



**Proposals for:
FBOA, HROA, & Organizational Study**

Submitted to:
Waconia School District
Waconia, MN

June 2, 2026

Rethink Possible.

June 2, 2026

Brian Gersich, Ed.D.
Superintendent
Waconia Public Schools - ISD110
512 Industrial Blvd.
Waconia, MN 55387

Dear Dr. Gersich,

The Center for Effective School Operations (CESO) is pleased to submit this proposal to conduct a combined *Human Resources Operations Assessment (HROA)* and *Finance Business Operations Assessment (FBOA)* for Waconia Public Schools. We have also included details and pricing related to your interest in an *Organizational Study*.

Recognized as an expert in our field, our experienced team members have a deep understanding of the challenges faced by school districts. CESO currently partners with school districts across the country to implement a variety of operational assessments and organizational studies. We are confident that we can effectively provide Waconia Public Schools with recommendations for immediate and long-term improvements to support the District's vision and goals.

We appreciate your consideration and would welcome the opportunity to assist your district in this important work. Please contact me at 612-720-4142 or DeeDee.Kahring@theceso.com with any questions or concerns related to our proposal.

Sincerely,

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

DeeDee Kahring, SFO
Vice President of Finance 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](#)

CESO Overview

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

Waconia Public Schools ISD110 is requesting comprehensive operations assessments of the district's Human Resources and Finance and Business departments. ISD110 has also requested a proposal for an Organizational Study. The District wishes to identify opportunities for increased organizational effectiveness, financial efficiency, and improved service delivery in the HR and Finance Departments.

FBOA & HROA

CESO's team of experts will conduct a comprehensive review of your district's existing financial processes, systems, and organizational structures to identify strengths, opportunities, and areas for improvement. Based on this assessment, we develop a customized action plan that preserves effective practices while addressing areas that need enhancement. To ensure the plan is practical and achievable, we work collaboratively with district leadership to prioritize recommendations into three clear phases: *Do Now, Do Soon, and Do Later*.

Organizational Study

An Organizational Study provides a comprehensive assessment of the organizational structure, staffing models, and operational practices of the HR and Finance departments. The study evaluates these departments for effectiveness, efficiency, and service delivery. Through this process, CESO identifies organizational strengths, capacity limitations, and opportunities to align resources, improve operations, and support the district's strategic goals.

Approach to Work

CESO will approach the project in four basic phases:

1) Project Kickoff and Data Gathering

All CESO assessments begin with a baseline understanding of the system's structure and responsiveness to the District's policy requirements and strategic objectives. To do this, CESO will carefully review the District's organizational structure and governance as well as leadership and management processes across District departments.

CESO's project team will meet with District leadership to outline their work approach and to ensure that the project is fully defined and understood by all key participants. These meetings will help establish strong working relationships between CESO and District leaders and will help clarify expectations, timelines and personnel involvement.

CESO will request, collect and examine various sources of information. These include: policies, regulations, procedures, organizational and reporting structures, contracts, decision-making

frameworks, budgets, strategic and operational plans, facility plans, financial records, and training and professional development resources. The analysis of this information will provide a robust preliminary understanding of the Human Resources and Finance and Business operations.

2) *Observations and Interviews*

Team members will visit the District to conduct onsite observations and in-person interviews of selected department staff and other key stakeholders and focus groups. Online interviews may also be used for follow up and to gain deeper insight and understanding to complete the assessments.

3) *Assessments and Comparison*

CESO will assess the District's Human Resources operations and Finance and Business operations and will compile data from observations and interviews to evaluate effectiveness and efficiency. These assessments will consider the District's strategic goals and operational context, while also benchmarking against best practices observed in school districts nationally.

4) *Final Report & Recommendations*

A Final Report will be presented to District leaders after the completion of the comprehensive assessments. The HROA, FBOA and Organizational Study reports will include a clear explanation of the assessment methodology, an overview of current conditions, analysis of results and key findings, and a detailed, actionable plan for each department. The Final Reports will provide prioritized recommendations organized into *Do Now, Do Soon, and Do Later* categories.

Project Team

CESO will use a blended divisional team approach to conduct its work with ISD110. The CESO project team includes experts with hands-on experience in the areas of human resources, finance and district operations. Together, their wealth of knowledge and experience will enable an efficient approach to the work and a minimally disruptive process to district operations.

Proposed Cost & Payment Terms

CESO is pleased to offer these services, or a combination of services, at the proposed pricing listed below. Please check all that apply when signing the contract.

☐ *Human Resources Operational Assessment Only:*

- \$8,500 project cost

☐ *Finance Business Operations Assessment Only:*

- \$8,500 project cost

☐ *Organizational Study Only:*

- \$4,900 project cost

☐ *Combined HROA & FBOA:*

- \$15,000 project cost for combination (*discounted for combination*)

☐ *Combined HROA, FBOA & Organizational Study:*

- \$19,500 total project cost for combination of all 3 projects (*discounted for combination*)

- *All proposed project costs include professional fees, travel expenses and administrative expenses.*
- *Project cost will be billed at completion of the project.*

Timeline

If selected, CESO will begin the assessment process following execution of the agreement. The Final Report will be delivered approximately 10-12 weeks following the completion of the interview session(s).

Authorization to Proceed

Please authorize the services that CESO will provide in the Pricing & Payment Terms section of this agreement. 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 I authorize CESO, LLC to proceed.

Brian Gersich, Ed.D.
Superintendent

Waconia Public Schools - ISD110
512 Industrial Blvd.
Waconia, MN 55387
bgersich@isd110.org

DeeDee Kahring, SFO
Vice President of Finance Consulting

The Center for Effective School Operations
615 1st Avenue NE, Suite 115
Minneapolis, MN 55413
deedee.kahring@theceso.com

Authorized Signature

Date

Authorized Signature

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.