

**NORTHFIELD PUBLIC SCHOOLS**  
**Office of the Superintendent**  
**Memorandum**

**TO:** Board of Education  
**FROM:** L. Chris Richardson, Ph.D., Superintendent  
**RE:** Table File Items for January 11, 2016, Regular School Board Meeting

VI. Items for Discussion and /or Reports.

1. Implementation of "Why We Play" Program Progress Report.

Enclosed is an email exchange between Board member Ellen Iverson and Tom Graupmann. Ms. Iverson emailed Mr. Graupmann with questions she had and Mr. Graupmann responded.

2. Update on Cannon Valley Special Education Cooperative (CVSEC).

Enclosed in the table file is a draft of the timeline for CVSEC.

3. Remove Item VII.B.3.e – School Board Member's Employment – from the Consent Agenda and place it as #3 under Items for Discussion and/or Reports.

The Board will discuss Board Member Margaret Colangelo's employment as a substitute teacher in the Northfield School District in accordance with School Board Policy 210 and the stipulations in Minn. Stat. § 123B.195, which reads as follows:

"Notwithstanding section 471.88, subd. 5, a school board member may be newly employed or may continue to be employed by a school district as an employee only if there is a reasonable expectation at the beginning of the fiscal year or at the time the contract is entered into or extended that the amount to be earned by that officer under that contract or employment relationship will not exceed \$8,000 in that fiscal year. Notwithstanding section 122A.40 or 122A.41 or other law, if the officer does not receive majority approval to be initially employed or to continue in employment at a meeting at which all board members are present, that employment is immediately terminated and that officer has no further rights to employment while serving as a school board member in the district."

VII. Superintendent's Report

A. Items for Individual Action

2. Board Member Resignation.

Enclosed in the table file is a letter of resignation from School Board member Anne Maple. The Board will need to take formal action to accept the resignation Ms. Maple effective January 12, 2016. Her term on the school board expires December 31, 2016.

**Superintendent's Recommendation:** Motion to accept the resignation of Anne Maple from the Northfield Board of Education effective January 12, 2016.

3. Process for Filling the Vacancy on the School Board when there is Less than One Year Left in the Term.

Superintendent Richardson will review the statutory requirements for filling a vacancy on the School Board when there is less than one year left in the term. There are new requirements that went into effect July 1, 2015, as a result of the Elections Omnibus Bill (Minnesota Statute 123B.095, Subd.4), which was approved by the Legislature during the 2015 session.

Board Chair Julie Pritchard will present her recommended process for filling the vacancy on the Northfield Board of Education created by Anne Maple's resignation.

Board Chair Pritchard is recommending an open application process to fill the vacancy on the Northfield Board of Education. Interested individuals would complete an application with three basic questions: why do you want to serve on the School Board; applicant's experience relative to the Northfield School District; and applicant's experience working within a group or board-type setting. (Sample enclosed.)

**Timeline:**

- January 12, 2016: Vacancy, process for filling the vacancy and application posted on the District's website. Local media alerted.
- February 1, 2016: Applications due.

- February 2-8, 2016: A subcommittee of three School Board members would review the applications and make a recommendation to the full Board at its February 8, 2016 meeting. Board Chair Pritchard asks that Board members interested in serving on the subcommittee contact her.
- February 8, 2016: Prior to the February 8, 2016, Regular School Board meeting, a public hearing will be held to hear public testimony from persons residing in the Northfield School District relating to the qualifications of prospective appointees to fill the School Board vacancy.
- February 8, 2016: At the Regular School Board meeting, the Board will appoint a person to fill the vacancy created by Anne Maple's resignation for the time period February 22, 2016 – December 31, 2016.

**Motion** to approve the process for filling the vacancy on the Northfield Board of Education as presented.

B. Items for Consent Grouping

3. Personnel Items.

a. Appointments.\*

11. Christina Schwietz, PLUS Club Leader at Greenvale Park Elementary for up to 4 hours/week beginning 01/14/2016 – 05/18/2016; \$19.50/hour.

b. Increase/Decrease/Change in Assignment.

10. Cindy Keogh, KidVentures Site Assistant at Bridgewater (23.5 hours/week); GenEd EA-Supv. at BW (10 hours/week); add CS Recreation Supervision up to 4 hours/week beginning 01/10/2016 – 05/31/2016; \$14.75/hour
11. Jed McGuire, Assistant Boys Baseball Coach (Hourly), change to Assistant Boys Baseball Coach (9<sup>th</sup> Grade) at the High School beginning 03/21/2016 – 06/17/2016; Level F, Step 2.
12. Diane Torbenson, RTI Coach at GVP, add Targeted Services PLUS Teacher at GVP for 1.25 hours/day (M-Th) beginning 01/11/2016 – 05/18/2016; Year 3, \$27.11/hour.

e. School Board Member's Employment.

Moved to Item #3 under VI. Items for Discussion and/or Reports.

\* Conditional offers of employment are subject to successful completion of a criminal background check.

4. Student Activity Account – Softball Team.

The Board is being asked to designate up to \$1000 (includes salary and any benefits) from the Softball Team's student activity account to pay for an additional coach. The rate of pay will be \$14 per hour. The Softball Team fundraised so that this coach could be secured. This would be for the 2015-2016 school year only.

VIII. Items for Information

1. Highway 246 Update.

Enclosed in the Table File is a handout on the "Division Street School Zone and Crossing Project."

4. Educational Assistant Recognition Week – January 11-15, 2016.

This week has been designated as Educational Assistant Recognition Week. Educational Assistants provide services in multiple settings within schools, including support for instruction and individual students, student activities, and numerous tasks that contribute to educational success. The support and services provided by educational assistants are integral to improving student achievement and increasing the effectiveness of Minnesota schools. Buildings are recognizing the contributions of educational assistants this week.

5. Special School Board Meeting, Thursday, January 14, 2016, 7:00 PM, High School Media Center to consider and take action on the administrative recommendation to expel a student.



Donita Delzer &lt;ddelzer@northfieldschools.org&gt;

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**Fwd: Why we play at Monday's board meeting**

1 message

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**Ellen Iverson** <eiverson@carleton.edu>  
To: Donita Delzer <donita.delzer@nfld.k12.mn.us>

Mon, Jan 11, 2016 at 12:45 PM

Donita,

Upon Dr. Richardson's suggestion, I had emailed Tom Graupmann with a few questions in advance of his presentation tonight. I thought his responses might be useful to share with other board members. I did check with Tom and he was comfortable sharing his verbatim email (see below).

Thanks for your help.

Ellen

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**From:** "Tom Graupmann" <tgraupmann@northfieldschools.org>  
**To:** "Ellen Iverson" <eiverson@carleton.edu>  
**Cc:** "tom graupmann" <tom.graupmann@nfld.k12.mn.us>  
**Sent:** Monday, January 11, 2016 7:03:36 AM  
**Subject:** Re: Why we play at Monday's board meeting

Hi Ellen,

Thanks for the email.....I'm not sure if my presentation tonight will shed light on all the items you have listed....but here are some thoughts at this point.

1. In my opinion, WWP and iPad technology transformation are on two different planes. WWP will be a continual work in progress. I need to be careful not to be a mile wide, and an inch deep.....meaning, we could have strategy after strategy for WWP, but never get to the heart. I think WWP has really gotten to the core of our Northfield coaches and I/we need to continue to build upon this. We aren't perfect, and we might never be; human error, emotion, and conflicting personalities are obstacles, but we are doing all we can to break down those obstacles. In addition, unfortunately, the turnover of coaches is so great, and we are always seeing new groups of students come through, and another big stake holder are the parents. We are in a constant mode of education and understanding for all these stake holders that we are here to develop human beings who will "lead, be responsible, and change the world for good." aka....Joe Ehrmann.

2. The peer mentoring (at this point) has taken place informally. I have suggested to coaches who have struggled with items related to WWP and not related, to touch base with another coach to ask, "how did you handle that?" I have not yet figured out how to put this in place in a formal manner. I need to think about this, as with peer mentoring should there be reimbursement for time spent doing it? Example----Bubba Sullivan would be a GREAT WWP coaching mentor---let's say for boys hockey. This is outside of Coach Sullivan's

season. For time spent working with the boys hockey coaching staff should Bubba be paid for his time? At this point, Coach Sullivan is one of those coaches/mentors I encourage coaches to speak with. The other related item is that I have asked our head coaches to think about appointing a coach on their staff to be a "coaching purpose keeper." That coach would point out the times where the head coach and other coaches on the staff are not coaching to their purpose, or better yet, point out when they are! :)

3. School Boards have such a tremendous impact on the functioning of school districts. In my 30 years in this district, with the last 15 being the Activities Director our school board has had members who have been/are intuitive, supportive, passionate, dedicated, and forward thinking. Ellen--your email today represents this same sort of mindset. As far as our Board and support and accountability for coaches, I think it's important to note as I said in my first paragraph, our coaching staff is not perfect, neither am I, but we have good people in our coaching positions who are concerned about our children's welfare. That is a good starting point for us. If we deviate from that and have coaches who are not coaching for the right reasons it's important that I recognize it and make necessary changes.....those are the times where the Board's support will be critical.

Thanks Ellen for allowing me to dialogue in this email and feel free at any time to connect with me.

See you tonight....Go Raiders!!!

tg

On Sun, Jan 10, 2016 at 9:03 PM, Ellen Iverson <eiverson@carleton.edu> wrote:  
Tom,

I'm looking forward to your presentation to the school board. I had a few question that I would like to ask on Monday. I thought it would be useful to email you in advance.

1)As I mentioned when we met in the fall, I am thinking that moving from the transactional to relationship-building coaching is on a continuum much as we have seen with the iPad technology transformation initiative. I'd like to ask about your timeline and path you see for this transformation? For example with the iPads, Matt and Kim used the SAMR model to define a 4 year plan to move forward. Does Why We play have a framework for thinking along a 3 to 5 year continuum?

2) When we met in the fall you had talked about using more peer mentors to support coaches who may have areas for growth. I may have missed it (because it looks like you have many great strategies) but I didn't see it listed on the hand out in our packet. I would just be interesting in learning more about how this strategy is working?

3) When you came to the board last May you shared with us a video for Why we play. The video specifically asked that school boards hold coaches accountable for the transformative impact they have in the lives of their students. Can you elaborate more on you see the board in Northfield playing this role?

Thanks again for your willingness to share more about this program and your work on it with the board. It seems so synergistic with all of the other work that is happening with

PBIS and Northfield Promise benchmark of social, emotional, and physical well being that I think it is really exciting.

Thanks,

Ellen

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Ellen R. Iverson  
Evaluation Director  
Science Education Resource Center  
serc.carleton.edu Carleton College  
507/222-5749

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Tom Graupmann  
Northfield High School Activities Director  
MSHSL Vice-President  
Office: 507-663-0632  
Email: tgraupmann@northfieldschools.org  
FAX: 507-645-3455

I coach and lead to help others succeed, not only in interscholastic activities, but more importantly in LIFE!

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Ellen R. Iverson  
Evaluation Director  
Science Education Resource Center  
serc.carleton.edu Carleton College  
507/222-5749

## Draft Cannon Valley Special Education Cooperative Timeline

- Prior to January, 2016 CVSEC Organizational Meeting
  - Two Boards each pass a resolution to enter into the Joint Powers Agreement to create CVSEC
    - Board appoints member to serve on Cooperative Board
    - CVSEC recognition by MDE and school number assigned
  - Districts begin notifying any staff who may be non-renewed due to students moving to Cooperative programs next fall
  - Directors of Special Education from both districts meet to review needs
    - Estimate potential numbers of students for CVSEC programs
    - Identify the number and type of programs needed
    - Determine the number and type of professional staff and number of paraprofessional staff needed for the 2016-17 school year
    - Identify facility requirements for each program
- January, 2016
  - CVSEC Board meeting (Schedule after January 19, 2016)
    - Organizational Meeting - Elect Officers, set meeting dates, determine board salaries, etc.
    - Board submits application for a Federal Tax ID Number
    - Contact MSBA about liability and errors and omissions insurance
    - Develop and approve Board bylaws and operating procedures
    - Review 5-year lease contract for Cooperative facility in Northfield including build out, with occupancy no later than 7/1/16
    - Review 5-year lease contract for Cooperative facility in Faribault beginning 7/1/16
    - Review Current Faribault facility Inventory
    - First reading of 29 required Cooperative Board Policies
    - Recommendations/Decisions:
      - Fiscal Host
      - Negotiated Agreement Host
      - Contracted Staffing
        - CVSEC Director
        - Site Director
        - Teachers – Including recruitment and posting
        - Educational Assistants
        - Administrative Assistants
      - Contracted Services
        - Bookkeeping/Payroll Services
        - Custodial Services
        - Food Service Northfield/Faribault
        - Technology support
        - Internet provider

- Purchased or Leased Systems
    - Student Information
    - IEP Management
    - SMART Finance
    - Time Clock System
    - Security System
    - Phones
    - Intercom
    - Email
    - Website
    - Technology Infrastructure
  
- February, 2016
  - CVSEC Board Meeting
    - Adopt the 29 Board Policies read the prior month
    - Finalize leases for Northfield and Faribault facilities
      - Determine lease payment requirements for each Member District (Member Districts must include the lease levy amount in their preliminary tax request in September 2016).
    - Directors report the number and type of professional and paraprofessional staff needed
    - Board authorizes posting of professional vacancies by Host District
    - Committee assigned Determine Names of Buildings and Programs
    - Facility status update
  
- March, 2016
  - CVSEC Board meeting
    - Host District approve contracts of staff
    - Board authorizes posting of office support and all other 12 month positions by Host District
    - Appoint committee to develop the initial FY '17 Cooperative Budget
    - Facility status update
  
- April, 2016
  - CVSEC Board Meeting
    - Host District approves contracts of additional staff
    - Adopt initial FY '17 Cooperative Budget
    - If any insurance bids were sought, open bids and award contracts
  
- May, 2016
  - CVSEC Board meeting
    - Districts conduct IEP staffings for those students who will attend CVSEC programs next school year (Fall of 2016)

- Order Office Furniture to arrive July 1, and classroom furniture to arrive after July 1, to be invoiced after July 1
  - Authorize posting of paraprofessional positions
  - Facility status update
- June, 2016
  - CVSEC Board meeting
    - Determine amount of start-up funding that is needed
      - Determine each district's share, and invoice districts
    - Order office computers, printers, software and a copy machine to be delivered and invoiced July 1
    - Facility status update
- July, 2016
  - Cooperative Director, Office Support and other 12 month staff begin working
    - Identify and resolve any remaining facility issues (i.e., the punch list)
    - Directors meet
    - Arrangements are made for students receiving ESY services who will attend CVSEC programs in the fall to visit CVSEC Facilities
  - CVSEC Board Meeting with Cooperative Director at CVSEC Facilities
    - Tour CVSEC Facilities
    - Authorize Director to order, within the approved budget, instructional supplies and materials, office supplies and materials, and other items needed for the start of school in the fall
- August, 2016
  - CVSEC Board Meeting
    - Cooperative Director provides an update on readiness for fall classes
  - Professional and Paraprofessional staff report for duty
    - Preservice training, classroom preparation
    - Open house for parents and students
- September, 2016
  - Students begin at CVSEC Facilities in Northfield and Faribault



Anne Maple  
602 Prairie St.  
Northfield, MN 55057

January 10, 2016

Julie Pritchard, Chair of the Northfield Board of Education  
Chris Richardson, Superintendent of Northfield Schools  
Northfield Public Schools  
1600 S. Division St.  
Northfield, MN 55057

Dear Julie and Chris,

I write today to announce my resignation from the Northfield Board of Education, effective January 12, 2016.

As you can imagine, I have great regrets about leaving the Board. My years working with my fellow Board members—as well as with the staff, administration, students, and parents of the district—have been filled with satisfaction, even in times of challenge and difficult decisions. However, after serving for several years I feel the need to move on to new activities. Also, because of upcoming plans (which include joining my husband while he works abroad for several months), it is clear that I would not be able to dedicate myself fully to the job.

My regrets are tempered by the knowledge that the Northfield Schools are in terrific shape. They are guided by steady hands and clear thinking. This is an excellent time for a new representative of the community to step in and learn the ropes.

Of course, I look forward to continuing my involvement with the schools in other capacities as my schedule permits. I continue to believe that nothing is more crucial to our future than excellence in education.

Yours respectfully,

A handwritten signature in cursive script that reads "Anne E Maple". The signature is written in black ink and is positioned below the typed name "Anne Maple".

## 2015 Minnesota Statutes

Authenticate

**123B.095 VACANCY IN OFFICE OF SCHOOL BOARD MEMBER.**

Subdivision 1. **Option for filling vacancies; special election.** (a) Except as provided in section 123B.09, subdivision 4, a vacancy in the office of school board may be filled as provided in this subdivision and subdivision 2, or as provided in subdivision 3. If the vacancy is to be filled under this subdivision and subdivision 2, it must be filled at a special election. The school board may by resolution call for a special election to be held according to the earliest of the following time schedules:

(1) not less than 120 days following the date the vacancy is declared, but no later than 12 weeks prior to the date of the next regularly scheduled primary election;

(2) concurrently with the next regularly scheduled primary election and general election; or

(3) no sooner than 120 days following the next regularly scheduled general election.

(b) The person elected at the special election shall take office immediately after receipt of the certificate of election and upon filing the bond and taking the oath of office and shall serve the remainder of the unexpired term.

Subd. 2. **When victor seated immediately.** If a vacancy for which a special election is required occurs less than 120 days before the general election preceding the end of the term, the vacancy shall be filled by the person elected at that election for the ensuing term who shall take office immediately after receiving the certificate of election, filing the bond and taking the oath of office.

Subd. 3. **Vacancies of less than one year; appointment option.** Except as provided in section 123B.09, subdivision 4, and as an alternative to the procedure provided in subdivisions 1 and 2, any other vacancy in the office of school board member may be filled by board appointment at a regular or special meeting. The appointment shall be evidenced by a resolution entered in the minutes and shall continue until an election is held under this subdivision. All elections to fill vacancies shall be for the unexpired term. If one year or more remains in the unexpired term, a special election must be held under subdivision 1. If less than one year remains in the unexpired term, the school board may appoint a person to fill the vacancy for the remainder of the unexpired term, unless the vacancy occurs within 90 days of the next school district general election, in which case an appointment shall not be made and the vacancy must be filled at the general election. The person elected to fill a vacancy at the general election takes office immediately in the same manner as for a special election under subdivision 1, and serves the remainder of the unexpired term and the new term for which the election was otherwise held.

Subd. 4. **School board vacancy appointment; public hearing.** Before making an appointment to fill a vacancy under subdivision 3, the school board must hold a public hearing not more than 30 days after the vacancy occurs with public notice given in the same manner as for a special meeting of the school board. At the public hearing, the board must invite public testimony from persons residing in the district in which the vacancy occurs relating to the qualifications of prospective appointees to fill the vacancy. Before making an appointment, the board also must notify public officials in the school district of the appointment, including county commissioners, town supervisors, and city council members, and must enter into the record at the board meeting in which the appointment is made the names and addresses of the public officials notified. If, after the public hearing, the board is unable or decides not to make an appointment under subdivision 3, it must hold a special election under subdivision 1, but the time period in which the election must be held begins to run from the date of the public hearing.

**History:** 2015 c 70 art 1 s 3

# NORTHFIELD PUBLIC SCHOOLS

## Application for Northfield Board of Education

To fill vacancy beginning 2/22/16 – 12/31/16

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Email:** \_\_\_\_\_

Please explain why you would like to serve on the Northfield School District's Board of Education.

Please describe your experience, as well as any previous involvement, in Northfield Public Schools' activities, parent groups or committees.

Please describe your experience working and reaching decisions within a group, committee task force or other board-type setting.

Please return this form by Monday, February 1 to:

Superintendent's Office  
Northfield Public Schools  
1400 Division Street South  
Northfield, MN 55057  
507/663-0629  
ddelzer@northfieldschools.org

## **School Board Member Qualifications**

- ❖ Eligible to vote in Minnesota.
- ❖ Have not filed for any other public office at the upcoming primary or general election.
- ❖ Are or will be 21 years of age or more by February 1, 2016.
- ❖ Have maintained residence in the Northfield School District for at least 30 days before February 1, 2016.
- ❖ Have not been convicted of an offense for which registration is required under Minnesota Statutes 243.166.

## **Board of Education**

- ❖ The Board of Education is the policy-making body that sets the policies under which the administrative team guides the school system. Its goal is to gain the best education possible for the students in this school district.
- ❖ The Board serves as the liaison between the constituents of the school district and the school staff.
- ❖ The Board approves the district budget. The administrative team is responsible to operate within that budget.
- ❖ The Board works through the administrative staff to accomplish established school district goals.
- ❖ Unless otherwise altered by Board action, regular meetings of the Board are held on the second and fourth Mondays of each month at 7:00 p.m. at Northfield High School in the Media Center. In conformance with Minnesota laws, all meetings of the Board are open to the public. From time-to-time special school board meetings or public hearings may be held to consider items that are specific in nature.
- ❖ Individual School Board members serve on one or more standing committees, task forces or represent the school district in interaction with various organizations.

To: Dr. Chris Richardson

From: Tom Graupmann

RE: Student Activity Account/ Softball Team

Date: January 7, 2016

This memo explains the procedure of transferring Student Activity Funds into a payroll account to help pay for a stipend for volunteer coaches/advisors. This procedure has been reviewed by Val Mertesdorf and me. We have received approval by an auditor who indicated that it is appropriate to allocate and disperse from student activity accounts funds to individuals who perform a necessary service to our students/school district. The items necessary for such action are: 1.) Fundraising monies need to be designated for a stipend(s); students in the activity/sport need to understand and agree to the spending of student activity monies for salary. 2.) Upon school board approval it was noted by the auditor that approval should occur before the work performed, but approval could also occur during or after the service; the designated monies should be transferred to a payroll account and dispersed in that manner. 3.) The coach/advisor should fill out a payroll claim form to receive payment.

I have a request from the Softball Team to designate up to \$1,000.00 (includes salary and any benefits) from their Softball Team student activity account to pay for an additional coach. The rate of pay will be \$14 per hour. The Softball team intentionally fundraised so that this coach could be secured. This would be for School-year, 2015-16.

If you have any questions, please contact me.

Thanks!

## Update on Division Street School Zone and Crossing Project

- Minnesota Department of Transportation (MNDOT) will send a letter to City of Northfield this week. The letter will request a response from the City and School District on the following:
  - An education plan for parents and students on the implementation of the school zone including how the District's website, Skylert, and Schoology will be used to inform the school community about the upcoming changes.
  - A crossing plan describing the location of proposed school crossings for Middle and High School students in addition the current preferred crossing at Division and Jefferson Parkway.
  - A bussing plan indicating how bussing service to the Middle School will change once the new crossing(s) are fully implemented.
  - An estimate of the number of Middle School and High School students located east of Division Street but within the current walking boundary limit for secondary students.
  
- City and School District representatives discussed but did not finalize the following options as a result of MNDOT's decision to support a school zone from south of the Middle School to north of the High School:
  - The proposed speed limit for the school zone would be 30 mph. This will require the section of the road that is currently 35 mph to be specifically addressed since MNDOT normally does not change speed limits in areas where less than a 10mph reduction is requested.
  - Lighted school zone warning signals could be installed by the City at each end of the proposed School Zone at a cost of \$15,000-17,000 for two signs
  - A crosswalk could be placed at the intersection of Anderson Drive and Division Street supervised by a paid adult crossing guard during the ½ hour prior to the start of school and during the ½ hour at the end of the school day at an ongoing cost of \$2,500 -3,000 per year.
  - If a crosswalk were approved at Anderson Drive, a pilot period would be implemented from approximately April 15 to June 8, 2016, the crosswalk striping would be completed, and the crossing guard would be on duty. During the pilot period, bussing for Middle school students living east of Division Street, but within the secondary walking limit, would be continued.
  - Beginning with the 2016-17 school year, bussing for Middle School students living east of Division Street but within the secondary walking limit would likely be discontinued.
  - A crossing study of the Jefferson Parkway/Division Street intersection could be conducted by the City to determine options for enhancing the safety of that intersection for pedestrian and bicycle traffic.
  - A study for a crosswalk to support High School students could be conducted by City staff to review and identify the best location and whether additional sidewalk would be needed on the east side of Division Street to reach the crosswalk. Locations would need to reflect avoiding the curve in the road (limited visibility), attempting to place a crosswalk at an existing intersection such as Marvin Street or Sumner Street, and addressing the current unregulated but favored crossing spots at the entrance to the church parking lot or the entrance to the cemetery. The District would likely not intend to supervise this crossing with a paid adult crossing guard.
  - Until the MNDOT intersection study is complete, consideration of the turnback of Highway 246 to the City will be delayed.