

*We will recess the Business meeting after Announcements, then reconfigure the room to begin the Work Session.*

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|---|----|
| 1. Strategic Plan Update (30 minutes)<br><i>(Superintendent Engstrom and Martha Greenway, Greenway Strategy Group)</i>  | 2  |
| 2. Preliminary Enrollment Overview (15 minutes)<br><i>(Marti Voight, Assistant Superintendent; Ukee Dozier, Executive Director of Finance and John Groenke, Executive Director of Student Services)</i> | 24 |
| 3. Budget Presentation (10 minutes)<br><i>(Ukee Dozier, Executive Director of Finance)</i>  | 42 |
| 4. Board Topics <i>(Helen Bassett, School Board Chair)</i>  |    |
| A. School Board Governance Policy 1.4: Board Member Code of Conduct (10 minutes)  | 44 |
| B. New Director Onboarding (15 minutes)   |    |
| 5. Other  |    |



# **Strategic Plan Update**

## **School Board Meeting**

November 7, 2022

# Steering Committee Members

<b>Helen Bassett, School Board Chair/Director</b>	
<b>Greta Evans-Becker, School Board Clerk/Director</b>	
<b>Toya Stewart Downey, Executive Director of Strategic Communications, Equity and Inclusion</b>	
<b>Peter Eckhoff, President - Robbinsdale Federation of Teachers (RFT)</b>	
<b>David Engstrom, Superintendent</b>	
<b>Patty Flores, RAS parent</b>	
<b>Meghan Hickey, Director of Student Services</b>	
<b>Willie Howard, Athletic/Activities Director - Cooper High School</b>	
<b>Nina Jonson, RAS parent</b>	3
<b>Sonya Lewis, RAS parent</b>	
<b>Fathia Mohamed, RAS parent</b>	
<b>Alicia Morales Garcia, RAS parent</b>	
<b>Matt Pletcher, Director of Secondary Curriculum and Multilingual Programs</b>	
<b>Mike Rieckenberg, Principal - Noble Elementary</b>	
<b>Francisco Compean Rocha, RAS parent</b>	
<b>Abby Rombalski, RAS parent</b>	
<b>Dena Russell, Director of Partnerships and College Pathways - Hennepin Technical College</b>	
<b>Marti Voight, Assistant Superintendent</b>	
<b>Anthony Williams, Executive Director of Community Education, Athletics and Activities</b>	

# How Did We Get Here?



Analysis of district performance, previous stakeholder input, comparable districts	March-April
Community focus groups and survey on district assets and improvement opportunities	March-April
Cabinet and Steering Committee review findings, draft priority outcomes and strategic themes	May 3 4
Stakeholder feedback sessions	May 10- 23
Board endorses strategic plan priority student outcomes, strategic themes and objectives	June 7
District Strategy Teams conduct research on effective approaches and potential initiatives	June 8-July 22
Cabinet refines strategic initiatives	August 5-15
District employee input on strategic initiatives	August - September

# Stakeholder Input Sessions

## Stakeholder Focus Groups

- Achievement and Intervention Staff
- Adult Academic Program Participants
- American Indian Parent Advisory Committee
- Curriculum, Early Childhood, and Communication Staff
- District Leadership
- Government Advisory Council
- Inter-school Council
- Latino Parents Affinity Group
- Legislative Action Council
- Parents of Pan-African students
- Redesign Community and Parent Committee
- Somali Parents Affinity Group

## Student Input Sessions

- Armstrong High
- Cooper High
- Fair Crystal
- Highview
- Plymouth Middle
- Robbinsdale Middle
- Sandburg Middle

5

## Community Input Sessions

- 4 Open Sessions

## Employee Input Sessions

- 2 Open Sessions
- Administrative leadership meeting
- Sessions at every school and department



**Priority Outcomes Grounded in Equity**

- Readiness for school
- Reading proficiency by 3rd grade
- Academic and social-emotional growth in middle grades
- Improved achievement for students of color and lower-income students
- Student engagement in school and learning
- Student support from families to learn and achieve
- Clear path and readiness for career, college and life

Themes
<p align="center"><b>Strategic Theme A</b> Academic Achievement</p>

Objectives
<ol style="list-style-type: none"> <li>1. Enhance cultural relevance of curriculum for students</li> <li>2. Enhance an equitable learning system from early childhood to adults</li> <li>3. Increase responsiveness to individual student needs</li> <li>4. Deepen preparation for life, college and career</li> </ol>

<p align="center"><b>Strategic Theme B</b> Student Engagement and Wellness</p>
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<ol style="list-style-type: none"> <li>1. Improve student-staff connection</li> <li>2. Increase student access to school opportunities, programs, and activities</li> <li>3. Increase support for student social, emotional, and mental wellness</li> <li>4. Strengthen practices around student, staff, and school safety</li> </ol>
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<p align="center"><b>Strategic Theme C</b> Collaboration and Partnerships</p>
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<ol style="list-style-type: none"> <li>1. Strengthen mutual communication and responsiveness with all stakeholders</li> <li>2. Expand equitable inclusion and influence of student, family, staff, and community voice</li> <li>3. Maximize our partnership and embrace our diverse community</li> </ol>
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<p align="center"><b>Strategic Theme D</b> Staff Investment and Impact</p>
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<ol style="list-style-type: none"> <li>1. Enhance hiring and retention to support student success</li> <li>2. Foster a districtwide culture that is inclusive, supportive, and welcoming</li> <li>3. Increase consistency and accountability for common practices</li> </ol>
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# Factors to Consider in Initiative Staging

- Considerations for Stage1 Initiatives
  - **Contingency:** other work is dependent on this
  - **Alignment:** work is already underway and needs to be incorporated into the strategic plan
  - **Urgency:** internal or external factors are creating pressure for this work to begin, there is a risk of negative consequences if it does not proceed
  - **Opportunity:** potential partners or supporters are available and ready to move forward
  - **Expectation:** key constituents have been waiting for action in this area
  
- Considerations to balance among the set of initiatives
  - Requirements for new resources
  - Workload on administrative and staff functions
  - Political sensitivity and potential controversy

7

# Strategic Theme A: Academic Achievement

**Objective 1:** Enhance cultural relevance of curriculum for students

## Strategic Initiatives

Initiative 1a:	Implement culturally responsive teaching and culturally relevant instructional resources
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# Strategic Theme A: Academic Achievement

**Objective 2:** Enhance an equitable learning system from early childhood to adults

## Strategic Initiatives

Initiative 2a:	Implement a blended learning instructional framework <sup>9</sup> throughout RAS
Initiative 2b:	Transform grading practices to incorporate standards-based grading
Initiative 2c:	Implement a redesigned middle school model district-wide

## Strategic Theme A: Academic Achievement

**Objective 3:** Increase responsiveness to individual student strengths and needs

### Strategic Initiatives

10

Initiative 3a:	Establish classroom systems that productively address student behavior
Initiative 3b:	Personalize curriculum in response to student voice and choice

# Strategic Theme A: Academic Achievement

**Objective 4:** Deepen preparation for life, college, and career

## Strategic Initiatives

Initiative 4a:	Increase opportunities for applied career experiences <sup>11</sup>
Initiative 4b:	Integrate career exploration within the PK-12 curriculum
Initiative 4c:	Define the essential characteristics of the future graduate in collaboration with our community, and align learning opportunities for all students

# Strategic Theme B: Student Engagement and Wellness

**Objective 1:** Improve student-staff connection

## Strategic Initiatives

Initiative 1a:	Implement a system to ensure every student has a positive relationship with at least one adult at school
Initiative 1b:	Identify and implement student voice at the building and district level

## Strategic Theme B: Student Engagement and Wellness

**Objective 2:** Increase student access to school opportunities, programs, and activities

### Strategic Initiatives

13

Initiative 2a:	Remove barriers to student access and participation
Initiative 2b:	Create programming and activities that are responsive to parent and student interests and needs

## Strategic Theme B: Student Engagement and Wellness

**Objective 3:** Increase support for student social, emotional, and mental wellness

### Strategic Initiatives

14

Initiative 3a:	Build staff and student skills and develop resources to provide support and strategies, that are responsive to individual needs
Initiative 3b:	Create and develop student wellness spaces in each building

# Strategic Theme B: Student Engagement and Wellness

**Objective 4:** Strengthen practices around student, staff, and school safety

## Strategic Initiatives

15

Initiative 4a:	Train staff and students on policies regarding protocols on staff and student interactions
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## Strategic Theme C: Collaboration and Partnerships

**Objective 1:** Strengthen mutual communication and responsiveness with all stakeholders

### Strategic Initiatives

16

Initiative 1a:	Inform and engage stakeholders through targeted and responsive communication
Initiative 1b:	Improve communication with multilingual families, communities - at all levels (classroom, school, district)

## Strategic Theme C: Collaboration and Partnerships

**Objective 2:** Expand equitable inclusion and influence of student, family, staff, and community voice

### Strategic Initiatives

17

Initiative 2a:	Establish practices that increase family and community engagement in reviewing school culture and climate, and providing feedback that leads to improved student outcomes
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## Strategic Theme C: Collaboration and Partnerships

**Objective 3:** Maximize our partnership and embrace our diverse community

### Strategic Initiatives

18

Initiative 3a:	Develop strategic partnerships that meet the needs of students, staff, and families
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## Strategic Theme D: Staff Investment and Impact

**Objective 1:** Enhance hiring and retention to support student success

### Strategic Initiatives

Initiative 1a:	Enhance the diversity, efficiency and effectiveness of hiring
Initiative 1b:	Create retention practices for all staff to reduce turnover and build a stronger workplace culture

19

## Strategic Theme D: Staff Investment and Impact

Objective 2: Foster a districtwide culture that is inclusive, supportive and welcoming

### Strategic Initiatives

20

Initiative 2a:	Develop and strengthen onboarding and mentorship programs with each employee group
Initiative 2b:	Establish an employee culture that is anti-racist, welcoming, and grounded in mutual respect for each other

## Strategic Theme D: Staff Investment and Impact

**Objective 3:** Increase consistency and accountability for common district practices and standards

### Strategic Initiatives

21

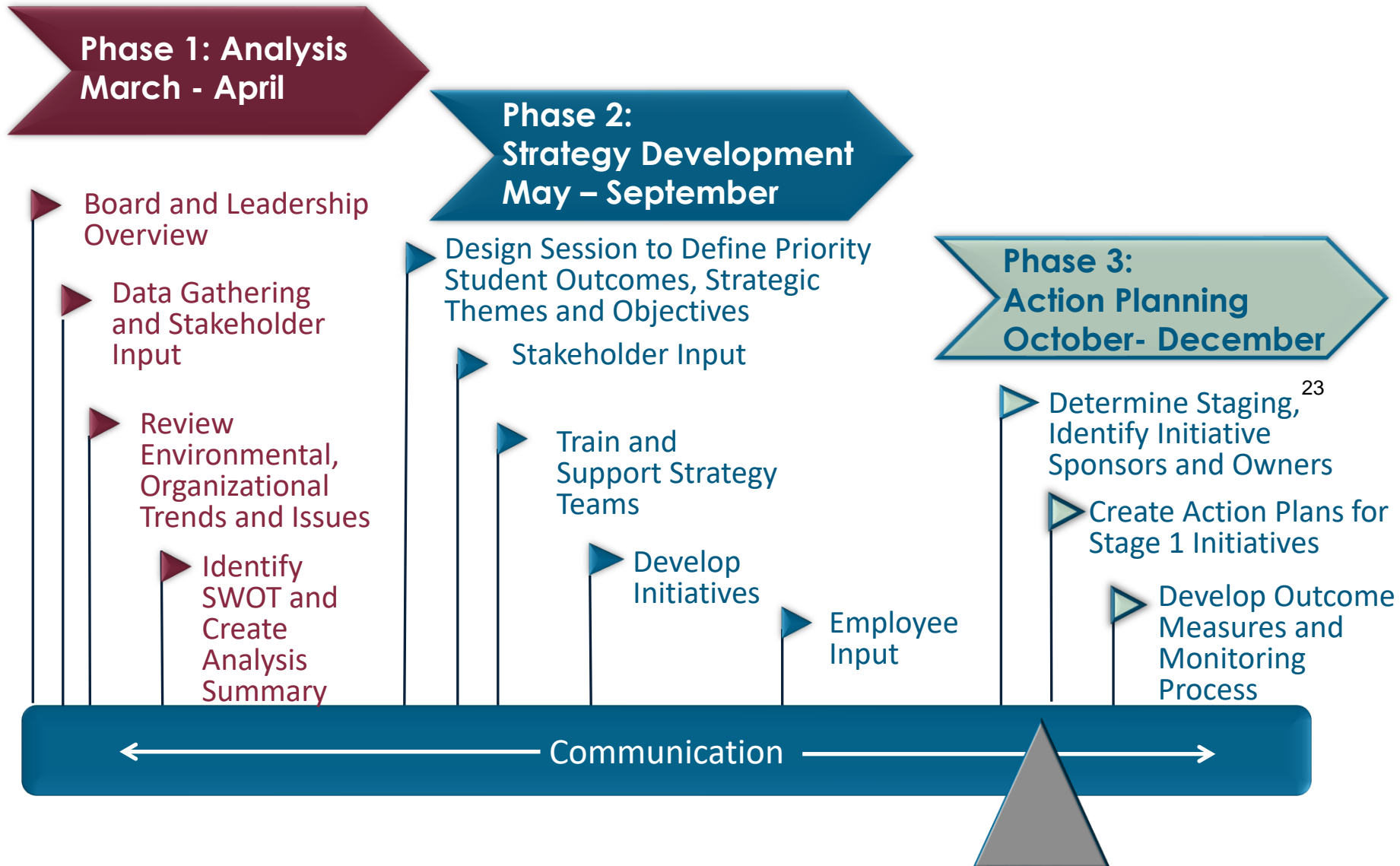
Initiative 3a:	Create a robust evaluation system, with documentation, that includes feedback to strengthen performance of each staff member
Initiative 3b:	Create a common and comprehensive vetting process to align, implement, and evaluate district initiatives

Themes	Objectives	Initiatives
<p><b>Strategic Theme A</b> Academic Achievement</p>	<ol style="list-style-type: none"> <li>1. Enhance cultural relevance of curriculum for students</li> <li>2. Enhance an equitable learning system from early childhood to adults</li> <li>3. Increase responsiveness to individual student needs</li> <li>4. Deepen preparation for life, college and career</li> </ol>	<ol style="list-style-type: none"> <li>1a. Implement culturally responsive teaching and culturally relevant instructional resources</li> <li>2a. Implement a blended learning instructional framework throughout RAS</li> <li>2b. Transform grading practices to incorporate standards-based grading</li> <li><b>2c. Implement a redesigned middle school model district-wide</b></li> <li>3a. Establish classroom systems that productively address student behavior</li> <li>3b. Personalize curriculum in response to student voice and choice</li> <li>4a. Increase opportunities for applied career experiences</li> <li>4b. Integrate career exploration within the PK-12 curriculum</li> <li>4c. Define the essential characteristics of the future graduate in collaboration with our community, and align learning opportunities for all students</li> </ol>
<p><b>Strategic Theme B</b> Student Engagement and Wellness</p>	<ol style="list-style-type: none"> <li>1. Improve student-staff connection</li> <li>2. Increase student access to school opportunities, programs, and activities</li> <li>3. Increase support for student social, emotional, and mental wellness</li> <li>4. Strengthen practices around student, staff, and school safety</li> </ol>	<ol style="list-style-type: none"> <li>1a. Implement a system to ensure every student has a positive relationship with at least one adult at school</li> <li>1b. Identify and implement student voice at the building and district level</li> <li>2a. Remove barriers to student access and participation</li> <li>2b. Create programming and activities that are responsive to parent and student interests and needs</li> <li><b>3a. Build staff and student skills and develop resources to provide support and strategies that are responsive to individual needs</b></li> <li>3b. Create and develop student wellness spaces in each building</li> <li>4a. Train staff and students on policies regarding protocols on staff and student interactions</li> </ol>
<p><b>Strategic Theme C</b> Collaboration and Partnerships</p>	<ol style="list-style-type: none"> <li>1. Strengthen mutual communication and responsiveness with all stakeholders</li> <li>2. Expand equitable inclusion and influence of student, family, staff, and community voice</li> <li>3. Maximize our partnership and embrace our diverse community</li> </ol>	<ol style="list-style-type: none"> <li>1a. Inform and engage stakeholders through targeted and responsive communication</li> <li>1b. Improve communication with multilingual families, communities - at all levels (classroom, school, district)</li> <li><b>2a. Establish practices that increase family and community engagement in reviewing school culture and climate, and providing feedback that leads to improved student outcomes</b></li> <li>3a. Develop strategic partnerships that meet the needs of students, staff, and families</li> </ol>
<p><b>Strategic Theme D</b> Staff Investment and Impact</p>	<ol style="list-style-type: none"> <li>1. Enhance hiring and retention to support student success</li> <li>2. Foster a districtwide culture that is inclusive, supportive, and welcoming</li> <li>3. Increase consistency and accountability for common practices</li> </ol>	<ol style="list-style-type: none"> <li>1a. Enhance the diversity, efficiency and effectiveness of hiring</li> <li>1b. Create retention practices for all staff to reduce turnover and build a stronger workplace culture</li> <li><b>2a. Develop and strengthen onboarding and mentorship programs with each employee group</b></li> <li>2b. Establish an employee culture that is anti-racist, welcoming, and grounded in mutual respect for each other</li> <li>3a. Create a robust evaluation system, with documentation, that includes feedback to strengthen performance of each staff member</li> <li>3b. Create a common and comprehensive vetting process to align, implement, and evaluate district initiatives</li> </ol>

**Priority Outcomes**  
**Grounded in Equity**

- All students are ready for school
- Reading proficiency by 3rd grade
- Academic and social-emotional growth in middle grades
- Improve achievement for students of color and lower-income students
- Student engagement in school and learning
- Supported by families to learn and achieve
- Clear path and readiness for career, college, and life

# Strategic Planning Process and Timeline





# Preliminary Enrollment Update

Presented by: Ukee Dozier and John Groenke

Date: 11.7.22



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# OUR UNIFIED DISTRICT VISION

Our mission is to inspire and educate all learners to develop their unique potential and positively contribute to their community.

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# Understanding Student Count versus ADM

## Student Count

- Used for staffing allocations
- Determines numbers of students in classes

## Average Daily Membership

- Used to determine revenue
- Students Count x proportion of year attended x weighting

# Bright Spots

- Increases in enrollment at transition grades
- RVA 6-12
- High school enrollment has been stable

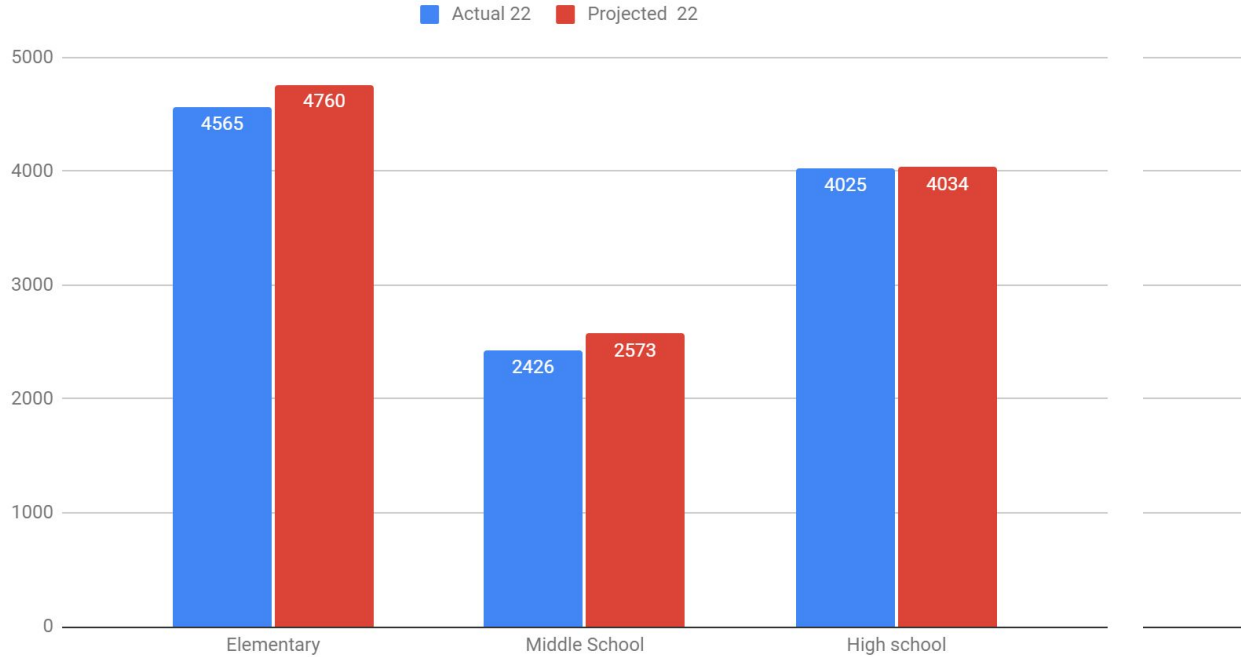
# Student Count

- 11711 Students enrolled in all programs
  - 1040 EC-PK
  - 4486 Elementary
  - 2204 Middle School
  - 3981 High School



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# Student Count FY22





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# Student Count FY23

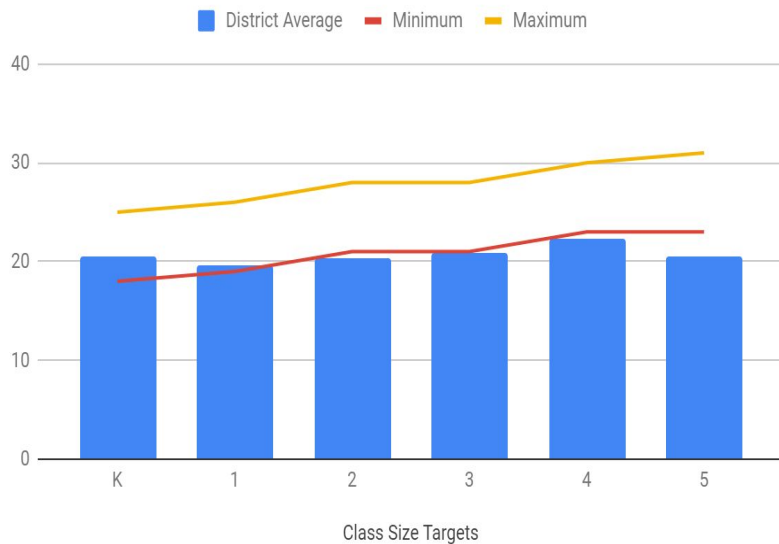




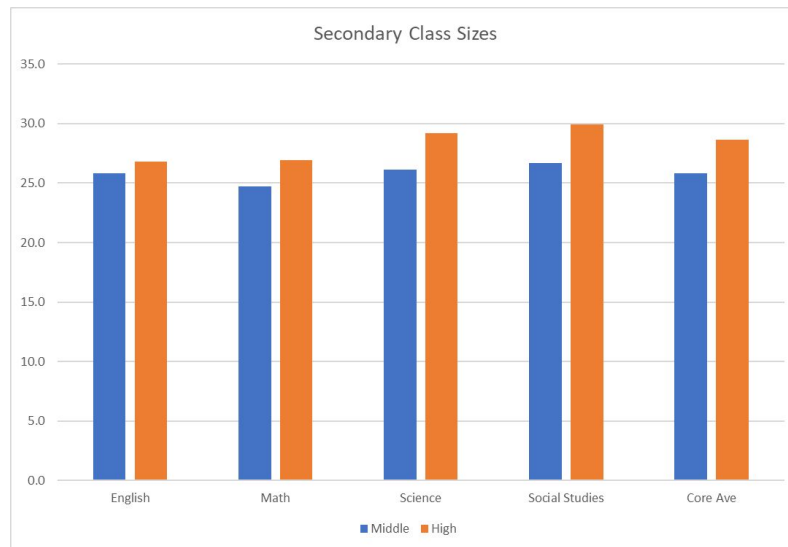
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# Class Sizes

## Elementary



## Secondary Class Sizes

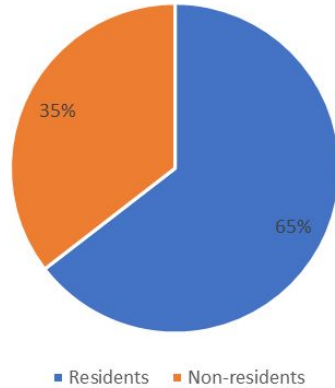




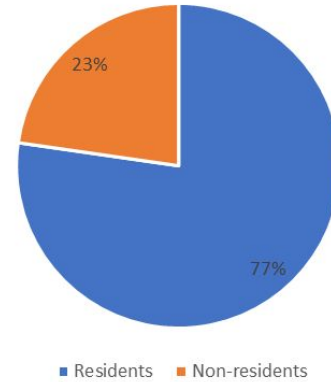
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# RVA Enrollment

Elementary



Secondary

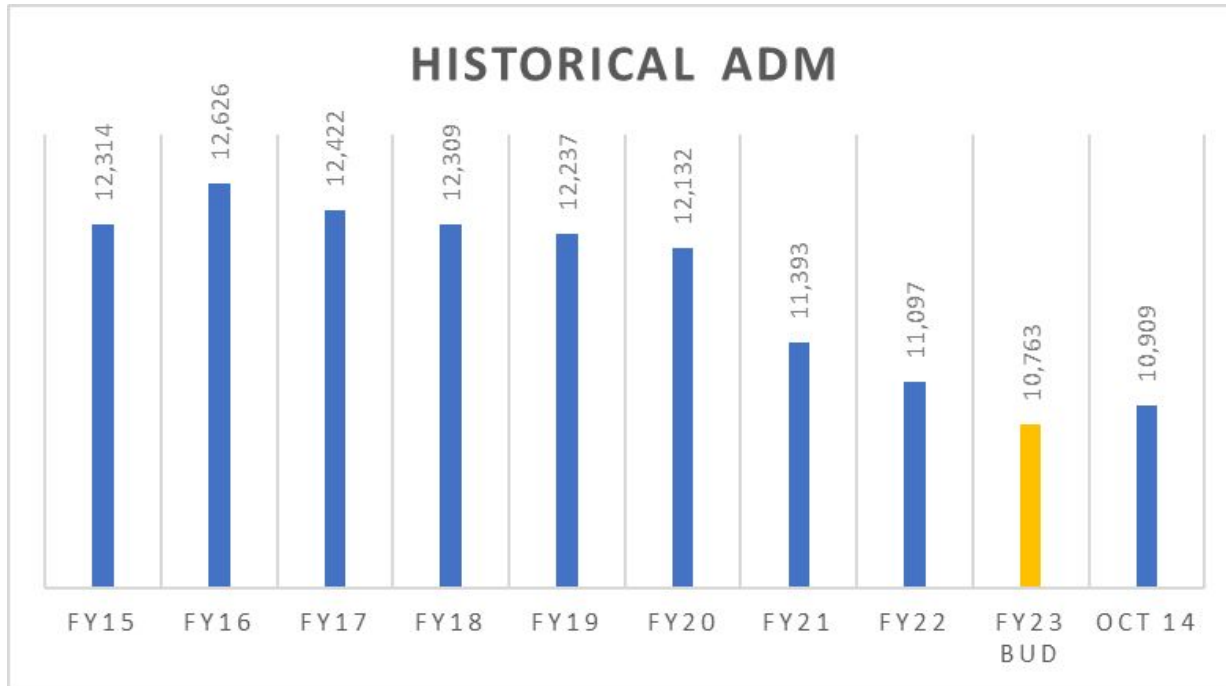


# Average Daily Membership

- 10,763 ADM's budgeted in ECSE, VPK and K-12 programs
    - 121 ECSE
    - 175 VPK
    - 820 Kindergarten
    - 2,250 Grades 1-3
    - 2,136 Grades 4-6
    - 1,501 Grades 7-8
    - 3,761 Grades 9-12
-

## ADM Comparison Unaudited FY22 to FY23

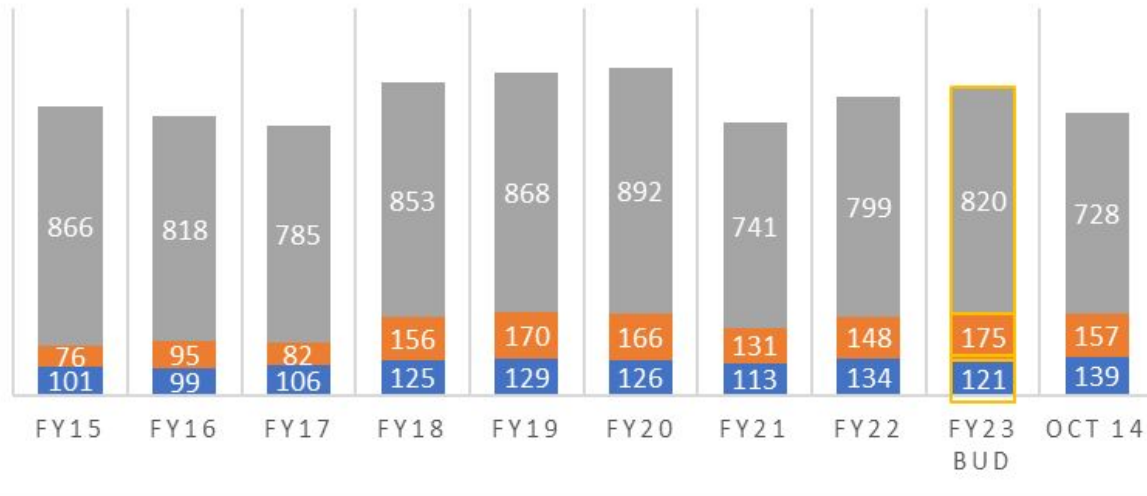
	FY22 Unaudit	FY23 Budget	Diff	%	Oct 14 Seat Cnt	Diff	%
Early Childhood	134	121	-13	-10.1%	139	5	3.5%
VPK	148	175	27	18.5%	157	9	6.4%
Kindergarten	799	820	21	2.6%	728	-72	-9.0%
Grades 1-3	2,301	2,250	-51	-2.2%	2,314	13	0.6%
Grades 4-6	2,206	2,136	-71	-3.2%	2,160	-46	-2.1%
Grades 7-8	1,650	1,501	-149	-9.1%	1,538	-112	-6.8%
Grades 9-12	3,858	3,761	-97	-2.5%	3,873	15	0.4%
<b>Total</b>	<b>11,097</b>	<b>10,763</b>	<b>-334</b>	<b>-3.0%</b>	<b>10,909</b>	<b>-188</b>	<b>-1.7%</b>





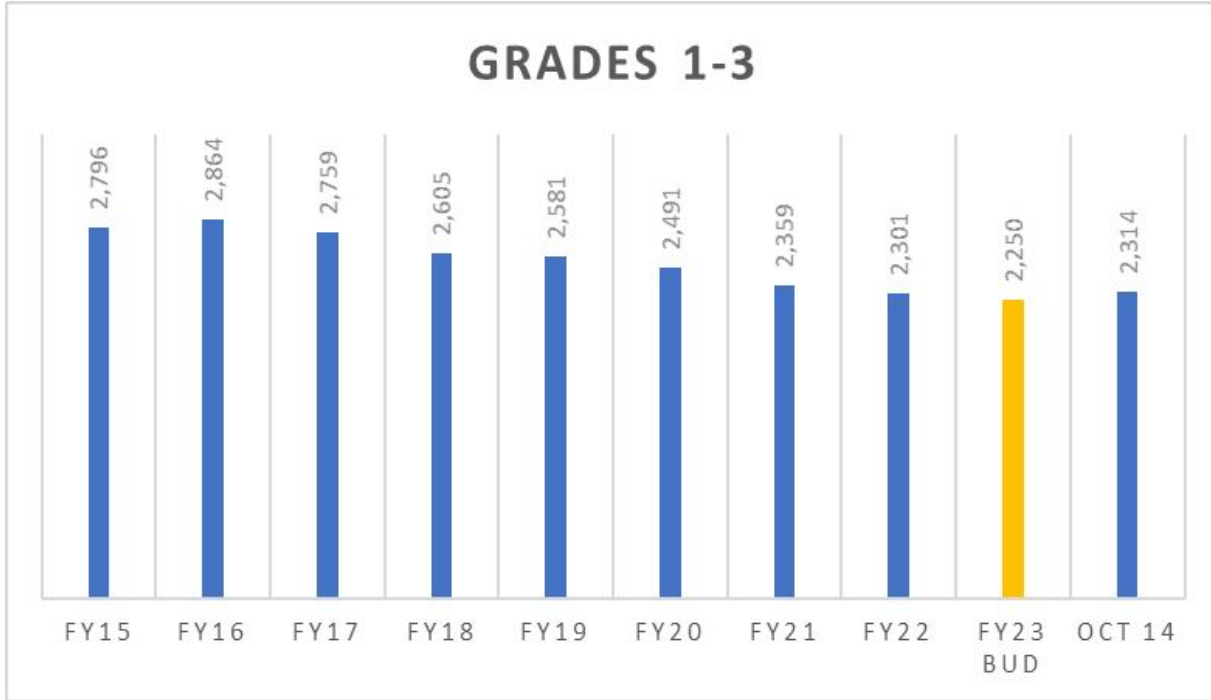
## EC, VPK, KINDERGARTEN

■ Early Childhood ■ VPK ■ Kindergarten



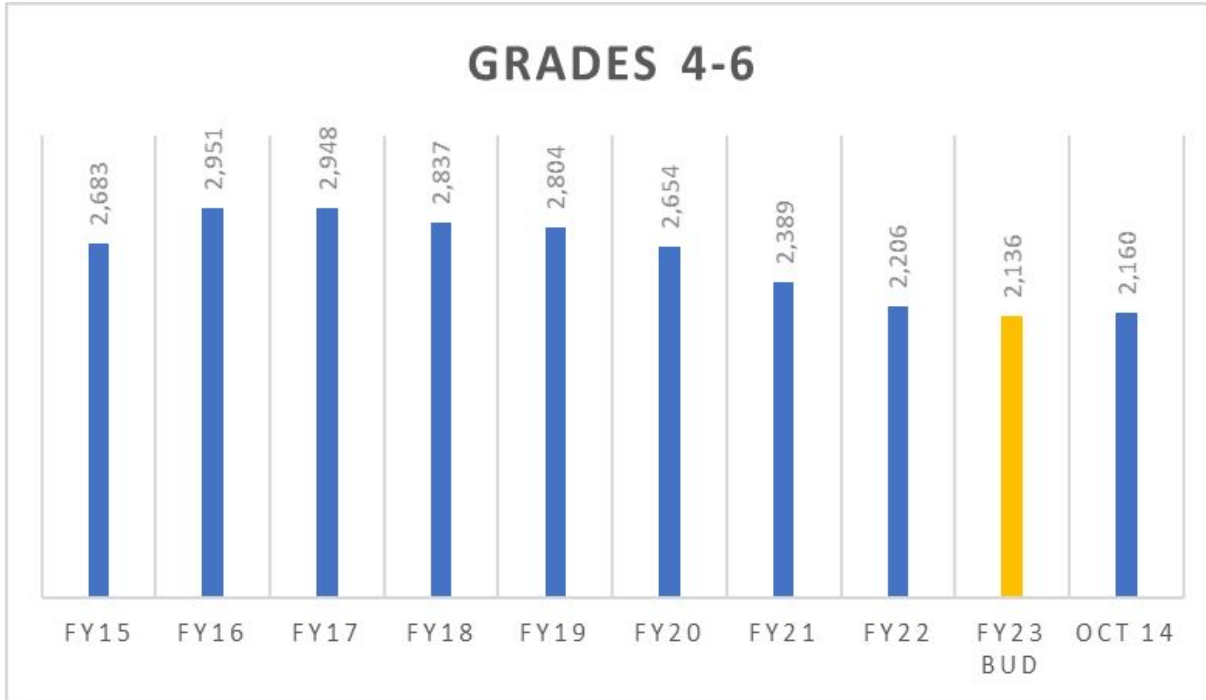


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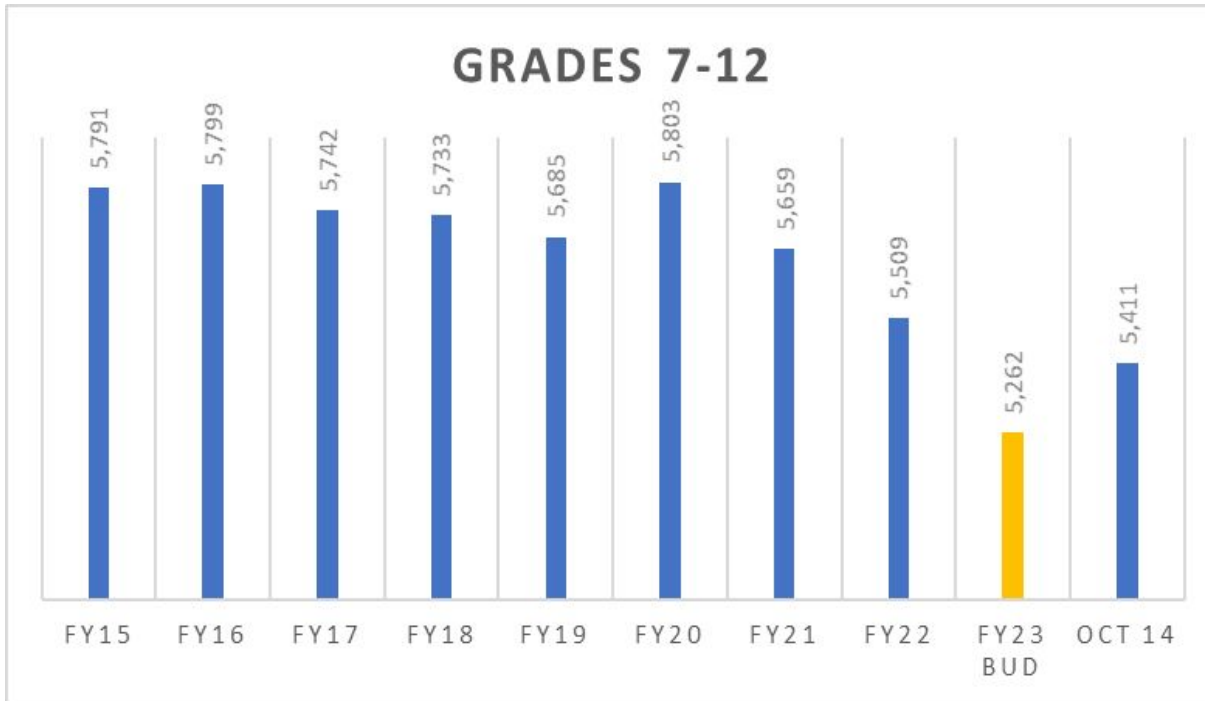


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# ADM Summary

- Conservatively budgeted ADM to follow trend
- Current numbers project a positive resistance from trend
- Oct number project an increase in ADM over Budgeted FY23 numbers (146 increase)
- Strength in grades 4, 9, and 12 (HS weighted 1.2)
- Revised budget will reflect increase in revenue based on current weighted estimations



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# Questions?

## FY23 Budget Timeline

Phase	Date	Who	Outcome	Documents
	Grey Shading FAC		Blue Shading - Board ( <b>Bold</b> = School Board Budget Related Action)	
Data Gathering	August 1, 2022	Board Work Session	(1) FAC Presentation	(G) Spring 22 FAC Report
	August 15, 2022	Board Regular Meeting		
	September 7, 2022	Business Meeting	(1) Preliminary Pay 2023 Levy (Non Action)	
	<b>September 19, 2022</b>	<b>Board Regular Meeting</b>	<b>(1) Approve Preliminary Pay 2023 Levy (2) Renewal of Workers Comp (Consent)</b>	<b>(B) Levy Summary &amp; Powerpoint</b>
	September 20, 2022	FAC #1	(1) Welcome/Orientation (2) Enrollment to date (3) Levy Update (CLC clarification) (4) Budget	(A) Budget Timeline (B) Levy Summary
	October 3, 2022	Business Meeting	(1) Award Sale of GO LTFM Bond, Series 2022A	
	October 3, 2022	Board Work Session	(1) Understanding Budget Timeline	(A) Budget Timeline (D) Enrollment
	October 17, 2022	Board Regular Meeting		
	November 7, 2022	Board Work Session	(1) Budget Timeline	(A) Budget Timeline 42
	November 15, 2022	FAC #2	(1) Enrollment Update (2) FY24 Enrollment Projection Assumptions (2) ESSER Update (3) District Reductions	(D) ENPRO Model
	November 21, 2022	Business Meeting	Staff Ratio (Non Action)	(A) Budget Timeline
	December 5, 2022	Business Meeting	(1) Levy Update (Truth in Taxation) (2) Levy Pay 2023 (Non Action)	(B) Levy Summary
	December 5, 2022	Board Work Session	(1) Preliminary Audit Report (2) Staff Ratio/Reduction Analysis/Standard of Service	(B) Levy Summary
	Preparation	December 5, 2022	Board Work Session	(1) ESSER Update (2) Enrollment Update
<b>December 19, 2022</b>		<b>Board Regular Meeting</b>	<b>(1) Approve Final Pay 2023 Levy</b>	<b>(B) Levy Summary (F) Audit Report</b>
January 9, 2023		Board Work Session	Review FY24 Preliminary Enrollment Projections (2) Finance Update with Preliminary FY23 Revised	(D) Enrollment Projections (E) Fund
January 17, 2023		FAC #3	(1) Preliminary Audit Report (2) Finance/ESSER Update (3) Long Term Planning	(E) Fund Balance Summary (K) 5 Year
<b>January 24, 2023</b>		<b>Board Regular Meeting</b>	<b>(1) Approval of Staffing Ratio (2) Final Audit Report (3) Non Resident Enrollment Capacity Limits Resolution (Non Action)</b>	<b>(F) Audit Report</b>
February 6, 2023		<b>Business Meeting</b>	<b>(1) Approval of resolution for non resident student enrollment capacity limits</b>	
February 21, 2023				
March 6, 2023		Board Work Session	(1) FY23 Preliminary Revised Budget (2) FY24 Budget Assumptions	(E) Fund Balance Summary
March 20, 2023				
March 28, 2023		FAC #4	(1) FY23 Preliminary Revised Budget (2) FY24 Budget Assumptions (3) Enrollment Trends (4)	(A) Budget Timeline
At	April 4, 2023	Board Work Session		

## FY23 Budget Timeline

Phase	Date	Who	Outcome	Documents
Approval	Grey Shading FAC		Blue Shading - Board ( <b>Bold</b> = School Board Budget Related Action)	
	<b>April 17, 2023</b>	<b>Board Regular Meeting</b>	<b>(1) Approve FY23 Mid year Revised budget</b>	<b>(E) Fund Balance Summary</b>
	May 1, 2023	Board Work Session	Preliminary FY24 Budget Assumptions and proposal	(E) Fund Balance Summary
	May 16, 2023	FAC #5	(1) FY24 Budget Process Update (2) Prepare FAC Board Presentation	(A) Budget Timeline (H) Spring 2023
	May 15, 2023	Board Regular Meeting		
	June 5, 2023	Board Work Session	(1) FAC Presentation (2) Review Final FY24 Budgets for all funds (Non Action) (3) LTFM 10 Year Plan	(E) Fund Balance Summary (H) FY23
	<b>June 19, 2023</b>	<b>Board Regular Meeting</b>	<b>(1) Approve Final FY24 Budget for all funds (2) LTFM 10 Year Plan (3) Resolution for Sale of Bonds</b>	<b>(I) FY24 Budget Book</b>

- A Budget Timeline
- B Levy Summary
- C FY22 Budget Book
- D Enrollment Projections
- E Fund Balance
- F Audit Report
- G FY21 FAC Report
- H FY22 FAC Report
- I FY23 Budget Book
- J ESSER Survey
- K 5 Year Projection Model



**To: School Board, Superintendent Engstrom**  
**From: Helen Bassett, School Board Chair**  
**Date: November 7, 2022**  
**Re: School Board Governance Policy 1.4: Board Member Code of Conduct**

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The board will consider the process for reviewing School Board Governance Policy 1.4: Board Member Code of Conduct.

Items of Discussion During the Work Session Agenda:

- Establish a process for board directors to provide feedback and suggestions for improvement to School Board Governance Policy 1.4: Board Member Code of Conduct
- Refer Policy 1.4 to the school board Policy Governance Committee, inclusive of directors input
- Recommend the school board Policy Governance Committee bring recommended changes from the suggestions and input for Board action in December



## BOARD POLICY TYPE: GOVERNANCE PROCESS

### 1.4 BOARD MEMBER CODE OF CONDUCT

Adopted November 2, 2002  
Revised December 12, 2005

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The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

As a member of the Robbinsdale Area School Board, I shall do my utmost to represent the public interest in education by adhering to the following commitments:

1. Remember that my first and greatest priority must be the education of students.
2. Represent all School District community members honestly and equally.
3. Refuse to favor special interest or partisan political groups over my responsibilities to the greater good of the community.
4. Avoid any legal conflict of interest, as defined by Minnesota Statute; avoid the appearance of impropriety, which could result from my position; recuse myself when in a position of conflict of interest; and not use my School Board position for personal, financial, or partisan gain.
5. Recognize that a School Board member has no legal authority as an individual and that decisions can be made only by a majority vote at a posted School Board meeting.
6. Maintain the confidentiality of privileged information as applicable by law and information that otherwise may tend to compromise the integrity or legal standing of the District, especially those matters discussed in closed sessions.
7. Abide by majority decisions of the School Board, while retaining the right to seek changes in such decisions through appropriate and constructive channels.
8. Encourage and respect the rights of others to hold and express opinions.
9. Take no private action that might compromise the School District.
10. Acknowledge that my interaction with public, press or other entities must recognize the lack of authority vested in individuals and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

*continued*

## **1.4 Board Member Code of Conduct *continued***

The Board and its individual members are committed to faithful compliance with the provisions of the Board's Code of Conduct, Policies and Processes. Compliance and enforcement of the provisions is the responsibility of each Board member. In the event of a member's willful and continuing violation of policy, the Board will seek remedy by the following process:

1. Conversation in a private setting between the offending member(s) and the Board Chair or other individual member(s). If the issue is not resolved proceed to Step 2.
2. Discussion in a public meeting between the offending member(s) and the full Board. If the issue is not resolved proceed to Step 3.
3. Public censure of the offending member(s) of the Board.

Monitoring Method: Board Self-Assessment  
Monitoring Frequency: Annually in May or June