

File ID Number	11-2824
Introduction Date	12-6-11
Enactment Number	11-2514
Enactment Date	12-14-11

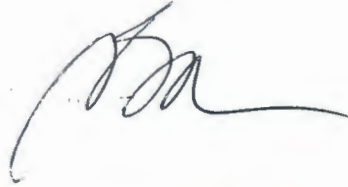
# Memo

**To** Board of Education

**From** Jacqueline Minor, General Counsel

**Board Meeting Date** November 16, 2011

**Subject** **AMENDMENT TO AGREEMENT WITH FINKBEINER AND ASSOCIATES**



**Action Requested** Ratification of Amendment to Professional Services Agreement with FINKBEINER AND ASSOCIATES

**Background** *A one paragraph explanation of why the consultant's services are needed.* Finkbeiner and Associates is retained to develop a management and operations plan for the Facilities Department to facilitate the Department's operations aligning with the District's strategic plan and to confer with other managers on human capital management solutions.

**Discussion** *One paragraph summary of the scope of work.* Ratification by the Board of Education of the Amendment to the Agreement between the District and FINKBEINER AND ASSOCIATES which extends the term from December 30, 2011 to June 30, 2012 and increases the funding to \$30,000. Consultant shall continue to work with the Facilities Department and its leadership team to develop a strategic management and operational plan to align the department to the District's strategic plan and to confer with senior management in other Departments on human capital management solutions.

**Recommendation** Ratification by the Board of Education of the Amendment to the Agreement between the District and FINKBEINER AND ASSOCIATES.

**Fiscal Impact** Funding resource name: (GP) not to exceed \$30, 000 per fiscal year.

**Attachments**

- Amendment
- Agreement

Board Office Use: Legislative File Info.	
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**AMENDMENT TO THE  
AGREEMENT  
Between  
OAKLAND UNIFIED SCHOOL DISTRICT  
And  
FINKBEINER AND ASSOCIATES**

By Enactment Number 11-0919 on May 25, 2011, the Board of Education approved a professional services agreement between FINKBEINER AND ASSOCIATES (hereinafter "CONSULTANT" or "CONTRACTOR") and the Oakland Unified School District (hereinafter "the District" or "OUSD") for the latter to develop a strategic management and operational plan for the Facilities Department and to confer with senior management in other Departments on human capital management solutions.

The Parties hereby agree to amend said Agreement as follows:

1. Paragraph 2.1 is hereby deleted and the following is substituted in its place:

**TERM.** The term shall be April 1, 2011 to June 30, 2012 and may be extended by written agreement of both parties.

2. Paragraph 2.2 is deleted in its entirety and the following is substituted in its place.

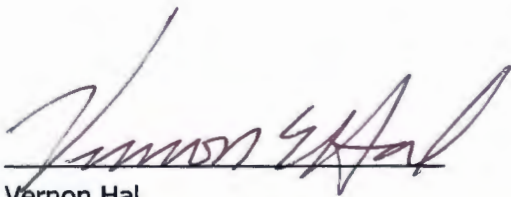
**FEES.** CONSULTANT'S fees for its services shall not exceed Thirty Thousand Dollars (\$30,000.00). Subject to Section 5 below, Consultant shall be reimbursed separately for travel; telephone toll charges; express mail, messenger or delivery service for the term of this Agreement, provided that these cumulative out-of-pocket costs do not exceed Five Hundred Dollars (\$500.00).

3. Except as expressly provided above, the Agreement is unchanged.

This Amendment to the Agreement between the CONSULTANT and the District constitutes the entire understanding and agreement between the Parties. All understandings, agreements, covenants, representations and warranties, express or implied, oral or written between are contained and merged herein. No other agreements, covenants, representations or warranties, express or implied, oral or written, have been

made by or between the Parties concerning the subject matter hereof. This is an integrated agreement. It may not be altered, modified or otherwise changed in any respect except in a writing signed by each party.

IN WITNESS WHEREOF, the parties hereto agreed to be bound and have executed this Amendment Agreement to the Agreement originally approved by the Oakland Unified School District Board of Education on May 25, 2011.



Vernon Hal  
Deputy Superintendent, Business and Operations



David W. Finkbeiner  
Managing Partner  
Finkbeiner and Associates

 12/15/11

Judy Linder  
President, Board of Education  
Oakland Unified School District

 12/15/11

Edna Lakatun  
Secretary, Board of Education  
Oakland Unified School District

**LEGISLATIVE FILE**

File ID Number 11-2824  
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Approved as to Form



Jacqueline Minor  
Jacqueline Minor, General Counsel

Board Office Use: Legislative File Info.	
File ID Number	11-1077
Introduction Date	5-17-11
Enactment Number	11-0919
Enactment Date	5-25-11 <i>MS</i>



OAKLAND UNIFIED  
SCHOOL DISTRICT

Community Schools, Thriving Students

**AGREEMENT**  
**Between**  
**OAKLAND UNIFIED SCHOOL DISTRICT and**  
**FINKBEINER AND ASSOCIATES**

**1. INTENT**

The Oakland Unified School District (hereinafter "the District" or "OUSD") hereby enters into a professional services agreement with FINKBEINER AND ASSOCIATES (hereinafter "CONSULTANT" or "CONTRACTOR") for the latter to develop a strategic management and operational plan for the Facilities Department and to confer with senior management in Facilities on human capital management solutions, as more specifically defined in the Scope of Services, which is attached hereto as Attachment A.

**2. TERMS AND CONDITIONS**

- 2.1 **Term of Agreement.** The term of this agreement shall be April 1, 2011 to December 30, 2011 and may be extended by written agreement of both parties.
- 2.2 **Fees.** CONSULTANT'S fees for its services shall not exceed Twenty Thousand dollars (\$20,000.00). Subject to Section 5 below, Consultant shall be reimbursed separately for travel; telephone toll charges; express mail, messenger or delivery service for the term of this Agreement, provided that these cumulative out-of-pocket costs do not exceed Five Hundred Dollars (\$500.00).
- 2.3 **Simultaneous Services by Consultant to Other Clients.** The District acknowledges its understanding that Consultant is actively involved in furnishing services similar to those provided by this contract for other clients. Consultant shall not be limited in any way in performing services for other clients that do not prevent it from discharging its obligations under this Agreement.
- 2.4 **Due Diligence and Lack of Warranty.** CONSULTANT shall exercise due diligence and its best efforts in performing the services required by this Agreement. Consultant makes no warranty, express or implied, as to the results of the services provided.
- 2.5 **Notice of Termination.** OUSD may at any time terminate this Agreement upon not less sixty (60) days written notice to CONSULTANT. OUSD shall compensate CONSULTANT for services satisfactorily provided through the date of termination. In addition, OUSD may terminate this agreement for cause should CONSULTANT fail to perform any part of this Agreement. In the event of termination for cause, OUSD may secure the required services from another contractor. If the cost to OUSD exceeds the cost of providing the services pursuant to this Agreement, CONSULTANT shall pay the additional cost. OUSD's right to terminate this Agreement is not its exclusive remedy but is in addition to all other remedies available to the OUSD by law, in equity, or under the provisions of this Agreement. Upon any termination of this Agreement, CONSULTANT shall immediately provide OUSD with complete and accurate copies or originals - where appropriate - of all documents in its possession belonging to OUSD. CONSULTANT further agrees to do all other things reasonably necessary to cause an orderly transition of services without detriment to the rights of OUSD.

- 2.6 **Choice of Laws.** This Agreement is governed by the laws of the State of California.
- 2.7 **Counterparts.** This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
- 2.8 **Anti-Discrimination.** Consistent with the policy of OUSD in connection with all work performed under this AGREEMENT, CONSULTANT shall not engage in unlawful discrimination in employment on the basis of actual or perceived race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation. CONSULTANT agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, CONSULTANT agrees to require like compliance by all of its subcontractor(s).
- 2.9 **Limitation of OUSD Liability.** Other than as provided in this Agreement, OUSD's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event, shall OUSD be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of or in connection with this Agreement for the services performed in connection with this Agreement.

### 3. AREAS OF AUTHORITY

- 3.1 **Independent Contractor.** This is not an employment contract. CONSULTANT, is an independent contractor or business entity, and will be responsible for operations and management of its employees to sufficiently carry out the agreed upon Scope of Work. CONSULTANT understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided or entitled to employees of OUSD, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONSULTANT shall assume full responsibility for payment of all Federal, State, and local taxes or contributions necessary to do business in the State of California, including unemployment insurance, social security and income taxes with respect to CONSULTANT's employees. In the performance of the work herein contemplated, CONSULTANT is an independent contractor, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.
- 3.2 **No Rights in Third Parties.** This agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.
- 3.3 **Ownership of Documents.** All documents created by CONSULTANT pursuant to this Agreement, including but not limited to reports, designs, schedules, and other materials prepared, or in the process of being prepared, for the services to be performed by CONSULTANT, are and shall be at the time of creation and thereafter the property of the OUSD, with all intellectual property rights therein vested in the OUSD at the time of creation. The OUSD shall be entitled to access to and copies of these materials during the progress of the work. Any such materials in the hands of CONSULTANT or in the hands of any subcontractor upon completion or termination of the work shall be immediately delivered to the OUSD. CONSULTANT may retain a copy of all materials produced under this Agreement for its use in its business activities.
- 3.4 **Copyright/Trademark/Patent/Ownership.** CONSULTANT understands and agrees that all matters produced under this Agreement shall become the property of OUSD and cannot be used without OUSD's express written permission. OUSD shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark, and/or patent of said matter in the name of OUSD.

3.5 **Confidentiality.** The CONSULTANT and all CONSULTANT's agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information and documents received that are labeled as confidential. This requirement to maintain confidentiality shall extend beyond the termination of this Agreement.

#### 4. INDEMNIFICATION

CONSULTANT shall indemnify and save harmless the District and its officers, State Trustee, agents and employees from, and, if requested, shall defend them against any and all loss, cost, damage, injury, liability, and claims thereof for injury to or death of a person, including employees of CONSULTANT or loss of or damage to property, arising directly or indirectly from CONSULTANT's performance of this Agreement, except where such loss, damage, injury, liability or claim is the result of the active negligence or willful misconduct of the District and is not contributed to by any act of, or by any omission to perform some duty imposed by law or agreement on CONSULTANT, its agents or employees. The foregoing indemnity shall include, without limitation, reasonable fees of attorneys, consultants and experts and related costs and the District's costs of investigating any claims against the District.

In addition to CONSULTANT's obligation to indemnify the District, CONSULTANT specifically acknowledges and agrees that CONSULTANT has an immediate and independent obligation to defend the District from any claim which actually or potentially falls within this indemnification provision, even if the allegations are or may be groundless, false or fraudulent, which obligation arises at the time such claim is tendered to CONSULTANT by the District and continues at all times thereafter.

#### 5. BILLING

- a. Bills for CONSULTANT fees and expenses must be submitted monthly and within 30 days of the end of the billing period unless otherwise agreed. Bills or invoices should be addressed to:

Tim White, Assistant Superintendent  
Oakland Unified School District  
955 High Street  
Oakland, CA 94601

- b. The District will not pay for amounts not reflected on bills or invoices.
- c. The District will pay only the actual costs for reasonable expenses without any premiums or markups.
- d. The District shall reimburse CONSULTANT for necessary photocopying and other expenses at cost, subject to the following limitation:
- i. Copying expense - 10¢ per page
  - ii. Facsimile expense - 50¢ per page
- e. The District retains the right to audit all bills or files that are or have been the subject matter of any billing in the past. Such an audit will require CONSULTANT to produce any and all documentation that would support the billing submitted by CONSULTANT. CONSULTANT will produce any individual who has submitted billing on behalf of the firm, as well as any firm personnel who would have knowledge or information regarding any billing, and the firm shall produce such persons to answer any and all questions regarding the billings. CONSULTANT acknowledges that the District may utilize its own personnel, an outside auditing service, or such other company or service to perform such audits.

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**6. WAIVER**

Either party's failure at any time to enforce any default or right reserved to it, or to require performance of any of the Agreement's terms, covenants, or provisions by the other party at the time designated, shall not be a waiver of any such default or right to which the party is entitled, nor shall it in any way affect the right of the party to enforce such provisions thereafter.

**7. MODIFICATION OF AGREEMENT**

The parties may amend this Agreement in writing by mutual consent. Changes, including any increase or decrease in the amount of the CONSULTANT's compensation, shall only be effective upon proper Board approval and execution of a duly authorized written amendment to this Agreement.

**8. COMPLIANCE WITH LAWS**

CONSULTANT shall keep itself fully informed of the applicable state and federal law affecting the performance of this Agreement, including but not limited to any and all restrictions and requirements of the Lobbying Disclosure Act, and shall at all times comply with such laws as they may be amended from time to time.

**9. SECTION HEADINGS**

The section headings contained herein are for convenience in reference and are not intended to define the scope of any provision of this Agreement.

**10. ENTIRE AGREEMENT**

This Agreement contains the entire agreement between the parties and supersedes all other oral or written provisions.

**11. SEVERABILITY**

If any term or provision of this Agreement shall be found illegal or unenforceable, this Agreement shall remain in full force and effect and such term or provision shall be deemed stricken.



IN WITNESS WHEREOF, the parties hereto agreed to be bound and have executed this Agreement on the day first mentioned above.



Timothy White  
Assistant Superintendent  
Oakland Unified School District

Date: 5/4/2011



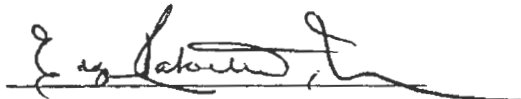
David W. Finkbeiner  
Managing Partner  
Finkbeiner and Associates

Date: 5/4/11



President, Board of Education  
Oakland Unified School District

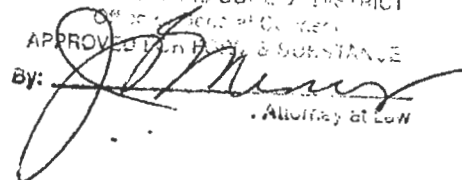
Date: 5/26/11



Secretary, Board of Education  
Oakland Unified School District

Date: 5/26/11

File ID Number: 11-1077  
Introduction Date: 5-17-11  
Enactment Number: 11-0919  
Enactment Date: 5-25-11  
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OAKLAND UNIFIED SCHOOL DISTRICT  
APPROVED BY:   
By: \_\_\_\_\_  
Attorney at Law

**Finkbeiner and Associates**

2 Los Altos Road  
Orinda, CA 94563  
925.253.7671 (Voice Mail)  
925.872.6334 (Cell)  
[www.dfinkbeinerassociates.com](http://www.dfinkbeinerassociates.com)

April 13, 2011

Mr. Tim White  
Head of Facilities  
Facilities Department  
Oakland Unified School District  
955 High St  
Oakland, CA 94601

Dear Tim,

It has been a pleasure getting to know you over the last several weeks and finding out more about the OUSD Facilities organization. I look forward to the opportunity to work with you and your team.

**Background**

This proposal reflects the discussions we have had with regard to some changes you would like to see in your organization. My understanding is that you would like to improve the alignment between the needs of the District and community, and the structure, roles and personnel that serve those needs. You have a large and complex organization to manage and are feeling increasingly stretched in your role as the head of Facilities, in large part because of the above described misalignment.

To make better use of your time managing the staff of your organization, and resources of the District and community, you want to ensure that you have the right organizational structure, the right roles to support the work carried out by your organization, and the right people with the right skills to fill those roles. In addition, you want to ensure that you have the right tools and practices in place to better manage the performance of your organization.

Based on our general discussions, and some specific conversation we had after I submitted a discussion document about some possible approaches to the work, you concluded that it would be most prudent to review your current reporting structures, the roles, and the current job incumbents. You further concluded that it would be advantageous to look at the organizational structure of other school district facilities' organizations of similar size, and who deploy a similar school/community based model.

Finally, we agreed that I should look at the tools and practices needed to better manage the performance of your organization.

My work with you and your organization will involve some meeting time with your immediate team. This approach, while slightly more time consuming initially, has the advantage of directly engaging your team in the work, thus ensuring acceptance and saving time when the changes are rolled out.

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### **Approach and Work Steps**

We will take a highly collaborative approach in working with you and your staff. It is absolutely critical that you have complete trust in the quality and timeliness of our work, our ability to maintain confidences, and our personal and professional integrity.

The specific steps we will use in conducting the study are as follows:

**Project Planning/Management and Communication-** We will provide a project plan, with a schedule of deliverables, events and dates. Since a number of people will take part in interviews, we will also provide a list of possible communication events and templates that you can modify and send out under your name. (1 or 2 meetings required)

**Research-** We will ask for all relevant documents and review them and pose questions, if needed. (no meetings required)

**Interviews-** This step includes interviews with staff and outside interviews with your peers in other organizations. (1 meeting with each staff and outside facilities Directors, and several meetings with you)

**Summary of Findings and Recommendations-** In this step we will summarize findings from internal and external interviews and our research and present it to you with a set of recommendations. This will cover recommendations on the structure, roles, current job incumbents, and the tools and practices needed by the organization to better manage performance. (1 meeting with you and others as designated)

**Possible Work Coming Out of Recommendations-** It is possible that additional work will be needed as a results of some of the recommendations. This might include tools or practices currently not in place. However, without a set of recommendations, it is impossible to determine the time or resources needed. The figure shown in the budget below is a rough estimate.

**Assessment of Change Readiness and Plan-** We will provide you with a plan on how to best implement the changes that you approve. This will include key events, communication themes, method of communicating and a profile of support or resistance by your staff. (1 meeting with you)

**Implementation Planning and Communication-** This plan will cover specific implementation and communication events needed to support the changes. It will also provide a plan on how to best manage resistance/resistors to the changes. (1 or 2 meetings with you and several with staff to introduce changes and discuss impact, measure resistance, and identify change issues)

**Support for the Implementation-** This will generally involve support for the implementation plan, change management, communication and meeting attendance.

**Finkbeiner and Associates**

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**Budget and Timing**

Project Steps	Lapsed Time	Approximate Hours	Cost Range
Project Planning/Management and Communication	2 weeks	16-18 hours	\$2400-\$2700
Research	1 week	8-10 hours	\$1200-\$1500
Interviews (Assumes 12 to 16 including Other Districts)	4 weeks	32-36 hours	\$4800-\$5400
Summary of Findings and Recommendations w/ Meeting	3 weeks	36-42 hours	\$5400-\$6300
Possible Work Coming Out of Recommendations	2 week	10-14 hours	\$1500-\$2100
Assessment of Change Readiness and Plan	1 week	10-12 hours	\$1500-\$1800
Implementation Planning and Communication	1 week	8-10 hours	\$1200-\$1500
Support for the Implementation	2-4 weeks	8-12 hours	\$1200-\$1800
<b>TOTAL</b>	<b>16-20 weeks</b>	<b>128-154 hours</b>	<b>\$19,200-\$23,100</b>

**Billing and Logistics:**

Our billing cycle is monthly and is based on consulting hours worked for the period. You will be billed only for the hours worked for the cycle, with the billing maximum not exceed the budgeted amount above, unless otherwise approved by you. Payment is due 10 days from the billing date. The client will not be billed for travel time or other expenses related to travel, provided that commuting is within a reasonable distance (25 miles) of my office.

**Conclusion:**

I would like to thank you Tim for the opportunity to propose on this work. I look forward to working with you and your team to address the organizational issues addressed above in this proposal letter. Please let me know if you have any questions about the proposal.

Best regards,

*David*

David Finkbeiner  
Managing Principal  
Finkbeiner and Associates

**NOTICE:** This communication may contain confidential, proprietary or legally privileged information. It is intended

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only for the person(s) to whom it is addressed.