

Summative Assessment

Summative Assessment Standard One

Treasurer: Wayne Bowers

District: Akron Public Schools

Date: 6/30/26

To	carissa@signalakron.org  Person  Person
Cc	 Person
Bcc	Barbara Sykes
Subject	Treasurer's Evaluation

A. LEADERSHIP:

An effective treasurer, in collaboration with the district superintendent and the board of education, develops, implements and monitors policies and procedures based on sound fiscal practices and the analysis of financial resources that support the district's efforts for achieving its goals. The treasurer is an integral member of the district leadership team and strives to maintain an effective working relationship with the superintendent and the board of education.

The treasurer works with stakeholders to ascertain a reasonable long-term view of the fiscal stability of the school district and uses financial data to make informed decisions; when called upon, the treasurer must use these same skills to propose options to respond to a changing fiscal reality in the short term.

The treasurer provides oversight of personnel under his/her direct supervision and monitors the fiscal resources and financial data of the district. The treasurer regularly informs the district leadership team and board of education of the district's financial position and its sustainability and potential impact on the instructional programs and personnel.

Representative Elements:

1. Participates as an integral member of the district leadership team.

2. Works with the district superintendent and board of education, with input from other stakeholders, reviews, develops, aligns and implements policies and procedures.
3. Participates with the district superintendent and the board of education in the development and implementation of a district strategic plan.
4. Establishes and manages sound fiscal practices to support the educational process.
5. Supports the effective use of data.
6. Responsible for providing leadership to Treasurer's Office employees in establishing a culture of trust, efficiency, and high ethical standards.
7. Communicates district finances and collaborates with relevant local officials and jurisdictions.
8. Works cooperatively with Superintendent and the Board in the development of Board meeting agendas.

Treasurer Reflection and Comments	Board of Education Comments
As of 1/1/26 I now attend two Board Meetings and up to five Committee Meetings per month. The new board/committee meeting format requirements are much more demanding than when I accepted the position. In order to meet board requirements my team and I need to be working a month in advance of meetings. I will continue to attempt to meet the deadlines. I also maintain availability via eMail, desk phone and personal cell phone calls or texts. Out of necessity, I generally also work 1-2 hours on Saturdays, Sundays, Vacation Days, Personal Days, Sick Days and Holidays. I insist on weekly touch base meetings with the Finance Administrative team to discuss current events, assign projects and discuss ongoing projects. My First 8 Months I successfully promoted three payroll team members to fill my old position and to promote succession planning. We also hired a new Account Clerk IV payroll processor. This means the Finance Department is now fully staffed for the first time since 2019 and I have been able to turn over each payroll duty I was performing as we work through this first year. I completed Certified Public Investment Management Training for the calendar year 2025. I continue to attend OASBO 5 County Chapter meetings, and attend other relevant training as much as possible. I attended the OASBO Annual Conference in April as well. I maintain communication with former APS finance team members Treasurer/CFO Ryan Pendleton, now Executive Director of Connect and Andrew Pizzulo, now Treasurer/CFO of the NE Ohio ESC. We review all financial reports together prior to my board submissions.	Mr. Bowers has demonstrated effective leadership in guiding his staff and managing the many responsibilities and challenges of the Treasurer's Office. The Board recognizes the significant time and commitment he devotes to his role and encourages him to delegate appropriate responsibilities when possible, allowing him to focus on the strategic priorities of the position. The Board also commends Mr. Bowers for seeking guidance and collaborating with fellow treasurers and the Ohio Association of School Business Officials (OASBO), demonstrating his commitment to continuous professional growth and sound fiscal leadership.

I have completed the OASBO Mentorship program which entailed 5 lunch and learn webinars and have developed a strong relationship with the Treasurer/CFO of Nordonio for guidance.

I spearheaded and held the first Interdepartmental Training Day 2/13 for the Finance, Technology and Human Resources Departments which was very successful.

I have also begun working on union leadership relations.

Summative Assessment Standard Two

B. FINANCIAL MANAGEMENT:

The school treasurer demonstrates a clear understanding of financial resources and manages those resources in collaboration with the Board of Education and district leadership.

An effective treasurer must know and be able to demonstrate the principles associated with school finance, budgeting, financial planning, accounting, auditing, financial reporting, cash management, investments, debt management, grant management and the technology to maintain the efficient financial operations of the school district. The treasurer is responsible for maintaining the public trust in the financial integrity of the school district by following and complying with acceptable financial accounting, auditing and reporting procedures. The treasurer must also comply with the state and federal laws governing school finances, including recommending policies consistent with legal requirements.

Another essential role of the treasurer is to assist the district leadership with future planning by forecasting income and expenditures to meet the district's strategic plan. Therefore, the treasurer must remain knowledgeable of district contracts, bargaining agreements and program changes. The treasurer is regularly and systematically collecting and analyzing the financial data of the district as conditions change by employing current technology and software.

The treasurer serves on the district records commission and must comply with applicable Ohio public laws.

Representative Elements:

1. Collects, analyzes and interprets financial data for budgeting, forecasting and decision-making.
2. Effectively manages district financial accounts including cash, budgetary, debt service, revenue and grant management.
3. Demonstrates knowledge, performance and accuracy of standard accounting practices, auditing procedures and accurate financial reporting.
4. Demonstrates knowledge of and compliance with state and federal laws.
5. Provides key data to the board of education's negotiating team, evaluates financial impacts to proposed contractual changes, and participates in all personnel negotiations.
6. Executes depository contracts with eligible banking institutions through established legal procedures consistent with the Uniform Depository Act.
7. Responsible for all deposits of public funds of the school district.
8. Certifies and encumbers funds for all purchases and requisitions for supplies and services.
9. Responsible for receiving all invoices, matching with purchase orders receiving documents and payments.
10. Maintenance of a complete and systematic set of financial records in accordance with State of Ohio Statute and the Auditor of the State of Ohio.
11. Coordinates annual audit and preparation of Comprehensive Annual Financial Report (CAFR).
12. Responsible for the preparation of warrants (checks), recording of disbursements and all records related to school district funds.
13. Responsible for the efficient operation of payroll functions to ensure proper personnel records, maintenance of employee absentee, retirement, leave records and benefits.
14. Administers the school district policy on a student's tuition invoicing and collection.
15. Serves as official custodian of fiscal records of all federal, state, local and foundation grant programs.
16. Renders a monthly financial report to the board of education.
17. Exercises authorized investment methods for protection of cash at a reasonable investment return and provides for the safe keeping of invested funds and securities.
18. In cooperation with the superintendent and/or designee, develops, presents and files tax budget, annual budget, appropriation resolution and spending plan.

19. Advises the Board and Superintendent in matters of elections and bond referendums.
20. Prepares paperwork necessary for filing operating and bond issues with board of elections and county Auditor.
21. Prepares Five Year Forecast with reasonable, clear assumptions for review by the superintendent and Board of Education and files that plan with the Department of Education.

Treasurer Reflection and Comments	Board of Education Comments
In April, the district received the Auditor of State award for its commitment to financial excellence for FY25. We will continue to perform our duties with the same level of commitment. Monthly Financial Reports, Semi-Annual Forecasts, Appropriations Modifications and Transfers are presented to the Board of Education. Beginning in February, at the request of the Finance & Capital Management Chair, instead of the historical monthly financial report, I began presenting a one page summary financial report containing appropriation information. Through the Monthly Financial Reports I communicated the tremendous \$6.5M (69%) increase in Van Driver costs caused by the changes to the logistics. We have now secured a contract that will bring these costs back in line with FY25 amounts. Performance Audit workloads have been managed by all. I monitor all emailed requests from the auditors and follow up when needed. So far I have been disappointed with the feedback from the performance team. The Superintendent and I have standing and impromptu meetings to discuss district finance topics. To date this has focused almost entirely on budget reduction, legal scenarios and negotiations. I make every effort to find time to keep up to date on finance related legislative matters and have become more efficient at researching them.	The Board commends Treasurer Bowers for his adaptability, professionalism, and positive leadership during a particularly challenging period for the district. He has approached both longstanding operational issues and current fiscal challenges with patience, sound judgment, and a constructive outlook. The Board encourages the timely sharing of information and updates. When requested information cannot be provided on time, reasons for the delay should be communicated to the Board. The Board appreciates Mr. Bowers' commitment to staying current on legislative and regulatory changes through the Ohio Association of School Business Officials (OASBO) and encourages him to share relevant updates with the Board as appropriate. To enhance fiscal oversight, the Board recommends the consistent use of "not to exceed" language in appropriate financial recommendations. The Board also requests prompt notification whenever projected costs will likely exceed approved limits. The Board values the strong collaborative partnership between Treasurer Bowers and the Superintendent. Their thoughtful plan to reduce district expenditures by \$11 million demonstrated sound financial leadership. As the district continues to face fiscal challenges, the Board is confident in their ability to develop and implement comprehensive, strategic financial plans that ensure long-term fiscal stability while preserving programs that support student well-being and academic success.

Summative Assessment Standard Three

C. FACILITIES, PROPERTY AND CAPITAL ASSET MANAGEMENT:

The school treasurer provides fiscal leadership in the management of capital assets and support services.

An effective treasurer oversees the capital assets and services of the school district including the property, buildings, materials and equipment that require a systematic purchasing and maintenance system. Facilities, property and maintenance systems and services have a direct impact on the learning process and student achievement; therefore, the treasurer develops and implements an effective and efficient facilities and property plan that includes the procedures to acquire and maintain products and services needed for the district. The treasurer monitors district operation by systematically and regularly reviewing costs and reports that include, but are not limited to, labor, purchasing and inventory, government subsidies, maintenance, utilities, technology and replacement and security of assets. The treasurer also is responsible for the disposal of district property.

The treasurer participates with the leadership team on the oversight of district construction projects. Specifically, the treasurer oversees compliance with the financial policies and procedures related to district construction projects. The treasurer supervises debt, bonds and other financial instruments related to construction and operations of the district facilities and services.

Representative Elements:

1. Acquires and maintains building and capital assets.
2. Secures financing for capital projects.
3. Provides financial oversight and analysis of fiscal implications to the district support services.
4. Develops and monitors risk management practices to protect capital assets.
5. Maintains a system of controls for inventory of equipment, and physical assets.
6. Prepares necessary paperwork for the filing of bond and operating levies with the auditor and board of elections.
7. Prepares necessary information needed for decision-making of operating and bond levies.

Treasurer Reflection and Comments	Board of Education Comments
Constant communication is maintained with the Executive Director of Business Affairs concerning all facilities, property and capital asset management business. We are both concerned at the pace of the construction projects. We will continue to work to facilitate keeping these projects moving forward. Meetings with our Municipal Debt Advisors are held frequently. This spring the meetings focused on the short term funding requirements of the North HS project. We issued \$24.5M in taxable notes during April to pay off the existing non-taxable notes which will provide for construction funding. If the project stays on schedule we hope to issue the full 85M in non-taxable bonds next spring/summer. I have also had preliminary discussions with the Municipal Advisors	The Board appreciates the Treasurer's active participation in CORE meetings and his ongoing oversight of the district's building projects. His involvement and financial expertise provide valuable support in monitoring project progress and informing key decisions. The Board also emphasizes the importance of ensuring that funds approved for specific projects or programs are used only for their intended purpose. Any proposed reallocation of Board-approved funds should receive prior Board approval.

concerning the Pfeiffer/Miller South Project 15M GF transfer budgeted for FY27. While it is still being determined whether or not we will need these funds due to the pace of the project this fiscal year, if we do, we might be able to finance the cost and avoid most of that cash outlay.

I have been attending CORE meetings on all construction projects to monitor the progress of all three projects. These are facilitated by the Executive Director of Business Affairs.

Summative Assessment Standard Four

D. COMMUNICATION AND COLLABORATION:

The school treasurer communicates and collaborates effectively with the board of education, district leadership and stakeholders.

The effective treasurer values communication with all stakeholders. Particularly, the treasurer has procedures in place to facilitate regular and direct communication and collaboration with the school superintendent and Board of Education. The treasurer establishes and values communication with school personnel and other external stakeholders to communicate the district's strategic plans and collaborate to achieve the district's financial goals and objectives.

Representative Elements:

1. Demonstrates competence in the communication of financial information to all stakeholders.
2. Communicates effectively and openly while demonstrating a willingness to collaborate with internal stakeholders and external stakeholders including media.
3. Responsible for providing support for external and internal auditing processes.
4. Is responsible for ensuring the actions of the Board are completed and any necessary filings are executed in the areas that include but are not limited to; employment, levy and bond issues, notifications to other entities of the board's actions.
5. The treasurer is able to communicate financial information in multiple formats using a variety of communication platforms.

Treasurer Reflection and Comments	Board of Education Comments
As Treasurer/CFO my goal is to provide the Board of Education and the Public with financial information in whatever format is needed to maintain transparency and understanding. I continue to be willing to develop whatever would be helpful to this end. I present Monthly Financial Reports to the Board of Education during regular meetings as well as Semi-Annual Forecasts. High level finance related information is provided to the Finance and Capital Management Committee during their regular meetings. I direct all Finance team members to fully cooperate with annual financial audits in any way needed. We are presently attending performance audit meeting requests as they need us and filling almost daily information requests to them.	Treasurer Bowers demonstrates honesty, integrity, and professionalism in all of his interactions with the Board. He communicates candidly, providing both positive and challenging information with transparency and respect. When differences of opinion arise, he remains professional and works collaboratively to maintain positive working relationships. Mr. Bowers possesses a strong knowledge of school finance and is an effective resource for the Board. He consistently helps Board members understand the complexities of Ohio's school funding system, enabling informed and thoughtful decision-making.

Summative Assessment Standard Five

E. PROFESSIONALISM: The school treasurer is committed to a high level of professionalism in his/her conduct and adheres to established ethical standards.

The effective treasurer is a professional who recognizes they are in a unique position to influence the strategic plans of a school district and the students that it serves. The treasurer practices the highest standards of integrity, honesty and fairness.

The treasurer remains vigilant and current with local, state and federal compliance laws, rules and regulations.

The treasurer continues to expand his/her knowledge and skills and is committed to lifelong learning, continuous professional development and advocacy for the improvement of fiscal laws and regulations through their participation in local, state and federal professional organizations.

Representative Elements:

1. Understands, upholds and complies with professional ethics, including the Licensure Code of Professional Conduct for Ohio Educators (LCPCOE) and Ohio Ethics Laws.
2. Models and expects fairness, honesty and consistency in the performance of duties.
3. Maintains compliance with applicable local, state and federal laws, rules and regulations and district policies and procedures.
4. Maintains a strong commitment to professional development.
5. Collaborates with peers for the advancement of the profession.
6. Acquires a bond sufficient for the board.
7. Attends Board of Education meetings and special meetings, records accurately the minutes of those meetings, and participates in board deliberations.
8. Provides and shares with the administrative staff the responsibility for counseling staff members in the area of insurance benefits provided by the board of education.
9. Engages in a rigorous evaluation process that provides regular systemic input on job performance.
10. Conducts other duties related to the treasurer's responsibilities as assigned by the board of education as prescribed by law.

Treasurer Reflection and Comments	Board of Education Comments
As a licensed State of Ohio Treasurer I strive to demonstrate ethical conduct, professionalism, integrity and fairness in my day to day duties. I make every effort to encourage the Finance Department to keep up with finance related Board Policies, Ohio Revised Code, Ohio Administrative Code, Ethics Policies and Auditor of State guidance. I actively insist that internal controls are maintained by distributing to the Finance Team, Auditor of State updates, promoting training and attendance at local professional development, and OASBO chapter meetings. I attend as much professional development as time allows and encourage the same of the Finance Department administration.	Treasurer Bowers consistently demonstrates exceptional expertise in school finance and serves as a valuable resource to the Board. In addition to his financial leadership, he prepares accurate, thorough, and timely Board minutes, ensuring an effective and reliable record of Board proceedings. The Board also appreciates Mr. Bowers' patience, flexibility, and professionalism in supporting Board members, particularly when navigating technology-related challenges. His willingness to assist and his positive approach contribute to the Board's effectiveness.

I am very grateful for our in house legal counsel who has been a great source of instantaneous advice and discussion.

Mr. Bowers exemplifies the highest standards of professionalism and is a trusted and respected leader within the district.

Annual Objectives Summative Assessment

Treasurer: Wayne Bowers

District: Akron Public Schools

Date: 6/30/26

Annual Objectives	Summative Assessment
Facilitate the Auditor of State Performance Audit to achieve relevant substantive results that can be used to guide decision making. As each segment ends, hold meetings with the Board of Education to go over findings. The performance audit team has held one report out meeting. I was disappointed with it. No materials were provided to us ahead of the meeting, no handouts were provided at the meeting and we had to request that they send us some of the information they presented. The information presented was very high level and no conclusions were given.	☐ Not Started Yet ☒ In Progress ☐ Completed
Work collaboratively with the Superintendent and Board of Education to reduce the footprint of Akron Public Schools to enable the district to continue to operate fiscally independent of State Fiscal Consultancy. Establish data points and assemble it into usable material for the Board of Education to refer to. I am working with EMIS and Technology staff to build a comprehensive data document for all buildings. This will include relevant decision making data such as square footage, student and staffing levels, expenses, estimated revenue, upcoming maintenance, etc. This may also morph into a department level document if it seems like it could be valuable. Meet with other district Treasurers to gain insight into their process for consolidation. I meet quarterly with the Buckeye 5 Treasurers - Cleveland, Cincinnati, Columbus, and Toledo. On April 24th, I coordinated an in person meeting at the APS administration building with the CFO of Cleveland CSD to discuss their building consolidation plan. Our Superintendent, Asst Supt, Asst Treas, Ex Dir of Business Affairs, Dir of Technology, Legal Counsel and I all attended. Concurrently, the need to decide when a new levy will be necessary rests on the success of how our budget reductions proceed. I am hoping to delay levy discussions as long as possible but we will more than likely need a new levy in the next 2-4 years. I plan to investigate an income tax levy scenario as an option to a property tax levy.	☐ Not Started Yet ☒ In Progress ☐ Completed

Meet with the Citizens Committee to continue to develop the finances messaging for APS. I participated in the Citizen Committee meetings on November 11th and March 10th.	☐ Not Started Yet ☒ In Progress ☐ Completed
Work collaboratively with the Finance and Legal & Contracts Committees to review and potentially revise Board Policies 7450 - Property Inventory and 7455 Accounting System For Fixed Assets. I have not personally been involved with these two policies yet. Work collaboratively with the Finance & Legal & Contracts Committees to review and potentially revise the Administrative Guidelines 8310 - Public Records and 8310E - Records Retention and Disposal. Time did not permit me to participate in any revision or development of Administrative Guidelines 8310 or 8310E.	☐ Not Started Yet ☐ In Progress ☒ Completed
Move all staff to 24 pays by the end of the 2027 fiscal year. Now that we are fully staffed I want to make this a goal for this fiscal year. There are many benefits for us to move to 24 pays. To name a few. We would reduce the number of processing dates by 26. This would also simplify accounting in many areas. Payroll calendar and fiscal year ends would be less complicated. Payroll Calendars themselves are simplified. We would also eliminate our confusing fiscal year end straddle pay.	☒ Not Started Yet ☐ In Progress ☐ Completed
Work with all departments to ascertain our accounting software options. Akron City Schools has been using Munis ERP since 2011 and I personally feel that Tyler Technologies takes us for granted. They offer no support or forewarning when we lose functionality due to an “upgrade”. We have to pay to restore it. We do not have a dedicated service rep we can call on so every call to them is from ground zero. There are less than 10 other schools in Ohio using Munis. We have not replaced lost Munis expertise as employees have left the school district. We now have 1 technology department FTE and no succession plan for that knowledge. Through discussions with a local ITC we do have more options available to a school district our size in 2026 than we did in 2011 so I feel it would be valuable to spend time evaluating our options this fiscal year	☐ Not Started Yet ☒ In Progress ☐ Completed

Annual Objectives Summative Assessment

Treasurer:

District:

Date:

Board Recommendations/Comments:

The Board is highly satisfied with Treasurer Wayne Bowers' performance during the 2025–2026 school year. He has met or exceeded all performance standards and has made satisfactory progress toward his annual goals.

As the Akron Public Schools continue to navigate significant financial and operational challenges, Mr. Bowers has provided steady, effective leadership. His professionalism, sound judgment, calm demeanor, and strong work ethic have helped position the district to move forward with confidence while maintaining a clear focus on serving students.

The Board values Mr. Bowers' leadership and looks forward to continuing its collaborative partnership with him in support of the district's long-term goals.

Treasurer Response (Optional):

Board President (or designee): _____

Date: _____

Treasurer: _____

Date: _____