, 2020 Board of Directors Meeting Minutes
- Approval of FY20 Audit
- Approval of School Plan for 3rd Quarter beginning on January 4, 2021
- Approval of Funds to Commence Construction of Outdoor Shade Structures
- Approval of ASA Mission Statement

The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Minutes

Dr. Tony Dietz, Board President, called the meeting to order at 5:33 p.m.

Call to the Public

Tony then made a call to the public for comment on the agenda items, reviewing the rules for public comment under Open Meeting law and requesting that those who wish to speak enter their name in Chat to be called upon. He then opened the floor for comments:

David Kenton, ASA Math Teacher & Member of the Return to Campus Committee, helped develop the Hybrid model, but feels that the numbers are trending in the wrong direction and will be exacerbated by holiday travel. He wants to return to campus, but only when it is safe and does not feel that will be the case at the beginning of January.

Andrew Jacobs, Parent, has respect for considering the health and safety of all involved, but does not feel ASA is fulfilling its mission. The school is doing the best it can under historically difficult circumstances but his Junior, like many students, is suffering from lack of social interaction and too much screen time. He would like to see ASA fulfil its arts mission with arts classes outside. He acknowledged that conditions don't allow for a hybrid model, but would like to see the school be creative in finding ways to allow students to interact safely on a limited basis.

Josie Parsons, 10th Grade Student, sees that the infection numbers are trending upward and does not think that will change by the beginning of the 2nd semester. She believes that changing learning models would be disruptive and asking much from the teachers who have already been asked to pivot. Staying online allows students and teachers to know what is expected of them which includes heavy testing in the 2nd semester. Small groups are already allowed on campus, she recommended we keep things as they are with online learning and arts and social interaction on campus as conditions allow.

Michelle Ganz, Parent, believes all perspectives have merit, but she is spoke from the social and emotional perspective as the parent of two students who love to attend school at ASA. She is finding that her daughters are missing the interaction of ideas of the classroom and are not using their voices in virtual learning; they are not using their EQ skills. They are also missing their live interactions with teachers. Her family feels that the school is not addressing the social and emotional needs of students. Her understanding is that the spread of the virus in schools is relatively low when schools follow precautions. The Board needs to consider the things that many people may not be speaking up about.

Jessica Elder, ASA Teacher & Parent, has three students at ASA and appreciates the excellence of the instruction they are receiving. All three know where to go to get extra help and they know how to take advantage of the social opportunities being offered to them to interact with their peers. She sees three kids who are thriving at home, they miss their friends, but they are getting their social interaction if in a different format. She appreciates that the Administration and the Board put safety first.

Thomas Field, Parent, is also a teacher in a different school and has been doing on-campus instruction since July. He appreciates that it is hard to go back to campus after doing online instruction for so long, but "studies have shown" that it is not good for students and families to be out of school too long and when campuses are properly run, they are not a source of major spread. He asked that the Board not base decisions on community spread benchmarks which could delay opening, but follow the example of other schools that have adopted procedures that have allowed them to remain open during the pandemic.

Jimmy & Bettina Chow, Parents, appreciate all the school has done, but wanted the social and emotional intricacies of the students considered. They would like for the Board to look at other schools, such as their son's private school, that are using outdoor instructional space safely and effectively. This is a chance to be creative and find a way to say yes.

Eric Russell, Parent, asked that the Board act on plans to return to live instruction beginning the first day of classes in January 2021. He cited the World Health Organization's study that school closures are detrimental to student learning, emotional development and family income and reduce access to nutrition, increase exposure to violence and risk of grade failure. He also stated that school openings have no correlation to spikes in cases of COVID. Teachers choose their profession because they wish to served their community like first responders or soldiers and he would like to see them back at school helping their students.

Teresa Dempsey, Parent, teachers have done an amazing job or retooling and finding dynamic ways to keep her Senior engaged. She does not love being online and she misses social interaction, but "you can't teach them if they're not there." If the school can be reopened safely, then of course they would love to come back, but if we have to wait until it's safe, then they will. She had full faith in the Board and faculty. Where she lives in Scottsdale, some schools are not opening and some that have opened are shutting down.

Alba Chester, Parent, has a 7th grader who has been attending ASA since 5th grade as well as a 9th grader who just transferred to ASA this past Wednesday from a Scottsdale public school, because of the quality of instruction ASA has been providing her 7th grader. In a matter of a few days, her 9th grader is much more engaged and getting better instruction. No kid loves to be in online school, but they and ASA are making the best of it. She trusts the Board will make the right decision to keep everyone safe and healthy.

Mazie Maxwell, 11th Grade Student, has been enjoying online academics and feels that she has excelled in her work, what she is struggling with has been arts classes. She is a percussionist and dislikes recording and editing her music rather than playing live with her instructor. Mazie is part of the percussion ensemble, but has found that getting everyone together in the evening in the middle of the week is difficult and would like some practices during the school day.

Cara Denby, Parent, thanked the ASA community for everything they have done. What the families are getting is far from ideal, but the world is far from ideal right now, and she feels that the teachers are putting out all they can right now. As a former teacher in the community, she trusts ASA's Board and Administration to make a thoughtful decision. She thinks anything ASA can continue to do outdoors would be awesome, of her three high school age daughters, two of them go to percussion rehearsal one night a week and it really works well for arts and some social contact so she encourages the continuation of that.

Ava Ganz, 8th Grade Student, was ultimately a little disappointed at the decision that was made at the last Board meeting because she felt that a lot of the students' opinions were not considered. She feels that her voice has been stifled by this situation and when student say they're "okay" it doesn't necessarily mean that they are okay. Her best friend left the school because she struggled with online learning and Ava felt that at the last Board meeting [during a discussion about State funding] that the funding was being prioritized over students. The lack of social interaction has been really hard for her, if there is a way to safely go back to in-person instruction, she feels that is the best way to go.

Mission Moment – The Coalition

Tony introduced The Coalition to make their presentation. The presenters were: Sophomore Amalia Nevarez of the Hispanic Student Union, Senior Savanna Saunders of the Black Student Union, Sophomore Maddy Yang of the Asian Student Union and Junior Mazie Maxwell of the Feminist Alliance. The group showed the different student clubs that were part of or allied with The Coalition and gave an overview of their objectives including creating a safe space to celebrate the intersectionality of their collective identities at ASA, welcoming shared experiences and honoring unique differences and igniting activism and promoting social justice on campus and throughout the larger Phoenix, Arizona community. As a group they have discussed ASA's Commitments to Equity and discussed the need to keep an open line of communication with Administration and adopted the #MyNameIs project for students of color on campus. Video of the students explaining the meaning and origins of their names will be shared on ASA social media as well as each Coalition clubs own Instagram. The group then discussed their goal to include as many ASA students as possible in Coalition clubs and their desire to "reach out to Create partnerships with organizations outside of ASA and continue to educate the community in current issues of the world." and showed their use of social media to help achieve those aims.

Carlos Contreras asked the group how the pandemic has affected participation in The Coalition clubs. Mazie responded that it has given her the opportunity to reach out to more ASA clubs; even online, she has more members than last year. Savanna concurred but added that they are going to have to reimagine the events that are usually held in February. Mazie shared that various clubs have been able to participate in events like making care bags for the homeless and thank you videos for essential workers.

Alex Laing asked the Coalition members if there was anything that they needed of the Board and if not, he encouraged them to come to the Board if they do have a need because they are doing the type of work that the Community would like to support. Mazie said for now they would appreciate everyone getting the word out so they can have more students join across the school.

Board Recognition

Tony recognized Ricky Livoni not only for his work as a teacher and a Board member, but also for his work with Yearbook, Mock Trial, Equity Training and The Coalition and the Hispanic Heritage Celebration.

Discussion Items

Resource Development Committee

Dr. Javier Cárdenas reported that at the suggestion of Allison Otu, the RDC has been making calls to families, not necessarily to request donations, but to enquire about their welfare and to thank them for their past donations to the school. If they are in a position to donate again and even sponsor another student, that is welcome. At the heart of what they do are the students like those in The Coalition. The work of the RDC over the next few months will be pairing with some of the Ambassadors and making videos that highlight why they hope potential donors can support the arts at ASA. He requested that members of the Board help make some of the thank you phone calls to help ease the workload of the Development department. They are also thinking of some event that can be held for recognition and thanks.

Marcia Mintz explained the unique tax incentive to individuals and businesses through the CARES Act that is available this year only. This information can be used by members of the Board for their personal donation or to solicit donations from others.

Leslie Religioso shared that she has a new member of her team, Min Skivington, who will be working with her in the Development and Marketing Department. Min come to us from the Epilepsy Foundation and has a solid background in non-profit work.

Finance Committee

John Snider reported that the regular monthly reports are on the portal for review. The school is very much on budget at this time. Also on the portal is the final draft of the Audit for Fiscal Year 2020; there are no surprises in the audit. Liz Shaw and Laura Apperson are so accurate with their monthly reporting that there are no adjustments in the audit. Tony will be asking for the Board's approval of the documents later on, and John is available if there are any questions.

Tony commented that ASA is running to budget but that we are running approximately \$100,000 behind in fundraising, which makes the donations so important this year. Tony mentioned the importance of parent support for our annual fund and that while we appreciate the comparison to private schools, we are not funded at the same level – so meeting our fundraising goal in the community and with parents is so very important. John concurred; we are on budget year to date but the shortfalls in fundraising are offset because we are not currently on campus. Should we go back to campus, and the fundraising not improve, we will have issues. Leah added that there is going to be a heavy fundraising and tax credit appeal from this point forward to the end of the year.

Discussion of School Opening Plan for 3rd Quarter

Tony shared the community benchmarks including the ADHS Dashboard that shows Maricopa County trending toward red. The map of zip codes around the school are mostly red including the school's zip code; all numbers are trending in the wrong direction.

Javier explained that the school has been preparing for a return to campus since we were in lockdown in May under the supervision of Dr. Drew Maxwell if and when conditions would allow. The Health and Wellness Committee is composed of Board members and non-Board members, many of whom are very talented and renown healthcare

providers. The group is focused on health including mental and social health of the students and teachers. The numbers are not favorable for a return right now. The Council recognizes that this pandemic is inequitable more adversely affecting some because of their socioeconomic status or the color of their skin or their health history. The illness is not as bad in children, but the closer the body type gets to an adult, the worse it is for the patient. The light at the end of the tunnel is vaccines. The Committee is not focusing on the “when” to return to campus, but the “how”. Allison Otu asked Javier if the Committee was there to make recommendations or just to assess the situation. Javier responded that they do make recommendations, but more towards the “how”, it is not a binary decision. Karen Lugosi mentioned that while the school can instill mitigation strategies, the infectious disease specialists on the Committee said that we cannot ignore the spread; there are a lot of factors to consider including how community spread effects our hospitals against the social and mental wellbeing of our students. It is not an easy decision and it is not being made lightly in an evolving situation.

Leah Fregulia acknowledged excellent support of the Health & Wellness Council as well as the COVID-19 Task Force and all the teacher and staff who contributed to creating a few workable strategies for a time when we can come back to campus as well as the steps we are taking now to allow some groups to come back for arts and clubs and students who need extra support. Sara Maline Bohn then went over the priorities and rationale in developing the back to campus plans including many of those expressed by the speakers during the Call to the Public. She then went over the color-coded learning scenarios based on health benchmarks:

- Red = Fully Digital/Online learning, no campus activity
- Orange = Primarily Online learning with some small groups of students on campus (current scenario)
- Yellow = Hybrid Learning, A/B Schedule with ½ students on campus at a time
- Green = Fully on-campus learning

Sara went over what will be different and what will remain the same for on-campus learning plans and the SEL resources for students and families and then showed examples of Red-Orange and Yellow schedules for 5th and 6th grades, 7th and 8th grades, and High School going over adjustment made to Middle School schedules to accommodate the learning scenarios and on-campus cohorting. Even in the Hybrid models, Zoom will be used as the primary teaching mode to teach both the off-campus students simultaneously with the on-campus students. Before teachers and students come back to campus, there will be separate orientation weeks to familiarize the grade levels with schedules and expectations.

Javier commented that he liked the Orange model because it addressed some of the inequities he spoke of earlier while keeping students safe. Dr. Ed Finn queried how the school is going to identify the students with the most need. Sara explained that the first line of identification is with the teachers and their teams; if they recognize a negative change in a student, they reach out to the family to find out what the exact problem may be and keep an eye on situation, especially if there is a lack of communication. Dr. David Garcia asked how difficult it would be to switch back to Red from Yellow or Orange if conditions worsen. Sara explained that the models are built with that situation in mind so it would be very easy. David also asked if we go to the Yellow plan could a student remain completely online. Sara told him that the family surveys they have done indicated that about 25% of students would remain completely online so the learning models accommodate for that. Marcia wanted to know if in the Yellow model there were different expectations of the students Zooming and will the teacher be handling both live and Zoom instruction by themselves. Sara said the student expectation is the same live and online and in the younger grades, there may be a need for a teaching assistant to help handle the dual model. Marcia also asked how the student are split into A/B groups. Sara said that it will mostly teacher discretion, with attention to diversifying the groups so that there is a good blend of new and familiar students. John asked if our on-campus policies allow for control over situations of students who frequently violate health and safety rules. Typically, our students are very cognizant of health and safety rules, but violators will be treated like any other violation of the rules. Tony asked about arts classes and if they will have an opportunity to perform together. Sara explained arts classes will be handled a little differently since we have several teachers who can instruct in multiple levels, so one teacher may handle all online classes for a few weeks and then switch; right now, Operations Director Dr. Drew Maxwell and Arts Director Monica Anthony are working on finding space to accommodate larger groups to spread out like the church for choir. Leah mentioned that if we are on campus, there may be opportunity for performances, but live streamed so we don't get large audiences. Carlos asked if we have enough staff capacity for students who need help. Sara said that we have so far, depending on student need, we have been able to identify the issue and connect them with the proper person or resource. Leah reminded the Board that at the end of last year, there was state funding available for an on-campus counselor, but ASA did not qualify; there may be more funding for that in the future and ASA will apply again.

Using computer drawings of the area, Drew showed the Board the shade structures to be built in the covered faculty parking area over the driveway between Main building and the first north-south row of parking as well as between the two rows of east-west parking. Permitting may be necessary, but the contractors across the street working on the project at 3rd and Willetta Streets have offered us the labor at low-to-no cost and access to commercial pricing on the necessary materials. The space would primarily be used for arts classes and clubs and is a good long-term solution for the school even after the pandemic. Drew requested a Not to Exceed amount of \$35,000 and believes that should well be able to cover the cost of the project. Carlos asked the lifetime of the structures. Drew responded that the steelwork would last for a good long time and the lifetime of the sails is approximately ten years. Karen questioned the exact location and the use for arts. Drew responded that it would currently be used for arts classes, and we could lose some parking which we could get back later, but the driveway would still be used for outdoor classroom space.

Arizona State Board for Charter Schools (ASBCS) 5-Year Review and Mission Statement

Leah explained that during the last review in 2015, ASBCS had very specific requirements for how our mission statement should be worded and the Board adopted a mission statement to meet the requirement. We are now in another 5-Year review period, and the criteria for this review is that the mission statement on file with ASBCS match that of the one on all ASA materials including the ASA website. The Board will need to formally adopt the mission statement in order for us to submit an amendment.

Reports

Governance Committee

Nothing to report at this time.

Showcase

Monica Anthony gave the highlights of the plan to change the format of Showcase this year and in the future to be more reflective of the school as a whole with a more flexible format than a single traditional stage show. It will now be called ASA Fest; it will still have arts performances but in a festival atmosphere allowing for flexible venues including live streaming and recorded performances and incorporating some academics and clubs. This year will celebrate ASA's 25th anniversary and the theme is "Home" celebrating the history of the campus that we do have. It will be held on June 3, 2021 at 7:00 p.m. This information will be shared with families and students soon. John Snider asked if this would be the format going forward. Monica replied that this will be the format for this particular year, but the name will be permanently changed to allow flexibility from year to year.

Head of School Report

Leah reported that the first issue of the Alumni newsletter went out and the website was updated with the Strategic Plan, Commitments to Equity and Alumni page. She also informed the Board that she and Carolyn Smith will be scheduling appointments for various groups of Board members to meet with ASA's equity consultant, Dr. Linda Groomes Walton. A preview of the new Annual Report is available on the Board Portal.

Action Items

Approval of Minutes – October 26, 2020

Carlos Contreras moved to approve the Board of Directors Meeting Minutes from October 26, 2020. The motion was seconded by Betty Hum and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Approval of FY20 Audit

Marcia Mintz moved to approve the ASA Fiscal Year 2020 Audit. The motion was seconded by Betty Hum and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Approval of School Plan for 3rd Quarter Beginning on January 4, 2021

Javier Cárdenas moved to approve the four Learning Scenarios based on health benchmarks outlined by the ASA Administration as follows: Red= Digital/Online Learning, Orange= Primarily Digital Learning (current scenario) Yellow= Hybrid Learning, Green= In Person Learning. The motion was seconded by Marcia Mintz and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Prior to the motion to adopt a learning scenario for the 3rd quarter, Leah said that her office does have a recommendation. She thanked the teachers, student and parents for attending and voicing their perspectives; she

recognizes and appreciates their voices. Leah said that we are two months away from January and recommends that the Board revisits any decision made at this meeting at the December 14th meeting and again close to January, especially because of the anticipated holiday spike. Leah also recommended that we stay in the Red, moving towards Orange model at least into the first few weeks in January. Now that we have a viable return to campus model, we have more flexibility to revisit these decisions more frequently. Ed wanted to hear from the staff if they are comfortable switching between models. Sara feels confident the plan can work because it covers what they have asked for. Tony questioned Red versus Orange and since we are in Orange is it included in Red? Leah said that it currently is and we wish to keep moving towards Orange as long as it is safe. Javier wanted to know how the rate of infectious disease in the community affects the groundwork that needs to be done for implementation. Sara said that the rising numbers pushed back the faculty training days scheduled for December, but it can easily be rescheduled if and when the Board adopts the Hybrid [Yellow] model; faculty has been told that Administration will be looking at data on Thursdays to make decisions for the following week. The flexibility of the Orange model has allowed leadership to make quick decisions and it is responsive to needs. Tony asked about bringing high-needs students to campus under Orange. Sara responded that many of the high-needs students require close contact one-to-one attention which is not possible with current metrics; right now, they are better served one-to-one on Zoom. However, for those who do benefit from on campus support, plans are being laid.

Javier Cárdenas moved that based upon a review of current community health conditions; AZDHS, MCHD, CDC and AAP guidelines; faculty, staff, and parent input; and in the interest of optimal student learning, ASA implements the plans for operating in the RED Learning Scenario for the 3rd Quarter of school (January 4, 2021- March 12, 2021) with the option to move to ORANGE as conditions allow, and will remain in compliance with all requirements outlined in Executive Order 2020-51. The motion was seconded by Marcia Mintz. Tony asked if there was further discussion, and Alex asked if there was the possibility to express commitment to expand offerings under Orange in a creative manner. John Snider questioned why we would start in Red and not Orange being clear that the campus activities are arts activities. David added that he thought opening in Orange allows flexibility, while Red is a stop. Tony said as a Board they could vote for Orange adding language that the school is looking for art opportunities. Alex asked for Leah to speak to her recommendation for Red and not Orange to start. Leah said Red would offer a little buffer after the holidays to assess the numbers and if it is safe, they can move to Orange quickly. Ed said we need to give students something to look forward to and Orange mode lets them know we want them to come back; a screening process can be put in place to allow student groups to apply to come back to campus. Ricky added that it has been very valuable interpersonally to allow not just arts but student clubs to come back to campus. John agreed and further stated that it should not be up to the Board which groups come back to campus; Marcia said the Board should not be involved in the what or the who but the how and leave execution to the staff. Leah would like the latitude to pull back to Red in the motion. David said he believed that all the infrastructure was put into the school so students could come back to campus during the pandemic.

Javier Cárdenas amended the motion and moved that based upon a review of current community health conditions; AZDHS, MCHD, CDC and AAP guidelines; faculty, staff, and parent input; and in the interest of optimal student learning, ASA implements the plans for operating in the ORANGE Learning Scenario beginning January 4, 2021 with the option to move to RED as conditions allow, and will remain in compliance with all requirements outlined in Executive Order 2020-51. The motion was seconded by David Garcia and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Approval of Funds to Commence Construction of Outdoor Shade Structure

Betty Hum moved to approve a Not to Exceed Amount of \$35,000 in order to commence construction of outdoor shade structures adjacent to covered parking area and Main building. The motion was seconded by Karen Lugosi and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Approval ASA Mission Statement

Marcia Mintz moved to approve the ASA Mission Statement as presented. The motion was seconded by Allison Otu and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

Adjournment

Ed Finn made a motion to adjourn. The motion was seconded by Allison Otu and passed unanimously without further discussion. [Dietz, Contreras, Garcia, Cárdenas, Snider, Laing, Hum, Mintz, Allen, Otu, Lugosi, Finn and Jannenga voting in favor.]

The meeting adjourned at 8:16 p.m.

Minutes reviewed and accepted on: 12/14/2020

Signed by:  _____, Board Member