

9/12/2024

Cara Haywood  
3649 Oak Creek Drive  
Sugar Creek Township, OH 45440  
(937) 477-0588  
**Cara.furlow@gmail.com**

Cindy Rtitter, Associate  
K-12 Business Consulting, Inc.  
P.O. Box 1005  
Delaware, Ohio 43015

Dear Cindy,

I am writing to express interest in the Treasurer position that you have posted for Bellbrook-Sugar Creek Local Schools. As a resident of the community since 2021, I am deeply committed to the long-term success of our schools and ensuring the responsible management of the school district's financial resources. I hold a Bachelor of Science Degree in Finance and an Ohio Public Schools Treasurer's License with 8 years of Ohio public school district Treasurer's office experience. These skills combined with almost 2 years of higher education financial experience, I am confident that my passion for sustaining the continued growth of educational institutions will be a great contribution to the district.

In my previous role as the Assistant to the Treasurer for Yellow Springs Schools, I supported the district's management of funds summing \$10 million. I ensured the local, state, and federal tax compliance was maintained and developed a process for quick and accurate reporting of asset management, while upholding integrity and leading an ethical lifestyle.

I am excited at the opportunity to bring my talents to the district. Together we continue to soar and provide the best for our students and staff while upholding fiscal responsibility.

To further discuss my qualifications and how they can contribute to the future of our schools, please do not hesitate to contact me at the information provided above. Thank you for your consideration.

Sincerely,

Cara Haywood

**CARA HAYWOOD**  
**3649 Oak Creek Drive Sugarcreek Township, OH 45440**  
**PHONE: (937) 477-0588**  
**cara.furlow@gmail.com**

**FINANCIAL ADMINISTRATOR**

Ambitious, accounting professional with an advancing resume to manage public and private funds. Ability to work effectively with staff, students, parents, community members, vendors, taxing agencies, and compliance entities..

**CERTIFICATIONS & LICENSURE**

- Ohio School Treasurer License **07/2019-06/2024**

**PROFESSIONAL EXPERIENCE**

**Furlow's Consulting LLC, Fairborn, OH**

**1/2009 – Present**

*Freelance Tax and Accounting Professional*

- Prepare payroll for companies and school districts for in-house and outsourced payroll
- Create budget plans for individuals and companies to match company goals
- Monthly account reconciliation and adjusting accounting entries for small businesses
- Complete tax filings of 1040, 1041, 1120, 1120s, and 1065 returns
- Consult small business owners on long term growth and exit strategies

**University of Dayton, Dayton, OH**

**10/2022-04/2024**

*Payroll Manager*

- Managed a team of three individuals to oversee seamless processing of semi-monthly and bi-weekly payroll, ensuring accuracy and timeliness in payroll disbursement
- Spearheaded outsourced tax compliance for federal, 34 states, and various localities and garnishments, navigating complex tax regulations and establishing efficient tax arrangements to minimize liabilities.
- Implemented streamlined payroll procedures resulting in improved efficiency and reduced errors, enhancing overall payroll management effectiveness
- Conducted audits and reconciliations to guarantee compliance with legal and company policies, mitigating risks and ensuring payroll accuracy
- Collaborated with cross-functional teams to address payroll-related inquiries and resolve issues, fostering positive working relationships across departments

**PROFESSIONAL EXPERIENCE**

**Lakota Local School District, Liberty Township, OH**

**08/2021-10/2022**

*Director of Payroll/Benefits*

- Managed all aspects of the payroll process, such as approving transactions and reviewing exceptions
- Maintained payroll systems and reporting payroll and benefits related issues to top management
- Reviewed payroll transactions to ensure that accounts, payment dates, and taxes are accurate and up to date
- Supervised personnel involved in payroll and benefits
- Collaborated with cross-functional teams to address payroll-related inquiries and resolve issues, fostering positive working relationships across departments

**Yellow Springs Schools, Yellow Springs, OH**

**01/2017-08/2021**

*Assistant Treasurer*

- Managed student and district activity funds along with Arbiter Sports account payments
- Assisted with bank reconciliations
- Processed and maintained payroll and benefits for 100+ employees and substitutes

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- Maintained fixed assets and assists with public records requests and audit assistance
- Assisted Treasurer with the day-to-day operation of the districts accounting

**Xenia Community Schools, Xenia, OH**

**10/2014 – 12/2016**

*Head Bookkeeper/Payroll*

- Processed voluntary deductions and employee benefits
- Provided financial and statistical record-keeping techniques
- Filed and make payments to Federal, State, Local, and School District tax authorities
- Posted expenditures for payroll and benefits based on annual budgets and five year forecasts
- Processed payroll for over 700 employees and substitutes

**EDUCATION**

**Franklin University, Columbus, OH** | *Bachelor's of Science in Finance*

**Northwestern College, Naperville, IL** | *Associate's of Applied Science in Business Administration*

**PROFESSIONAL AFFILIATIONS**

**OASBO, Columbus, OH** | *Associate Member 08/18-10/22*

**National Association of Tax Preparers, Fairborn, OH** | *Professional Chapter Member 03/12-06/17*

**City of Fairborn, Fairborn, OH** | *Tax Appeals Board—Committee Member 04/12-12/15*

**City of Fairborn, Fairborn, OH** | *Mayor's Review Board—Committee Member 03/15-8/15*

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**REFERENCES**

Amanda Palmer  
Payroll Specialist  
University of Dayton  
(937) 510-7455

Amanda directly reported to me at UD from October 2022 to January 2023, and November 2023 to April 2024.

Melissa Harner  
Assistant Treasurer  
Great Oak Career Campuses  
(513) 518-5012

Melissa was associate on the finance team at Lakota Local Schools from August 2021 October 2022.

Tammy Emrick  
Retired Treasurer  
(937) 902-1989

Tammy was my direct supervisor at Yellow Springs Schools from August 2020 to August 2021.

## TREASURER/CFO CANDIDATE - SCREENING INFORMATION

Instructions: Please download this form to your computer and save it. Then in the space provided answer the question. If you do not have experience with one or more of the subject areas respond by placing **NA** for those which are not applicable. Then re-save the document, reattach it to your email and resend it to the K-12 search consultant or fax it to 614-656-7526.

Candidate Name :  Mobile Phone:  Date:   
School Treasurer Experience: ☐ Y or ☒ N ADM of largest district Served:   
Latest Experience in what district?  How Long?

On what terms was your service with that district ended?

Voluntary Termination

Explain briefly why are you interested in this position?

I am interested in contributing to the district's financial success and working with the community to promote social responsibility.

Have you prepared monthly financial reports for a Board of Education and administration? If yes briefly discuss your experience in preparing reports:

I provided payroll analysis reports as addendums for administrative review at Yellow Springs Schools as the Assistant Treasurer. Some were created to assist departments with special funds and athletic budgeting.

Have you worked with administration to prepare building and department budgets and the Annual

Appropriation Resolution for a school district? If yes, what was your most recent experience and your role:

I provided monthly budget reports for the extra-curricular and building budgets for the Principals and Advisors at Yellow Springs Schools.

Have you prepared financial reports related to school construction funds and budgets? If yes, please discuss the type of reports you have prepared for the administration and Board.

N/A

Have you prepared a five-year forecast for a school system? ☐ Y or ☒ N

If yes what was the date of most recent five-year forecast you prepared and for what school district:

I completed the five-year forecast as a capstone for the Ohio Treasurer's License Program with OASBO.

Roughly how many staff negotiations have you been involved in and what school district was your most recent negotiations experience in and briefly discuss your role?

Although I was not directly involved, I did prepare financial salary projections for Yellow Springs Schools to assist with negotiations.

Roughly how many levies and types have you been involved in and what was your role?

I have been involved in 1 building levy at Yellow Springs Schools and it was limited to assisting the Treasurer in fielding questions at the evening town hall meetings.

Have you been involved in a school construction program? ☒ Y or ☐ N Was it OSFC? ☒ Y or ☐ N

Discuss your involvement if you answered yes to either of the two previous questions related to construction?

While working at Yellow Springs Schools, I worked with the OFCC by provided utility and repair cost reports and assisting with financial backup requests to help support the now approved building levy.

Have you made financial presentations to your Board, administration and/or community? ☒ Y or ☐ N

If you answered yes to the previous question how would you rate your presentation skills and ability to react quickly on your feet to questions and why?

I would rate myself as a 5 out of 10. I can present to internal and external stakeholders. Out of context questions would cause me to delay my response, as to not provide immaterial additions.

How would you rate your written communication, and have you ever contributed articles on finance in a district wide newsletter or similar publication? Please explain:

I would rate myself as a 7 out of 10. Over the past two years I have taken communication courses that have significantly contributed to the development of my written communication skills. Allowing me to properly articulate my ideas effectively.

How would you implement changes in this district if you saw the need and how would you engage others?

I would confirm my understanding of the culture of the district first. Then would be transparent on the changes and what issues I am attempting to resolve. This would include a detailed plan and support. I would engage others with a mission statement of the vision, proper training, and achievement schedules. The goal is the make sure that everyone understands what the change is for and focus on the end result.

Have you restructured a treasurer's department including writing or refreshing job descriptions and aligning or changing job duties of existing staff? Please Explain:

Although I have not restructured a Treasurer's department, I did restructure a payroll department at the University of Dayton. Six months into the position, I updated the job descriptions of each payroll staff member to accurately reflect accountability and acknowledgments. This halted turnover and even resulted in a team member returning. After originally leaving the department.

Please explain how often you evaluate your current staff and briefly describe the process you use and how important it is to you to provide feedback to your staff:

In my previous position as Payroll Manager at UD the formal evaluations were done annually, but I had one-on-ones with my staff every other week. This was more of an informal follow-up. It kept them updated on where their performance was and to address any questions or issues that they had. This method provided transparency and offered Leadership training for myself. I plan to review the culture at Bellbrook and create a schedule that is effective for the capacity of the office. I believe that providing feedback to the staff is important, but hearing their ideas and input is more important for development.

What five things would you do as Treasurer in first 6 months if you were selected for this job?

1. Get to know my team, the community, students, staff, board members, and understand the culture.
2. Learn what all my responsibilities are and the board members expectations.
3. Build relationships with Senior Leadership Team.
4. Understand the district's financial ins and outs
5. Provide expectations and feedback to team

In the space provided briefly explain why the Board of Education should consider you for this position and what unique talents you would bring to the district:

The board should consider me for the Treasurer position because I have a personal commitment to the continued success of this school district. The district's vision statement is what is instilled in me and I strive to encourage individuals around me personally and professional to live by this. I am excited at the opportunity to be a part of the district that has provided many opportunities to me and my family. I want to be able to utilize my expertise and learn innovate ways to guide Bellbrook-Sugarcreek Local Schools through the current growth and any economical changes.

When would you be available to start? November 11, 2024

What base salary expectation would you have? \$100,000

Please return this information to the K-12 consultant or fax it to 614-656-7526. Thank you for helping us get to know you better!

**STATE OF OHIO DEPARTMENT OF EDUCATION**  
**5 Year School Treasurer School Treasurer License**

**CARA HAYWOOD**

THIS LICENSE AWARDED TO

**OH3311449**

EDUCATOR STATE ID

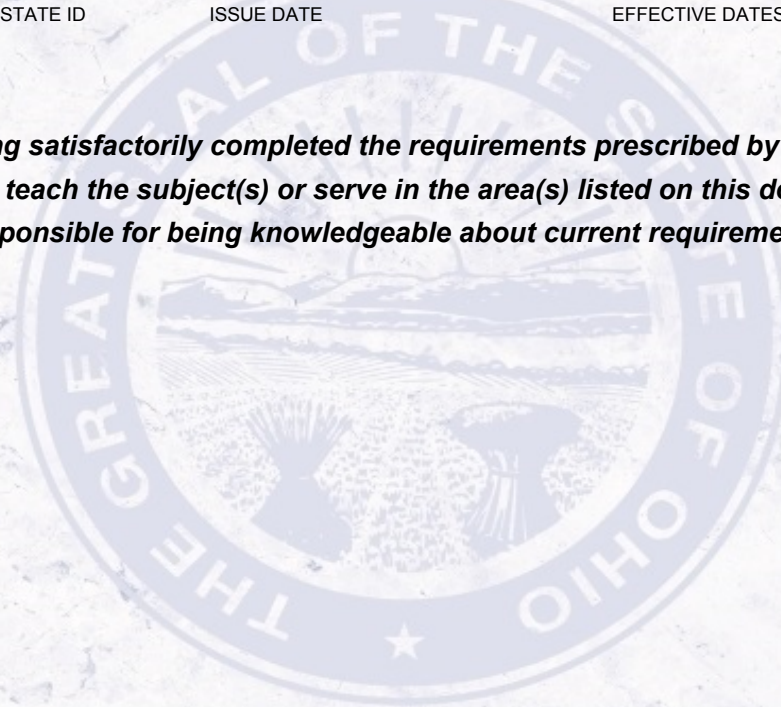
**09/30/2019**

ISSUE DATE

**07/01/2019 to 06/30/2024**

EFFECTIVE DATES

*The holder of this credential, having satisfactorily completed the requirements prescribed by The State Board of Education and the laws of Ohio, is authorized to teach the subject(s) or serve in the area(s) listed on this document for the period specified. The holder of this credential is responsible for being knowledgeable about current requirements for maintaining the credential.*



*Paolo DeMaio*

Superintendent of Public Instruction

This official document was created by the Ohio Department of Education and represents a true copy of a legal educator license as referenced in Ohio Revised Code Section 3319.36.

**Credential # 21787378**

Employers may verify this credential by going to Educator Profile on [education.ohio.gov](http://education.ohio.gov) and ensuring that the unique credential number appearing on this credential matches the person's records in Educator Profile, which is the official record of educator credential history.