

K-12 BUSINESS CONSULTING, INC.

Treasurer/CFO Search Services

The logo for K-12 Business Consulting, Inc. features the text "K-12" in a large, bold, blue, stylized font. The letters have a slight 3D effect with a darker blue shadow on the right side.

Business Consulting, Inc.
Effective School Solutions

k12consulting.net

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Six Steps to a Quality Superintendent/CEO Search Process

Step 1

- Identify characteristics of the Treasurer and develop Search Profile
- Involve BOE, administration, and staff in Profile
- Advise BOE on salaries and establish wage range for the announcement

Step 2

- Review Profile with BOE and seek approval for characteristics
- Publish Search Profile to community and stakeholders
- Prepare brochure to announce job and market district

Step 3

- Announce position availability and publish brochure
- Actively recruit candidates
- Screen candidates during process

Step 4

- Recommend semi-finalists to BOE for interview
- Provide interview management
- Cull list to two or three finalists for second interviews
- Assist BOE in identifying the finalist

Step 5

- Review samples of contract language, wage and benefits
- Help negotiate contract with finalists, if requested

Step 6

- Post appointment goal setting and development services are available
- These services are valuable tools to help integrate your new leader
- K-12 offers several services valuable to the Board and Administration

School Treasurer/CFO Search Program Experience

K-12BC is proud to present a partial list of the school districts we have assisted since 2001

Amanda-Clearcreek Local Schools	New Lebanon Local Schools
Beachwood City Schools	Niles Local Schools
Beavercreek City Schools	Northeastern Local Schools
Bellefontaine City Schools	Northmor Local Schools
Bellbrook-Sugarcreek City Schools	North Ridgeville City Schools
Benjamin Logan Local Schools	Northwest Local Schools
Bethel Local Schools	Oak Hills Local Schools
Bexley City Schools	Olmsted Falls City Schools
Big Walnut Local Schools	Orange City Schools
Brookville City Schools	Painesville City Schools
Butler Technology & Career Development	Perrysburg Exempted Village Schools
Canal Winchester Local Schools	Pickerington Local Schools
Cardington Local Schools	Piqua City Schools
Chagrin Falls Exempted Village Schools	Princeton City Schools
Chillicothe City Schools	Reading Community Schools
Coshocton City Schools	Reynoldsburg City Schools
Dublin City Schools	Ridgedale Local Schools
Fairborn City Schools	Ridgemont Local Schools
Franklin City Schools	Riverside Local Schools
Fremont City Schools	South Point Local Schools
Gahanna-Jefferson City Schools	South-Western City Schools
Geneva Area City Schools	Springfield City Schools
Graham Local Schools	Springfield-Clark Career & Technical Center
Great Oaks Career Campuses	Strongsville City Schools
Greenon Local Schools	Sylvania City Schools
Greene County Career Center	Talawanda City Schools
Groveport-Madison Local Schools	Tallmadge City Schools
Hilliard City Schools	Tecumseh Local Schools
Jackson City Schools	Tiffin City Schools
Jefferson Local Schools	Tolles Career & Technical Center
Kenston Local Schools	Toledo City Schools
Kenton City Schools	Triad
Kettering City Schools	Troy City Schools
Lake Local Schools	Upper Scioto Valley Local Schools
Lakota Local Schools	Upper Valley Career Center
Lancaster City Schools	Van Buren Local Schools
Lebanon City Schools	Vandalia-Butler City Schools
Lima City Schools	Vantage Career Center
Lorain City Schools	Warren City Schools
Madison-Plains Local Schools	Warren County Career Center
Manchester Local Schools	West Clermont Local Schools
Marysville Exempted Village Schools	Western Reserve Local Schools
Marietta City Schools	Westerville City Schools
Marion City Schools	Westlake City Schools
Miamisburg City Schools	Willoughby-Eastlake City Schools
Miami Valley Career Center	Yellow Springs EVSD
Mount Gilead Exempted Village Schools	Xenia City Schools

Treasurer/CFO Search Services: Deliverables and FAQs

K-12 Business Consulting (K-12BC) customizes Treasurer/CFO searches to meet the client's timeline, expectations, and budget. Below is a complete description and frequently asked questions of the services and deliverables that Boards of Education can expect when hiring K-12BC for their search.

[Q: Could you please tell me who K-12BC is and why we should select you as our search consultant?](#)

[A:](#) K-12BC adds value to Treasurer searches with our combined years of experience and extensive networks in the community. As noted below, K-12BC has six (6) lead search consultants who have almost 230 years of combined experience as School Treasurer. In addition, most are past presidents of OASBO and have been appointed to several boards and committees. Their combined network of extensive contacts with Treasurer/CFOs, Ohio Department of Education and Workforce, BASA, OSBA, and OASBO is an excellent conduit for candidate recruitment for our clients. The K-12BC search team is personally involved in every search's recruiting effort. You will not find a better networked or skilled treasurer search team in Ohio. K-12BC is highly effective for districts looking for a new treasurer. Please refer to our Treasurer/CFO Search Team for a listing of our consultants and their credentials.

[Q: How will K-12BC coordinate the search process?](#)

[A:](#) K-12BC works directly with the Board of Education during an initial planning meeting to (1) create a detailed calendar and timeline and (2) designate a search liaison. The search liaison is typically the superintendent and their secretary or administrative assistant. While we keep the work demands on district staff to a minimum, their assistance is key to the search. The search liaison:

- assists K-12BC in reserving meeting locations on the agreed-upon dates and times,
- ensures that public meeting notices are sent out on time,
- distributes Search Profile Criteria Questionnaires,
- acts as the authoritative district contact for specific questions candidates may have,
- assists K-12BC in gathering internal district data needed.

Communication early and often is the key to an efficient and effective search process.

[Q: What is the Search Profile Criteria Questionnaire?](#)

[A:](#) The Search Profile Criteria Questionnaire (Search Profile) is a tool developed by K-12BC to form the foundation upon which the search is built. The Search Profile is provided to the district in an easy-fill PDF and completed by specified district stakeholders during the search process. Questions are designed to define the 'must-have' qualities in the district's new Treasurer/CFO. When all data has been collected, a detailed Search Profile Report is created and presented to the Board. Once the report is approved, this information is used to help recruit candidates for the district.

[Q: How are the Board, administration, staff, and other community stakeholders involved in developing the Treasurer/CFO Search Profile?](#)

[A:](#) Our searches follow a tried-and-true process developed by K-12BC, K-12 Business Consulting's Six Steps to a Quality Treasurer/CFO Search Process. This narrative covers

steps one (1) through five (5) are the core process for finding your next Treasurer/CFO. Step six (6) is not included in our search service fee, but we recommend that every client conduct an in-service team-building session when bringing on a new treasurer.

Districts vary in whom they wish to be involved in the profile development process. Board of Education members and the superintendent individually submit their input via questionnaire or are interviewed personally by our search consultant. For a treasurer/CFO search, it is common for K-12BC to solicit information from internal and external groups. Internal groups may include central office administrators, building administrators, central office clerical staff, and treasurer office staff. External groups may include business advisory council, booster groups, and Board finance committee members. All information shared with K-12BC is confidential.

[Q: What recruiting strategies does K-12BC use to discover and recruit candidates?](#)

A: K-12BC does not solely rely on advertising to recruit candidates. Advertising in key locations, however, raises awareness of the position. Before they are distributed, the Board reviews and approves all advertisements.

The Search Profile Report is an integral part of the recruitment process for our searches. It assists K-12BC in identifying candidates who meet the Board's qualifications and needs. K-12BC uses quantitative and qualitative methods, and the Search Profile Report provides guidance.

K-12BC uses a quantitative process to extract data from many sources, including the Five-Year Forecast, annual audits, and detailed web searches. This method allows K-12BC to identify potential candidates through complex data.

In the qualitative process, potential candidates learn of the district's opportunity directly from K-12BC. If interested in the position, the prospect undergoes a thorough interview that includes their work history, accomplishments, education level, leadership style, and significant career successes and failures. K-12BC will also be able to determine why the prospect is interested in the opportunity with your district, whether the candidate is secure in employment, and whether there are concerns about the prospective candidate.

[Q: Does K-12BC handle the development of advertising materials and candidate applications?](#)

A: K-12BC prepares a professional announcement to be posted on our website, social media outlets, and OASBO and BASA job boards. This announcement is also sent to all members of the Ohio Association of School Business Officials (OASBO). These are the locations potential candidates will be searching if they are seeking new employment.

K-12BC directly recruits potential candidates who reflect the qualities of the Search Profile. This method is direct and effective without incurring excess costs.

[Q: How does K-12BC screen a candidate to ensure minimal risk to the Board?](#)

A: Before a prospective candidate becomes a full candidate, K-12BC utilizes its network and online searches to conduct a due diligence screening.

All candidates are required to provide a copy of their Treasurer/CFO license. K-12BC also checks the Ohio Department of Education and Workforce (ODEW) licensure website for information on license suspensions. Licensure itself requires background and criminal activity verification via fingerprinting. These checks are more than adequate to surface issues for candidates being considered.

K-12BC suggests that any candidate considered a finalist complete the district's official application form before employment. This provides the district with additional legal security. When K-12BC has completed its outreach and screening process, a meeting with the Board is

set to advise and assist in selecting the candidates they wish to interview.

[Q: How does K-12BC coordinate the interviewing process once final candidates are chosen?](#)

[A:](#) K-12BC coordinates and manages every step of the interview process. Board members must only show up with a pencil and a willing attitude. K-12BC attends to everything else.

Interview Management from the Board's Perspective: K-12BC prepares interview binders for every Board member, including each candidate's search profile, candidate ranking sheet, cover letter and resume, license, CFO screening form, and interview do's and don'ts. Before the first round of interviews, K-12BC creates a set of behavioral event interviewing questions (tailored from each district's search profile report) for the Board. The Board will review these questions, and members are encouraged to give feedback. On the first night of interviews, K-12BC meets with the Board to review the binder's contents, specify what questions candidates can and cannot be asked, and decide who will ask which questions. K-12BC strongly suggests using the behavioral event interviewing questions throughout the first round of interviews. These questions will help the Board understand the candidates' past performance.

Following the first round of interviews, the Board identifies the top two to three candidates, and K-12BC prepares questions for the second round.

During a candidate's second interview, K-12BC suggests asking them to make a presentation. This will give the Board an idea of how a candidate would present if they were Treasurer or CFO of your school district. K-12BC will manage this process and work with the district to secure any needed technology.

K-12BC follows up with all candidates, thanking them for participating and wishing them a bright and successful career. The goal is for all candidates to leave the district with a great impression, regardless of the interview's outcome.

Interview Management from the Perspective of the Candidates:

- K-12BC briefs the candidates on interview logistics (when/where).
- As an add-on to the search, K-12BC can arrange for the candidate to arrive before their interview time for a meet and greet with other Board-selected stakeholders (such as key central office and building administrators, Finance Committee members, etc.) to have light conversation and get to know the candidate. This serves two purposes: (1) to help the candidate eliminate some of the 'jitters' and (2) to provide another source of feedback to the Board about the candidate. This can be a beneficial process for Boards to consider. One member of K-12BC will be on-site to assist with candidate management, including greeting and introducing the candidate to the other administrators while they wait for their interview.
- With Board approval, a member of K-12BC will attend the candidate's interview. This promotes candidate accountability and ensures technical accuracy. K-12BC will not participate in the interview but will advise the Board on technical or legal points once it adjourns.
- Following the interview, a member of K-12BC will escort the candidate out of the room and have a short discussion with them. Then, the member will explain the next steps and indicate when the candidate can expect a Board decision.

[Q: Does K-12BC assist the Board in developing an appropriate compensation package and negotiation services?](#)

[A:](#) K-12BC has gathered wage data from various sources to help determine an appropriate salary range and benefits. The Board should be aware of local wages when formulating an

offer. Each district has unique challenges, and compensation packages must reflect these. K-12BC has several Treasurer/CFO contracts to help select contract language and understand competitive wage and benefit packages.

All candidates are asked to provide their current contract and wage details as part of the final interviews. Knowing what the candidate may be leaving behind can help design a compensation package.

K-12BC will help both parties successfully close the contract negotiation if asked. K-12BC is there every step of the way. Additionally, K-12BC can assist in developing a consulting contract for the new Treasurer/CFO to transition into their new district smoothly. K-12BC is committed to making sure the contract is created and signed. From the Board's first meeting until its last, K-12BC is there until the job is complete.

Q: Would K-12BC be able to provide references of past clients?

A: We can provide a current list of references from past clients if you'd like.

Q: Does K-12BC offer any guarantee for the search?

A: Once selected for the search, K-12BC stays with the Board until a successful candidate is employed. That is the commitment and guarantee to the client. Nothing is invoiced until the search has concluded and a candidate is selected. The goal of K-12BC is to place the right Treasurer/CFO in the right district.

If the candidate vacates their position within one year, regardless of the reason, K-12BC will return for a modest fee and perform a condensed and efficient search. The majority of the detail work completed originally would still be valid. K-12BC will revisit the finalists and sample the market for any new interest. K-12BC anticipates a 2-4 week process to ensure a swift turnaround.

Q: What are the prices of Treasurer/CFO search services?

A: Every Board of Education is unique. K-12BC is pleased to offer a singular level of search services with add-on options to meet each district's needs.

K-12BC search services will yield quality results, and none of the K-12BC searches are a paper screening-only search. They will all involve recruiting and targeting of candidates. The costs quoted include K-12BC consulting time, research, search criteria development, recruiting, pre-screening interviews, evaluation of candidates, initial and final interviews, finalist evaluations, and contract offers, as noted in the highlight of services under each. The only additional charges will be for mileage costs to profile, screening, initial and final interview meetings, and any lodging accommodations for members of K-12BC if that cost is less than the mileage charge. These costs are kept to an absolute minimum.

The Board is responsible for the following additional search expenses:

- costs to mail invitations to community and staff members for any forums
- costs to place print and electronic advertisements other than those specified above
- costs to print and mail materials to applicants
- candidates' reasonable expenses include mileage, meals, and lodging; criminal background and third-party reference checking if requested.

Financial Proposal for the K-12BC Treasurer/CFO Search Services

\$7,900 Search Service Highlights (7-10 weeks):

- Meet with the Board to organize a search, create a timeline, designate a search liaison, and discuss the salary range.
- Develop and post position announcements to the online OASBO and BASA Job Boards.
- Search Profile Development - Electronic questionnaire for building and central office administrators, staff, and treasure office.
- Board members and the Superintendent complete and return the search profile questionnaire.
- A phone conference with the Board in executive session to review, edit, and approve the Treasurer/CFO Search Profile.
- Three (3) weeks of active marketing and recruiting.
- Meet via Zoom or other similar medium with the Board to review and screen candidates. Select four to six (4-6) candidates for interviews. Review and approve questions for the first interviews.
- Prepare, review, and approve first and second-round interview questions and processes with the Board.
- Up to two (2) nights of first-round interviews, including a detailed interview binder.
- Script preparation for candidate reference checking with prior employers.
- One (1) night of second-round finalist interviews and final candidate selection.
- Identify contract terms.
- Phone conferences are required to facilitate contract negotiations.

Add-On Options:

- Search Profile Development - one half-day meeting in the district. Hold focus group meetings on that day with building and central office administrators, central office staff, treasure office staff, and/or other support organizations to gather data. \$500
- Green room meet and greet with candidates for up to 20 staff and stakeholders. \$500

K-12 Business Consulting's Treasurer/CFO Search Services Team

We are pleased to introduce our Treasurer/CFO Search Services Team. Below is a brief description of each associate's academic credentials, extensive work experiences, and areas of core competencies in which they specialize. Our associates are field-tested experts with years of experience in public education and a vast network of contacts and associations that are vital in assisting your district in locating quality executive leadership.

Dolores M. Cramer, MA, BA

Dee earned her MA and BA in organizational management from Bluffton University. She is a licensed school treasurer with over 39 years of proven successful school finance experience, including 30 years of actual school treasurer experience. Dee's experience as a Treasurer/CFO ranges from a district with a budget of \$12 million to \$60 million. For many years, Dee has been recognized numerous times for her work in developing training programs and seminars to help develop new and current Treasurer/CFOs. Before joining K-12BC, Dee's last assignment was creating a professional development curriculum, managing the Ohio Association of School Business Officials mentoring program, and working with the State Software Development team to test the Redesign software before and during implementation. Before that, she retired as Treasurer/CFO of the Marysville Exempted Village School District. Dee is please to provide administrative, teaching, and staff salary analysis, fiscal staff efficiency reviews, and treasurer recruiting and mentoring services for school business officials.



Rebecca Jenkins, BS, AS

Rebecca earned her AS in accounting from Belmont Technical College and a BS in accounting from Wheeling Jesuit College. She is a licensed school treasurer and business manager. She has over 35 years of proven successful school finance experience, including 22 years or actual school treasurer experience. Rebecca's experience as a Treasurer/CFO ranges from districts with a budget of \$6 million to over \$200 million, including one of the poorest and one of the wealthiest and fastest growing schools in Ohio. She understands the struggles of both types of districts. Rebecca has received many awards in her career, including the OASBO Presidents Award, the GFOA Award for Excellence in Financial Reporting and the Auditor of State Award with Distinction for 11 years in a row, and the 2010 Ohio School Treasurer of the Year Award. Rebecca is active in state organizations, serving on several committees, and was president of the Ohio Association of School Business Officials in 2009. Rebecca is the Treasurer/CFO of the New Albany Local Schools District in Central Ohio. Rebecca is pleased to provide various services, including five-year forecast reviews, mentoring, and Treasurer and Superintendent Search Profile services.



Sue Lehmann, BS

Sue earned her BS in Business Administration Accounting from Franklin University. Sue is a licensed school treasurer with over 24 years of successful school finance experience as Treasurer/CFO. Sue has worked with budgets ranging from \$21 million to \$55 million. She has a deep understanding of the operations of the Treasurer's office and specializes in using that understanding to implement processes to ensure proper use of controls. Sue is a member of OASBO, serving on the professional development committee and as a facilitator. Sue brings her experience working with OFCC project funds and managing a large allocation of federal funds to the K-12BC. Recently retired, Sue is pleased to provide exceptional services on custom projects and treasurer recruiting services for school business officials.



Christopher S. Mohr, MBA, BS, AS, RSBA, CGFM, OFAC, President of K-12 Business Consulting

Chris earned an MBA in finance and administration, a BS in accounting from Miami University of Ohio, and an AS in business administration from Edison State College. He also holds the designation of Registered School Business Administrator and the Ohio Financial Accountability Certificate issued by the auditor of the state's office. He has over 38 years of proven successful governmental finance and management experience, is a licensed school treasurer and business manager, and holds an Ohio Health, Life, and Variable Annuity license. He began his career as an examiner and field audit supervisor at the Ohio Auditor of States Office. He left that position to become Treasurer/CFO and Executive Director of Business Affairs of the public school system in 1984. He has served districts from \$30 million to \$200 million in budget and has managed both CFO and Director of Business Affairs simultaneously in Dublin and Springfield CSD. Chris has received many awards, including Ohio School Treasurer of the Year, Ohio School Business Manager of the Year, and the Ohio Association of School Business Official's Virginia Ramsay Award for Distinguished Service to the profession. He brings considerable expertise to school clients in five-year forecast assistance in modeling, projecting, and presentation; levy analysis; school comparison studies; efficiency reviews; budget preparation and monthly financial report preparation; superintendent and treasurer executive recruiting; mentoring for school business officials; and strategic planning.



Todd Puster, MBA, RSBA

Todd Puster has been an Ohio school business official for over 30 years. He is the Treasurer/Chief Financial Officer of the Orange City School District in Cuyahoga County, a role he has held since 2015. He has also served four other Ohio school districts, which gives him personal insight into the fiscal challenges faced by high-poverty, middle-class, and high-wealth communities.



Todd now serves on a team of school business officials who worked with the Ohio Department of Education to update Ohio's professional Standards for School Treasurers and Business Managers. Todd regularly shares his expertise in school finance as a presenter at state and national education conferences and webinars.

He serves as President of the Ohio Association of School Business Officials. He is a past president and a founding member of the Five County (Akron area) Chapter of OASBO. Todd is also a member of the Association of School Business Officials International and has earned the lifetime designation of Registered School Business Administrator. He recently served as a member of the ASBO International task force updating national professional standards and currently serves on a task force updating the national professional curriculum. Todd earned his Master's Degree in Business Administration from Kent State University with a concentration in finance. He earned a Bachelor of Arts degree from Ohio University with a dual major in political science and journalism in just 38 months, which gives him a unique perspective on public school governance among school business officials.

Todd has lived in northeastern Ohio most of his life and has multigenerational ties to the region. He has served in many civic capacities and is the 2023 President of the Portage County District Library Board of Trustees, an entity he has served for more than 16 years. He is well attuned to the economic challenges and opportunities of the region.

Penelope Rucker, BS, MA

Penny attended The Ohio State University and Franklin University in Columbus, Ohio to earn her Bachelor of Science in Accounting. She attended Ashland University in Columbus, Ohio to achieve her Master's in Education School Treasury. Penny is a Treasurer/CFO who works with school districts to help them achieve financial success. Penny believes that her work is more than working with numbers; she knows it is vital to understand the systems that produce the flow of the dollars, and she has been focused on leadership to impact the effectiveness of those dollars. Penny has worked for many different types of districts - large, small, urban, rural, rich and poor. She worked as a consultant while raising her family, which allowed her to explore diverse school cultures. During the recession, she worked at the largest urban school district in Ohio, Columbus City Schools, and currently, she is retired from Beaver Creek City Schools. Penny is experienced in leadership and communications with financial systems. She is interested in making an impact by improving schools' economic stability and financial transparency. She speaks, mentors, trains and motivates younger professionals to explore schools and help others achieve. Penny is pleased to provide treasurer recruiting and mentoring services for school business officials.





Treasurer/CFO Search Reynoldsburg City Schools

REYNOLDSBURG CITY SCHOOLS

Empowering leaders who impact the NOW and innovate the FUTURE

The Community

Reynoldsburg is a thriving, multi-cultural community. It is a small, welcoming town, close to everything and yet distinct and charming. Reynoldsburg is due east of Columbus on US Route 40 and encompasses three counties, Franklin, Licking and Fairfield. While there are many new developments in the Route 256 corridor, Olde Reynoldsburg still retains the charm of an historic small town. Reynoldsburg has been featured in ads in Ohio Magazine Home and Away, Better Homes and Gardens, Good Housekeeping, Reader's Digest, and Midwest Living. The City Parks and Recreation Department is responsible for 275 acres of parkland including nine major parks. Among them is Blacklick Woods Metro Park and Golf Course, a 643-acre park and award-winning championship course.

The Treasurer Search

The Board of Education is seeking qualified applicants for the position of Treasurer/CFO. The Board seeks an effective administrator in education and administration leadership to fill the Treasurer/CFO vacancy. It is anticipated the new Treasurer will begin as a fiscal consultant October 1, 202X and assume responsibilities as Treasurer on January 1, 202X. K-12 Business Consulting is assisting the Board in its search for an outstanding Treasurer/CFO.

District Profile

School Buildings

Elementary	6
Middle School	4
High School	1*
*Serves 2 campuses with 5 academies	
Total ADM	7,254

Number of Employees

Administrative	54
Certified Staff	454
Classified Staff	176
Treasurer's Staff	5

Qualifications/Responsibilities

The Treasurer/CFO is responsible for overseeing the entire financial operation of the organization, the accuracy and timeliness of all state and federal reporting, the development of the annual district operating budget and the Five-Year Forecast. The CFO is an active participant on the senior leadership team and will provide leadership for the district in areas including finance, strategic planning, program development, and is a resource for business and human resource functions. The applicant must possess a valid Ohio Treasurer's license. Successful experience as a School Treasurer/CFO is preferred. The CFO must maintain integrity and high standards of ethics in all matters. The successful candidate will demonstrate the following financial leadership characteristics:

- Proven ability to work with others – a team player
- Strong financial and detail-oriented reporting skills
- Ability to facilitate educational discussions/decisions through a financial lens
- Excellent inter-personal and effective communication skills
- Knowledge of state and local funding issues, Ohio laws and regulations pertaining to public schools
- Experience in effective process management and organizational skills
- Leadership skills for staff and various finance committees
- Experience with and understanding of operating software and procedures

Compensation and Terms of Employment

The Board intends to offer the successful candidate a contract, as per law. The salary is competitive and commensurate with experience and qualifications. The district offers an attractive benefit package.

Reynoldsburg City School District is an Equal Opportunity Employer.

Employment is offered without regard to race, color, national origin, ancestry, citizenship status, religion, sex, gender identity or expression, economic status, age, disability, legally acquired genetic information, military status, or sexual orientation.

Reynoldsburg Board of Education

Debbie Dunlap, President	5	Years
Neal Whitman, Vice President	5	Years
Angela Abram	1	Year
Robert Barga	3	Years
Jeni Quesenberry	3	Years

Financial Data

Operating Millage:

Gross	59.80
Effective Residential	28.35
Effective Commercial	37.08
Bond Millage	9.75
Total Valuation	895,600,900

Appropriations – FY21

General Fund	84,166,966
Total – All Funds	134,178,492

General Fund Revenue

Local Taxes	37%
State Funds	52%
Other	11%

The District

Reynoldsburg City Schools is a school district within a first-ring suburb of Columbus, Ohio. Our mission is “Empowering leaders who impact the NOW and innovate the FUTURE”. Our mission statement is comprised of four categories: Student Learning, Student Experience, Communication and Finances.

The District enables students to take ownership of their learning and achieve their full potential through challenging, engaging, and relevant learning experiences. The staff, students, and community work together to build an inclusive environment where everyone, especially students, feel safe, supported, and engaged.

The District’s schools are schools of choice, meaning each has a special academic program, such as STEAM, and is open to any student in the District. Students choose classes and high school pathways, each with its own distinct focus related to postsecondary studies and careers. The goal is for every high school graduate to leave Reynoldsburg with a certificate, degree, or significant college credits aligned to their post-secondary goals.

Reynoldsburg City Schools collaborates with postsecondary educators and businesses across the state to ensure students are prepared for future careers, higher education, and roles as a global citizen in our society. Our diverse student body competes regionally and nationally in academics, the arts, and athletics. Reynoldsburg City Schools’ students engage in service learning and volunteering to help make their community better every day. Our students embody our mission of being empowered leaders who impact the now and innovate the future.

The city of Reynoldsburg, Ohio is growing at a rapid pace and is a highly sought-after location for businesses, families, and educators. As a result, the District is looking towards the future to address needs such as facilities and operations, growth, technology, and full-day Kindergarten.

Application Process

Qualified individuals are encouraged to apply. Please submit:

- A cover letter emphasizing qualifications and reasons for interest
- An up-to-date resume
- List three (3) references from associates or board members who can speak to candidate qualifications and work experience
- A copy of current Ohio Treasurer Certificate/License
- A CFO screening form will be provided to the applicant upon application submission

Note: Applicants should not make personal contact with any Board of Education members.

All application materials can be mailed or emailed to:

K-12 Business Consulting
Reynoldsburg City Schools Treasurer Search
P.O. Box 476
New Albany, OH 43054
dcramer@k12consulting.net

Direct questions concerning the position to:

Dee Cramer at 937.243.2922 or dcramer@k12consulting.net
Becky Jenkins at 740.312.5394 or rjenkins@k12consulting.net

Tentative Timeline

Announce Vacancy	06.15.202x
Application Materials Due	07.16.202x
Initial Interviews	07.26&27.202x
Final Interviews	08.10.202x
Action to Employ	08.17.202x
Est. Begin Employment	10.01.202x

These dates are approximate times. Applicants are reminded that application materials are subject to public records law.

**Deadline for applications is
07.16.202X**





Reynoldsburg City Schools - Treasurer/CFO Search

PROFILE DEVELOPMENT QUESTIONNAIRE

Thank you for agreeing to help in the development of the treasurer search profile. Your responses to the following questions will help the Board of Education develop a profile of leadership qualities for the new Treasurer/CFO. Please return your completed form to K-12 Business Consulting, our search consultants, by e-mail, mail, or fax to the address/fax number noted. Please do not identify yourself personally by name on this form.

PLEASE IDENTIFY THE GROUP YOU REPRESENT: (Please check only one)

**Board of
Education**

**District
Administrators**

**District
Staff**

**District
Fiscal Staff**

Community

1. What do you consider to be the two or three of Reynoldsburg City School District most significant strengths?
2. What would you consider to be the two or three most important issues facing Reynoldsburg City School District?
3. Please tell us your two or three characteristics which you think the Board of Education should look for in a new Treasurer/CFO:

4. The following characteristics and skills are all important for a successful Treasurer/CFO. To help us sharpen our focus for Reynoldsburg CitySchools, from your perspective and based on your perceptions of the organization's needs, please rank from 1 to 10 in order of importance with 1 being the most important and 10 being least important the following characteristics you would like to see in a new treasurer:

- _____ Ability and willingness to deal fairly with administration, staff, and other stakeholders
- _____ Expertise in using operating system software (e.g. accounts payable, payroll, budgetary)
- _____ Expertise in design and implementation of business office procedures
- _____ Effective at communicating the organization's finances in both written and verbal form
- _____ Successful experience as a Treasurer/CFO or Assistant Treasurer
- _____ Direct experience with school levies and financial forecasting
- _____ Knowledge of Ohio laws and legislation that concern school districts
- _____ Organizational and management skills
- _____ Knowledge of school facility construction and bond financing
- _____ Experience in state and federal financial reporting

5. Please share any additional thoughts below that you would want the Board of Education to consider:

Thank you for your time and commitment to helping Reynoldsburg City Schools! Please return this form by May 21, 202x by mail, fax or scan and email to the email address noted below:

“Reynoldsburg Treasurer’s Search”
K-12 Business Consulting, Inc.
P.O. Box 476
New Albany, Ohio 43054
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TREASURER SEARCH PROFILE

Reynoldsburg City School District

Reynoldsburg, Ohio

May 27, 202X



Prepared for the Board of Education

By



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TREASURER SEARCH PROFILE REPORT

May 27, 202X

This report presents the summary of findings from the Treasurer Search Profile Development Questionnaire utilized by K-12 Business Consulting during the period May 19, 202x through May 24, 202x. The profile development questionnaire form was used to provide a framework for reporting the information compiled in this report. In accumulating the data used in this report, the K-12 Business Consulting team sought from respondents their opinions, recommendations, and general comments with respect to preferred candidate characteristics, traits, qualifications, and personal demeanor, as well as district strengths, weaknesses, issues, and concerns which may have a bearing on future financial leadership strengths for your next Treasurer/CFO.

K-12 Business Consulting sought input from the Board of Education, District Administration, District staff (including union representatives), and Fiscal Staff through a survey that was sent out in an e-mail request. There were 22 submitted profile questionnaires which are the basis of this report.

Broad themes were highlighted in each question area into four (4) response groups (Board of Education, District Administration, District staff, and Treasurer office staff). Under each question in the report the response groups common themes were identified. The first category titled as “Consistent” are comments which were frequently heard from all or nearly all response groups. Comments heard less frequently or only heard in a specific response group are listed under that response group.

It is important to note that the data is not a scientific sampling, nor should they necessarily be viewed as representing a majority opinion of those interviewed in the response group. These comments are provided to help inform prospective candidates about information that should interest them about the district and the Treasurer’s position.

K-12 Business Consulting would like to commend the Board of Education for its efforts to include many key stakeholders in the development of the Treasurer Search Profile. The respondents’ views are vital in helping to shape the framework for the characteristics desired in the next Treasurer for the Reynoldsburg City School District. We would also like to thank Dr. Melvin Brown, Superintendent, and Ms. Tammira Miller, Treasurer for assisting with the disbursement of the profile surveys.

STRENGTHS OF THE DISTRICT

Question #1: What do you consider to be the two or three most significant strengths of the district?

CONSISTENT

- Innovative and educationally adaptive to what is best for our students
 - Innovative teaching and learning practices
 - Making sure all students have opportunities
 - Programs in place to address the whole child philosophy for educating students
 - Putting kids first
- Diverse community that welcomes differences and challenges inequities
 - A value system for diversity, equity, and inclusion
 - Location as a crossroads of numerous cultures and areas
- Excellent administrators, teachers, support staff, and paraprofessionals
 - Talented and dedicated staff that care about our students
- Fiscal responsibility

BOARD OF EDUCATION

- Strong Superintendent, who has a distinct vision for our district
- Our district is most responsive to the pandemic, and was able to decrease the spread through stringent adherence to CDC guidelines
- We have many wrap-around programs that support the families of our District
- Good relations with the city government, including the mayor who is a teacher by profession
- The drive to bring all district systems into a consistent district-wide framework

DISTRICT ADMINISTRATION

- Communication
- Implementation of the strategic plan with fidelity
- Working to engage the community on important topics

DISTRICT STAFF

- Sense of pride among families
- Support of the community

TREASURER OFFICE STAFF

- All included in consistent
- Sense of community

IMPORTANT ISSUES FACING DISTRICT

Question #2: What do you consider to be the two or three most important issues facing the district?

CONSISTENT

- Continued growth in community and district
 - Classroom space
 - Building needs
- Funding issues
 - State funding
 - Local funding
 - Staffing
 - Forecasting for the growth
- Staff retention
 - Competing with neighboring districts

BOARD OF EDUCATION

- A divided constituency that is tied to special interests
- The need for all day kindergarten
 - Financing for the additional needs
- Continue to strengthen equity and unity between two high school campuses

DISTRICT ADMINISTRATORS

- Divide between the “sides” of the district
- Providing services and support to at-risk population

DISTRICT STAFF

- Morale/Trust
- Student social and emotional health
- Combating lost learning due to COVID
- Adaptable Curriculum would be helpful

TREASURER OFFICE STAFF

- Recovering from the pandemic
 - How to align the influx of grant funds with our strategic plan and financial goals

CHARACTERISTICS OF NEW TREASURER

Question #3: Please tell us your two or three characteristics that you think the Board should look for in a new Treasurer.

CONSISTENT

- Excellent communication skills
 - Confident communicator
 - Ability to speak in terms others will understand, layman's terms
 - Explain in a professional, open, non-confrontational, and respectful manner
 - Transparent
- Team player
 - Understand the mission and strategic goals of the district
 - Works well with Administrators, Board, and Staff
- Has proven leadership with managing a district
 - Does not need to be seasoned but should demonstrate progressive professional growth
 - Experience with grants and levies
 - Innovative and adaptive
- Ability to build relationships
 - Ability to interact with other financial professionals to get the best returns for the District
 - Willing to meet with and be engaging with all stakeholders, as part of the position
 - mindful of the changing community
- Fiscally responsible
 - Financially conservative mindset

BOARD OF EDUCATION

- The ability to say no and stand by it.

DISTRICT ADMINISTRATION

- Flexible
- Knowledge of the educational process beyond finance
- Long-term vision
- Good thought partner with the Superintendent
- Understand the priorities in today's educational climate
- Data driven
- Proactive / Self starter

DISTRICT STAFF

- Ethical
- Personable and creative
- Previous experience as a treasurer in another school district
- Someone who is comfortable with technology and use of new programs/platforms

TREASURER OFFICE STAFF

- Confident but willing to listen
- Positive team leader
- Knowledgeable about school law

TREASURER CHARACTERISTICS BY RANKING

CRITERIA	BOE	DISTRICT ADMIN	TREASURER STAFF	DISTRICT STAFF	COMBINED
Ability and willingness to deal fairly with admin, staff, and other stakeholders	6	5	2	2	4
Expertise in using operating system software	3	10	9	6	8
Expertise in design and implementing business office procedures	10	9	10	10	10
Effective at communicating district finances in both written and verbal form	5	2	4	3	3
Successful experience as a Treasurer/CFO or Assistant Treasurer	1	1	3	1	1
Direct experience with school levies and financial forecasting	4	3	8	8	5
Knowledge of Ohio laws and legislation that concern school districts	2	4	1	4	2
Organizational and management skills	7	8	7	5	7
Knowledge of school facility construction and bond financing	9	7	6	9	9
Experience in state and federal financial reporting	8	6	5	7	6

1= MOST IMPORTANT

10=LEAST IMPORTANT

RANKING OF TOP AND BOTTOM FIVE (5) IMPORTANT CHARACTERISTICS ALL GROUPS

RANK - TOP 5 CHARACTERISTICS

- 1 Successful experience as a Treasurer/CFO or assistant Treasurer
- 2 Knowledge of Ohio laws and legislation that concern school districts
- 3 Effective at communicating district finances in both written and verbal form
- 4 Ability and willingness to deal fairly with administration, staff, and other stakeholders
- 5 Experience with school levies and financial forecasting

RANK – BOTTOM 5 CHARACTERISTICS

- 6 Experience in state and federal financial reporting
- 7 Organizational and management skills
- 8 Experience in using operating system software
- 9 Knowledge of school facility construction and bond financing
- 10 Expertise in design and implementation of business office procedures

It should be noted that regardless of the rankings of all of the items represented by the characteristics on the previous page, each of these characteristics are important to the long-term success of the new Treasurer/CFO of the district. The ranking helps identify the most important characteristics desired at the time of the survey.

SUMMARY

The information gathered from the surveys reflect a fairly consistent picture of the strengths and important issues facing the district, as well as the characteristics desired of the new Treasurer/CFO for the Reynoldsburg City School District. The respondents were clear that this is a very important person to the overall health of the district serving an integral role in the day-to-day operations, as its fiscal leader, to ensure financial stability.

It was reflected in the responses that the Reynoldsburg Schools staff are talented, dedicated, committed, and care for their students. As one respondent stated, our district is innovative and educationally adaptive to do what is best for our students. The district has innovative teaching and learning practices, making sure all students have the opportunities they need to succeed. Reynoldsburg Schools are part of a diverse community that welcomes differences and challenges inequities.

The next treasurer/CFO will need to have outstanding communication skills with the ability to communicate the district finances in ways that the staff, administration, and community can understand with transparency and clarity. This person needs to be a forward-thinking progressive leader, who understands the mission and strategic goals of the district.

The successful candidate will need to be a team player with the ability to work well with and in a collaborative way with the Board, Superintendent, staff, and community. The Treasurer/CFO should be one who can meet with and be engaging with all stakeholders of the district and community.

The respondents said it best: the next candidate should be someone who can articulate the district finances in an understandable way for the public. The successful candidate should be approachable, collaborative, and team oriented. The main challenges will be dealing with the growth of the district and the building projects that accompany such growth. It is important for the successful candidate to be a strong leader who is innovative and can think outside of the box.

It was difficult to capture all the characteristics that respondents were looking for in a new Treasurer/CFO. It is certain that no one person could possibly embody all that was mentioned for every attribute. However, in reconciling the many concerns and characteristics sought in a Treasurer/CFO for Reynoldsburg City School District, in addition to the major areas noted above, the respondents recognize the need for a person who will be invested in the district and build relationships. The successful candidate should be committed to be a long-term hire.

The district is experiencing some of the same challenges faced by many Ohio school districts; however, they are the challenges that will be of interest to the right Treasurer/CFO candidate. We believe we will find the right candidate(s) who has the attributes outlined above, possesses the skills and energy needed to address the issues and concerns expressed by respondents, and who will be eager to be a part of Reynoldsburg City School District for many years.

Respectfully submitted
K-12 Business Consulting, Inc.