

February 2003

David J. Kale

10 Kassul Park, Cambridge, Massachusetts 02140  
Home: 617-354-0333 Office: 781-316-3511

**CURRENT  
POSITION:**

**Chief Financial Officer, Arlington Public Schools, Arlington, Massachusetts,**  
The Arlington Public Schools is a 4,350 pupil, 9-school grade K-12 system with 600 employees. Responsible for the functions of budgeting, accounting, financial controls and systems, purchasing, and accounts payable.

**EXPERIENCE:**

2001  
to  
Present

**Arlington Public Schools, Arlington, Massachusetts**  
Chief Financial Officer (2001 – present), member of senior management team, reporting to the Superintendent of Schools; overseeing financial management functions of the district and collaborating with Town officials on budget, long-range financial planning, capital budgeting, school rebuild program, and building maintenance planning.

Responsibilities also include management support for food services, custodial and plant maintenance services, transportation, collective bargaining and long-range planning.

**Range of experience, responsibilities and selected accomplishments include:**

- **Membership/Participation on the following School and Town Committees: Capital Planning Committee, Budget/Revenue Task Force, Permanent Town Building Committee, Systemwide District Goals Committee, Infrastructure Committee, Maintenance Study Committee, Peirce Field Remediation Working Group and Financial Planning Working Committee.**
- **Prime responsibility for the preparation and management of \$32 million operating budget, including \$4.8 million in grant and revolving funds. Other duties include; the development of a detailed budget process and schedule, enrollment projections, orientation sessions and budget development workshops for school administrators and parent organizations, staffing and budget analysis, development of reduction alternatives for senior staff and School Committee consideration, and dissemination of budget information to staff and public, including presentations to School Committee and Town Meeting.**
- **Preparation of quarterly and annual financial reports, including grant fund required reports. Instituted quarterly reporting of actual and projected general fund expenditures to School Committee with accompanying transfer requests between budget categories.**
- **Increased utilization of budget chart of accounts to improve reporting and monitoring of revenues and expenditures.**
- **As a member of the Capital Planning Committee, assisted in the development of a multi-year capital plan that includes financing from local tax revenues, bonded debt, enterprise funds and other funding sources.**
- **Assist in facilities management and planning activities, including school construction projects. Highlights include: the opening of a new 48,000 sq. ft. elementary school, development of a long-range capital needs assessment for five town/school buildings, bidding for electricity to secure long-term fixed pricing, participation in energy conservation programs to reduce building operating costs and instituted a monthly inspection schedule for all school buildings involving principals, supervisor of custodians and building custodians to improve cleanliness.**

1988  
to  
2001

**Cambridge Public Schools (CPS), Cambridge, Massachusetts**

The Cambridge Public Schools is a 7,500 pupil, 15-school grade K-12 system with 1500 employees.

Director of Financial Services (2000-2001), Manager of Financial Services (1991-2000), Manager of Financial Operations (1988-1991), all positions reporting to the Executive Director of Management Services. Responsible for financial accounting, budget, accounts payable, payroll, financial reporting and financial planning functions. In addition, School Department project manager for citywide PeopleSoft Financial Information System (FIS) implementation.

Responsibilities also included support for programs in Management Services, including purchasing/procurement, food services, plant operations and maintenance, debt service planning, facilities planning, collective bargaining, and other business services.

**Range of experience and other duties include:**

- Responsible for organizing and supervising preparation of \$106 million operating budget, including the development of a detailed budget process and schedule, procedures, enrollment projections, staffing and budget analysis, training, orientation and budget development sessions with school administrators and parent organizations, and dissemination of budget information to staff and public. Responsible for preparing grant fund recommendations (\$7.5 million annually) to School Committee; established budget structures for administrators, monitored expenditures, completed revenue requests, and final financial reports.
- Assisted in the design of a summary public budget document with unique School Profiles that incorporate historical and current financial data, staffing, student demographics, student performance indicators, and comparative data. Assisted in the development and instruction of a budget mini-course to train members of School Improvement Councils and Superintendent's Budget Advisory Committee (SBAC). Developed a pooled fringe benefits rate for allocation to program operating budgets. This methodology allowed for a more accurate accounting of program and school costs, as well as to maximize grant fund benefits reimbursements.
- School Implementation Project Manager and School Department Representative on City Steering Committee for PeopleSoft Financial Information System conversion project. The City and School Department successfully implemented six modules within 11 months. PeopleSoft modules implemented include: Human Resources, Benefits, Payroll, Purchasing, Accounts Payable, and General Ledger (including appropriation accounting). Participated in all aspects of the project which included: needs assessment, development of request for proposal (RFP) for FIS software, preparation of test scripts for vendor assessment process, vendor review and selection, development of RFP for implementation services, proposal review and selection of implementation partner. Implementation responsibilities included; conversion planning, schedule development, participation in all business fit sessions, data collection and conversion, functional and integration testing, parallel processing, technical coordination and training of staff.
- Responsible for the implementation and continued participation in a Municipal Medicaid Reimbursement Program that allowed the district to be reimbursed on a per diem basis for medical related activities provided to students receiving Special Education services. Reimbursement was also received for providing school based outreach and referral activities to health care services for Medicaid-eligible students. Annual revenues increased from \$550,000 to \$1.1 million.

Cambridge Public Schools (CPS), Cambridge, Massachusetts (continued)

- Responsible for completing the district's annual End-of-Year Report required by the Massachusetts Department of Education (DOE). Responsible for completing required financial audits for school construction projects funded through the School Building Assistance Bureau - DOE. Coordinated site visit of independent auditors who performed an extensive financial and programmatic audit of the district's \$1.8 million National Science Foundation (NSF) Grant. The district was selected randomly by the NSF. No audit exceptions were cited to the NSF based on this review.
- Provided technical support and analysis for a Lily Endowment, Inc. Study on School Finance that included the CPS and seven other districts from across the country. Analysis required the distribution of direct and allocated costs on a district-wide and school basis within five major functional categories. Results were used in a comparative analysis with the other districts and published in a final report.

1983  
to  
1988

Finance Department, City of Cambridge, Cambridge, Massachusetts  
Financial Analyst (1983-1987), Senior Financial Analyst (1987-1988), all positions reporting to the Assistant City Manager for Fiscal Affairs. Responsible for maintenance of cash management systems, cash flow analysis, coordination of the City's first fixed asset appraisal study and independent actuarial study of the contributory retirement system.

Project Lead in the development of the City's Comprehensive Annual Financial Report (CAFR). The City was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA). The City was the first municipality in the State of Massachusetts to receive this Certificate of Achievement in 1987.

In collaboration with the Budget Department, produced the City's Official Statement in conjunction with a \$14.7 million bond sale. The Official Statement provides pertinent, financial, statistical, demographic and other information to potential investors. The City's Financial Advisor had previously produced the Official Statement.

- OTHER:
- 2000 Recipient, Outstanding Employee Award, City of Cambridge
  - Panelist, AIA/NASB - *Think the Way They Think Study*, April 2002.
  - Appointed member to the Affirmative Action Advisory Committee, CPS (1991-1993)
  - Past President, North Division-Cambridge Little Baseball League (CLBL)
  - Member of the Board of Directors, North Division- CLBL
  - Treasurer, Bay State Baseball Tournament of Champions
  - Coach and manager of youth baseball and soccer teams
  - Past Chair, North Cambridge Stabilization Committee
  - Community Representative, City Manager's W.R. Grace Site Advisory Committee

EDUCATION: Suffolk University, Graduate School of Business Administration  
MBA degree awarded in June, 1988

Suffolk University, College of Arts and Sciences  
Bachelor of Arts degree awarded in June, 1982; Major in Economics



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CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

*Robert W. Healy, City Manager*

*Richard C. Rossi, Deputy City Manager*

March 17, 2003

To The Honorable, The City Council:

I am pleased to announce the appointment of David J. Kale, 10 Kassul Park, Cambridge, Massachusetts, as Budget Director/Deputy Finance Director effective March 31, 2003.

I have attached Mr. Kale's resume for your information.

Very truly yours,

Robert W Healy  
City Manager

RWH/dls  
Attachment

A-42

**Consent Agenda #13**

Appointment of David J. Kale as  
Budget Director/Deputy Finance  
Director effective March 31, 2003.

**In City Council March 17, 2003**

**PLACED ON FILE.**