



Human Resources & Transportation Consulting Services

Menahga Public Schools

March 25, 2026

Rethink Possible.

March 25, 2026

Jason Kjos
Superintendent
Menahga Public Schools
216 Aspen Ave SE
Menahga, MN 56464

Dear Mr. Kjos,

The Center for Effective School Operations (CESO) is pleased to submit this proposal to provide support for Menahga Public Schools. Our team has extensive experience supporting school district operations nationwide, including the facilitation of learning opportunities for district staff and the evaluation of processes, procedures, and policies that drive your daily, monthly, and annual work. Additionally, our team is adept at assisting organizations through training and staffing augmentation, either on an interim basis or an 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 cursive script that reads "Sara Riegel".

Sara Riegel
Director of HR & Organizational Design Consulting

Meet CESO



CESO - the Center for Effective School Operations - believes in the power of an equitable learning journey for each student. Our expertise in K-12 operations keeps districts running smoothly so leaders can focus on what matters most.

What began as a school transportation organization more than 20 years ago has transformed into a full-service consulting, management, and staffing partner across key operational areas. Today, we help foster exceptional environments where leaders can optimize daily operations and implement long-term success for their communities.

Our proactive team solves complex challenges using client input, our analytical frameworks, and the space to rethink what's possible. From this, we provide clients with the best options to address the unique opportunities within their schools. More than 230 districts in 35 states have utilized this effective, customized approach.

Consulting

We begin with our client's story and then incorporate multiple perspectives, our client's goals, our own core values of inclusivity, curiosity, and sincerity, and the team's expertise to create tailored solutions with achievable plans.

Management

We partner alongside our clients to do the implementation work with their teams, delivering results through prioritization, collaboration, and accountability.

Staffing

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.



K-12 Operations Experts

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

Organization

The Center for Effective School Operations, LLC (CESO), established in 2014, is a full-service advisory and management firm, providing expertise and supplemental support for public sector entities across North America. Based in Minneapolis, there are seven different divisions that provide services to organizations of all sizes and types. Our founding beliefs are **curiosity**, **inclusivity**, and **sincerity**. These beliefs cause us to regularly Rethink Possible and support public entities to deliver vital services to their communities.

CESO has provided support to more than 400 organizations in 3 countries on a broad range of topics that are focused on improving efficiency and effectiveness. Our other clients have included universities, colleges, and community colleges; rural, suburban, and urban school districts and cities; private investment firms; private sector service providers; and professional associations. CESO helps maximize the value for money expended on public services. Our focus is on addressing complex challenges through a structured and disciplined analytical process that allows our clients to select the best options for them to address issues and concerns within all aspects of organizational management. We have expertise in the complexities of organizational design, change management, leadership, and decision making.

Our consulting services are focused on addressing a broad range of operational concerns for organizations. Our projects help optimize the balance between the efficiency and effectiveness of their operations. We have focused extensively on designing decision-making processes that allow school districts, municipal governments, colleges and universities, and quasi-governmental entities to best balance the use of their financial, technical, human resource, and capital assets.

Scope of Work

To meet the needs of Menahga Public Schools, we would utilize a team approach that includes expertise in HR and Transportation operations. As part of this proposal, CESO would offer the following support:

District Staffing Analysis

CESO will conduct a staffing analysis to evaluate the district's current staffing structure, including total positions, FTE allocations, and position titles. This analysis will include a comparison to similarly situated districts to understand how staffing levels and organizational design align with peer practices. Utilizing quantitative data and comparative insights, CESO will identify any potential areas for adjustment and provide observations to support informed decision-making related to staffing alignment and efficiency.

Transportation Operations Assessment

CESO will provide a team approach to conduct a comprehensive assessment of the Menahga transportation system, with a particular focus on policy, procedures, routing efficiency, and transportation software. The goal of this evaluation is to support the Menahga team in developing an actionable, viable, and sustainable plan for effective and efficient service delivery. The assessment process involves:

Information Gathering and Review

In this initial discovery phase, our team will collect and analyze applicable data and documentation related to the district's Transportation operations including, but not limited to:

- District policies
- Transportation regulations
- Current transportation procedures
- Job descriptions of all identified transportation employees
- Current transportation staffing model with detailed listing of responsibilities
- Transportation software contracts
- Any other written policies, processes, or procedures related to transportation

Data Collection and Analysis

Following the initial discovery phase, we will collect and analyze available data from systems such as any route planning software, supporting operational systems (e.g., GPS and dispatch data), and financial reports. Using this data, CESO will calculate and analyze quantitative performance indicators such as cost per student transported, annual cost per operational route bus, the distribution of planned student ride times across the system, length of bus runs in miles driven and time, number of runs per bus per day, and other similarly illustrative metrics. This analysis allows our team to obtain a robust preliminary understanding of the system and its performance.

Observations and Interviews

Our next step in the assessment process is to conduct a round of onsite observations, plus in-person and online interviews of transportation department staff and other key stakeholders. The goal of observations and interviews is to provide additional context to the information gathered in the first two phases so that our team has a complete, accurate, and thorough understanding of transportation operations.

Summary and Recommendations

Our next task after observations and interviews will be to analyze our findings, identify recommended next actions and synthesize this information in a customized, comprehensive report for the district which outlines current strengths and CESO's recommendations.

The work will be performed by a combination of generalist and director-level staff members from CESO's HR and Organizational Design and Transportation 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. The work would be completed primarily in a virtual setting, with in-person work performed as needed and mutually agreed upon.

All of the work described in this section will be completed in a hybrid fashion by combining primarily virtual experiences with on-site as requested. 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 team members to Menahga 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 Menahga to ensure high customer satisfaction, as well as to balance practitioner workload.

Payment Terms

Based on the current needs of Menahga Public Schools, as well as the team capacity at CESO, we are prepared to offer support at the following levels. All 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. **Please select the box that reflects the district's desired service(s):**

- District Staffing Analysis**
 - **\$3,000 project cost**
 - Project cost will be billed at completion of the project

- Transportation Operations Assessment**
 - **\$6,000 project cost**
 - Project cost will be billed at completion of the project

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

Timeline

- If selected, the **District Staffing Analysis** process will begin upon execution of the agreement. The final report will be delivered approximately 8 weeks following the project kickoff.
- If selected, the **Transportation Operations Assessment** process will begin upon execution of the agreement. The final report will be delivered approximately 10 weeks following the completion of observations and interviews.
- 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 March 25, 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.

Jason Kjos
Superintendent
Menahga Public Schools
216 Aspen Ave SE
Menahga, MN 56464

Sara Riegel
Director of HR and Organizational Design
The Center for Effective School Operations
615 1st Ave NE, Ste. 115
Minneapolis, MN 55413

Authorized Signature

Authorized Signature

Authorized Print

Date

Authorized Print

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

- a. 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.
- b. 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.
- c. 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.
- d. 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

- a. 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

- a. 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.

- b. 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.
 - c. 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
- a. 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.