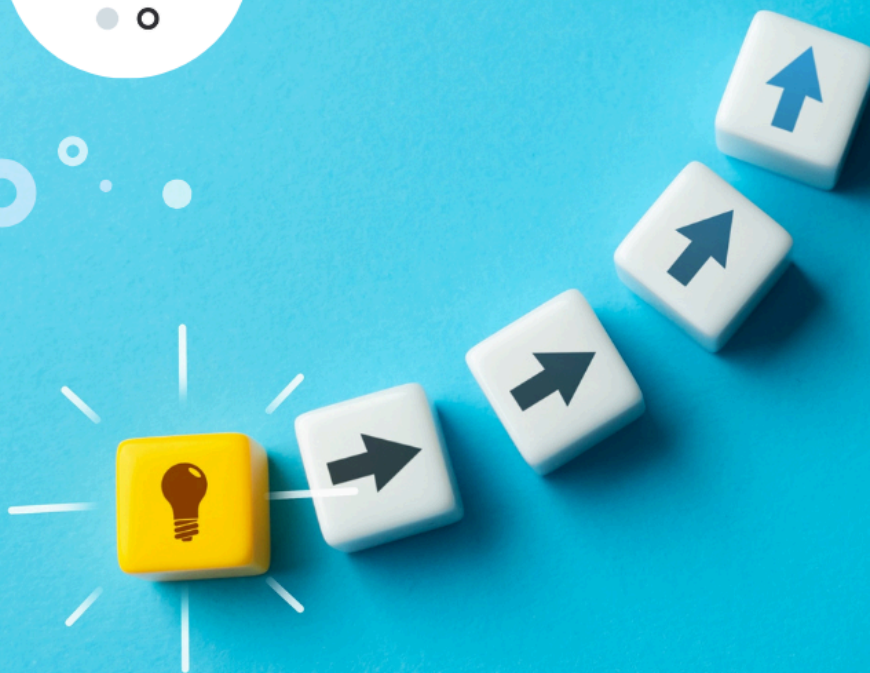




Human Resources Consulting Services

Rush City Public Schools

July 16, 2026

Rethink Possible.

July 16, 2026

Dr. Jeff Horton
Superintendent
Rush City Public Schools
51001 Fairfield Avenue
Rush City, MN 55069

Dear Dr. Horton,

The Center for Effective School Operations (CESO) is pleased to submit this proposal to provide support for you and the Rush City Public Schools human resources function. Our team has extensive experience in supporting school district teams across the country in a variety of ways, including the facilitation of learning opportunities for district staff and the evaluation of current process, procedures and policies that drive your daily, monthly, and annual work. Additionally, our team is adept at assisting organizations in their daily operations through professional learning, consulting services, or staff augmentation either on an interim or ongoing basis.

Please contact me at 507-720-2013 or sara.riegel@theceso.com with any questions or concerns related to our proposal.

Sincerely,

A handwritten signature in black ink that reads "Sara Riegel". The signature is written in a cursive, flowing style.

Sara Riegel
Vice President of HR & Organizational Design Consulting

Meet CESO



CESO partners with school communities of all sizes to deliver seamlessly integrated operational support that maximizes resources, improves efficiency, and drives effectiveness.

Districts across the country have utilized our customized approach to optimize daily operations and implement long-term success.

Consulting

From operations assessments to leadership development, strategic planning, and more, we solve complex challenges using your input, our analytical frameworks, and the space to rethink what's possible.

Management

Bring your projects to life with support for annual and one-time projects. We partner alongside our clients to deliver results through collaboration, prioritization, and accountability.

Staffing

Short and long-term support from executive to specialist roles. Our team of experts brings decades of operations experience combined with a passion for education.

School Operations Experts

Human Resources & Organizational Design
Nutrition • Executive Search • Communications
Transportation • Finance • Technology • Facilities



[Learn More](#)

Organization Background

The Center for Effective School Operations, LLC (CESO) began as a transportation organization in 2008. Today, CESO is a full-service consulting, management, and staffing partner across key operational areas including: Child Nutrition, Communications, Facilities, Finance, Human Resources, Technology, and Transportation. Nearly 100 CESO employees help foster exceptional environments where leaders can optimize daily operations and implement long-term success for their communities. Our founding beliefs are **curiosity**, **inclusivity**, and **sincerity**, and these values drive our approach to support our clients.

CESO offers organizations a unique set of advisory and operational capabilities. Our consultants are seasoned school district operational leaders and specialists who understand both instructional leadership and district operations, giving us a deep understanding of the challenges faced by school districts. Our proactive team uses client input, our analytical frameworks, and the space to rethink what's possible to provide clients with the best options to address the unique opportunities within their organizations.

We work with large and small districts nationwide to provide consulting, management and staffing services. More than 270 clients in 37 states have utilized our effective, customized approach. CESO is headquartered in Minneapolis, Minnesota, and our team is primarily based out of this location.

- **CESO Consulting Services:** Whether an assessment, project, or ongoing thought and strategy partnership, we begin with our client's story and then incorporate multiple perspectives, client goals, our own core values of inclusivity, curiosity, and sincerity, and the team's expertise to create tailored solutions with achievable plans.
- **CESO Management Services:** We partner alongside our clients to do the project implementation work *with* their teams, delivering results through prioritization, collaboration, and accountability.
- **CESO Staffing Services:** We do the implementation work *for* our clients, providing interim or long-term staffing support from executive or director-level roles to specialists. Our team of experts brings decades of operational experience combined with a passion for education.

Our strength is the seamless integration of all operational areas with multiple levels of support. We know operations are critical for success and often interwoven. CESO is a resource for today, tomorrow, and the years ahead.

Scope of Work

To meet the needs of Rush City Public Schools, we would utilize a team approach that includes expertise in Director and Generalist-level services for human resources needs as identified by the district. As part of this proposal, CESO would offer the following options:

Human Resources Operations Assessment (HROA)

Our assessment is designed to provide school districts with a comprehensive look at the organization's status related to its human resources function and recommended projects to improve operations. The assessment process involves:

Project Phase	Key Activities
1. Data Collection	• Collect and analyze data and documentation such as: ○ Job descriptions/primary responsibilities of all identified HR employees ○ Employee handbook(s) ○ Hiring process documentation ○ Any documentation related to HR processes (leave request forms, resignation forms, lane change requests, etc.)
2. Assessment Tool	• Facilitate interview session with CESO HR consultants and district HR leadership, staff, and hiring managers. Interview topics include: ○ HR Team Roles & Responsibilities ○ Hiring and Onboarding ○ Total Compensation ○ Employee Experience ○ Talent Management & Development ○ Process Design & Documentation ○ People Data ○ Proactive Practices • Conduct individual interviews as needed
3. Survey Tool (Optional)	• Conduct HR experience survey of current district employees • Analyze survey results and include in final report
4. Summary and recommendations	• Creation of a customized, comprehensive report outlining strengths and recommended next actions prioritized by: ○ "Do Now" ○ "Do Soon" ○ "Do Later"

5. Consultation on next actions	• Consultation with district leadership based on report recommendations and district goals (up to 4 hours)
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Finance Business Operations Assessment (FBOA)

Our assessment is designed to provide school districts with a comprehensive look at the organization's status related to its finance/business office function and recommended projects to improve operations. The assessment process involves:

Project Phase	Key Activities
1. Data Collection	• Collect and analyze data and documentation such as: ○ Job descriptions of all identified business/finance office employees ○ Accounts Payable process/procedures, including AP system(s) utilized ○ Payroll process/procedures, including payroll system(s) utilized ○ Current and previous year's budget and applicable documentation ○ Purchasing process/procedures, including any purchasing system(s) utilized ○ Any other written policies/process/procedures related to finance ○ Information on 3rd party CPA firms, if applicable ○ Current business staffing model with detailed listing of responsibilities ○ Any current financial reports that are generated on a regular basis
2. Assessment Tool	• Finance Assessment: Interview session with CESO Finance consultants and district Finance and Business leadership and staff. Interview topics include: ○ Purchasing and Accounts Payable ○ Accounts Receivable and Cash Handling ○ General Accounting Practices ○ Benefits and Payroll ○ Reporting and Compliance ○ Talent development ○ Proactive Practices • Conduct job observations and individual interviews as needed

3. Summary and recommendations	• Creation of a customized, comprehensive report outlining strengths and recommended next actions prioritized by: ○ “Do Now” ○ “Do Soon” ○ “Do Later”
4. Consultation on next actions	• Consultation with district leadership based on report recommendations and district goals (up to 4 hours)

Human Resources Coordinator Support

CESO will provide a team approach to support the responsibilities associated with the HR Coordinator position in the district including, but not limited to, the following functions of the HR office:

- Redesign, document, and implement HR practices and processes
- Posting of job openings
- Guidance for hiring managers on hiring and staffing processes
- Onboarding of new employees
- Responding to questions from employees regarding Human Resources matters
- Administration of the district’s insurance benefit plans
- Processing of employee change forms
- Processing of employee leave requests
- Other Human Resources-related functions as mutually agreed upon and assigned by the Superintendent

Executive Director of Human Resources Consultation

In addition to the HR Coordinator support outlined above, CESO will provide Rush City with an Executive Director of Human Resources to support employee relations matters, employee investigations, contract negotiations, leadership coaching, and provide general consultation.

This support will be available on an hourly basis.

Project Team Assignment and Work Setting

The work will be performed by a combination of director and generalist-level staff members from our finance and HR teams. CESO will also provide a team lead to liaise with school district leadership to ensure consistency and continuity of service during the contracted time. Final assignment of the project team will be made following execution of the agreement.

All of the work described in the Scope of Work will be completed in a hybrid fashion by combining primarily virtual experiences with on-site support as needed and mutually agreed upon. Our team is adept at working creatively and strategically to exceed our clients' expectations, and we will work collaboratively with you to determine the best working arrangements.

While every effort will be made to provide consistent CESO team members to Rush City Public Schools for the duration of the contract, CESO does work in a collaborative team environment, and additional or alternate support may be assigned to Rush City to ensure high customer satisfaction, as well as to balance practitioner workload.

Payment Terms

Based on the current needs of Rush City Public Schools, as well as the team capacity at CESO, we are prepared to offer multiple service options. **Please check the box or boxes that reflect the district's desired service level:**

☐ **Human Resources Operations Assessment (HROA)**

- **Fixed Project Cost:** All tasks listed in the Scope of Work will be charged at a rate of **\$9,500** and billed on completion of the assessment.

☐ **Finance Business Operations Assessment (FBOA)**

- **Fixed Project Cost:** All tasks listed in the Scope of Work will be charged at a rate of **\$9,500** and billed on completion of the assessment.

☐ **Combined HROA & FBOA**

- **Fixed Project Cost:** All tasks listed in the Scope of Work will be charged at a rate of **\$17,000** and billed on completion of the assessment (*discounted for combination*).

☐ **Human Resources Coordinator Support**

- CESO will provide HR coordinator consultation and support on an ongoing basis. These tasks will be performed in a hybrid manner, with the majority of the work being performed virtually and the remaining work performed on-site based on the needs of the district and as mutually agreed upon.
- All tasks listed in the Scope of Work will be charged at a rate of **\$2,500/month** for up to 20 hours/month.
- Additional HR Coordinator hours over 20 hours/month will be charged at a rate of \$135 per hour.

☐ **Executive Director of Human Resources Consultation**

- CESO will provide executive director consultation and support on an ongoing basis. These tasks will be performed in a hybrid manner, with the majority of the work being performed virtually and the remaining work performed on-site based on the needs of the district and as mutually agreed upon.
- All tasks listed in the Scope of Work will be charged at a rate of **\$195/hour** and billed monthly for the number of hours worked.

Applicable travel costs will be billed for mileage at the current IRS rate from the CESO headquarters in Minneapolis to/from Rush City Public Schools. No travel costs are incurred for virtual/remote work.

Timeline

The specific timeline will vary depending on the option(s) selected by the district in the Payment Terms. Timelines for each options are as follows:

- The HROA and/or FBOA process will begin upon execution of the agreement. Final report will be delivered approximately 12 weeks following the completion of the interview session.
- CESO is prepared to provide HR Coordinator and Executive Director support starting August 1, 2026 and continuing through June 30, 2027.
 - If this long-term agreement is not terminated on June 30, 2027, a new one-year term will begin for the next year (July 1 - June 30) with a 3% increase.
 - Termination can be made at the end of any term (June 30) with 90 days of written notice.

Payment and/or performance in full will be required during the time either party has been placed on notice of the termination of the agreement.

This proposal is good for 10 days from July 16, 2026.

Authorization to Proceed

Please sign and return a copy of this contract to CESO, LLC, as authorization to proceed. Once we receive this signed contract, we will return a final contract to you for your records and begin with the implementation of this agreement.

I have carefully reviewed the above contract and authorize CESO, LLC to proceed.

Dr. Jeff Horton
Superintendent
Rush City Public Schools
51001 Fairfield Avenue
Rush City, MN 55069

Sara Riegel
VP of HR and Organizational Design
The Center for Effective School Operations
615 1st Avenue NE, Suite 115
Minneapolis, MN 55413

Authorized Signature

Authorized Signature

Authorized Print

Authorized Print

Date

Date

General Conditions

The following general conditions are made in part of CESO, LLC (the “professional”) proposal (the “proposal”). The term “customer” refers to the school system for which the professional is providing services. To the extent that the proposal conflicts with the terms delineated in the general conditions, the terms in the general conditions shall control.

A. Responsibilities

- Professional will provide services as enumerated in the proposal with the care and skill ordinarily exercised by reputable members of its profession practicing under similar conditions during the period of this proposal and in the same locality.
- Customer will provide all information necessary and access to staff and facilities as needed so that work can be conducted by professional in an economical, timely and safe manner.
- The fees and reimbursable listed in the proposal is the amount owed to the professional for the products and services provided by professional under this agreement.
- Invoices will be submitted to customer every month for work performed during the month. The customer shall make payments no later than thirty days after receipt of the invoice. All invoices unpaid for over thirty days will bear interest and a collection fee of eighteen percent annually, compounded monthly. Payment may be withheld only if this agreement is breached, and a written notice has been provided within forty-five days of receiving the invoice that is in dispute.

B. Disputes

- Disputes under this agreement will be promptly resolved in good faith through negotiation. All claims, disputes, differences not resolved in accordance with the commercial rules of the American Arbitration Assoc. in effect at that time.

C. Indemnity & Insurance

- Professional shall indemnify and hold harmless Customer against losses, damages and claims, demands, actions, costs (including reasonable attorney fees), and fines of any kind resulting from any breach of this Agreement by Professional, its employees, agents, subcontractors or licenses, of their obligation under this Agreement, or from any negligence or misconduct by professional, its employees, agents, subcontractors or licensees, but only for the proportion of damages which is equal to Professional’s proportion of the total fault which directly caused the damages.
- Customer shall indemnify and hold harmless Professional against losses, damages and claims, demands, actions, costs (including reasonable attorney fees), and fines of any kind resulting from any breach of this Agreement by

Customer, its employees, agents, subcontractors or licenses, of their obligation under this Agreement, or from any negligence or misconduct by Customer, its employees, agents, subcontractors or licensees, but only for the proportion of damages which is equal to Customer's proportion of the total fault which directly caused the damages.

- Professional carries coverage and limits of liability insurance for the Professional's own negligence as required by law and district requirements.

These may include, but are not limited to the following:

- i. Workers Compensation
- ii. Employers' Liability
- iii. Comprehensive General Liability with the following coverage:
 - 1. Bodily Injury
 - 2. Property Damage
 - 3. Personal Injury
 - 4. General Aggregate
 - 5. Product
 - 6. Fire Damage
 - 7. Medical Expenses
- iv. Physical Loss insurance sufficient to cover loss or damage to Professional's owned or leased equipment.
- v. Professional Liability (claims made).
- vi. Contractor Pollution Liability (claims made).
- vii. Excess Umbrella Liability. Professional's Excess Umbrella Liability policy provides coverage in addition to each of the coverages listed above including Comprehensive General Liability, Professional Liability and Contractor Pollution Liability.

D. Termination

- Neither party will have a right to terminate this agreement for convenience unless a termination fee in the amount of the remaining contract is paid to the terminated party.