

HUBBARD & HUBBARD, INC.

International Organization & Human Performance Corporation.

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N O T E

DATE: October 8, 2013 **TIME:** 11:59 PM
TO: Keena M. Smith **PHONE:**
Assistant Director
DPU
Fax:
EMAIL: kmsmith@columbus.gov

FROM: Dr. Edward E. Hubbard **PHONE:** 435-628-8099
Hubbard & Hubbard, Inc. **FAX:** 435-674-1203

RE: Proposal – City of Columbus DPU Diversity Scorecard Consultation
CC:

H&H, INC. CITY OF COLUMBUS CONTRACT COMPLIANCE #: 680097723

Number of pages including cover sheet:

Message

It was great meeting and talking with you and Toya recently. We are looking forward to working with you and successfully meeting your business objectives.

Attached you will find Hubbard & Hubbard's revised process to the City of Columbus, Ohio DPU to implement a diversity strategic alignment and scorecard measurement process based upon our conversation to forge a mutually agreed upon Scope of Work. The goal of the project is to help align the organization's diversity strategic plan, metrics and business objectives into a comprehensive, yet simple tracking and reporting system that generates 1- Enterprise Diversity scorecard and 3-Divisional Diversity Scorecards for the Department of Public Utilities' specific diversity performance and change process. This index will allow Columbus DPU to report and underscore its progress using an organization-wide Balanced Scorecard approach.

Hubbard & Hubbard, Inc. is the leader in the field of Diversity measurement and Diversity ROI analytics (for over 30 years). We stand ready to work with you and your team to apply our strategic alignment and Diversity ROI measurement

technologies to implement initiatives that support the City of Columbus' Department of Public Utilities strategic business objectives.

We have identified the program deliverables and array of business solutions needed to meet your specific needs and budget range. Our proposal presents strategies to work together.

Please let me know if you have any immediate questions regarding this approach.

Again, thank you for considering Hubbard & Hubbard, Inc. to meet your needs.

Sincerely,

Dr. Edward E. Hubbard
President & CEO
Hubbard & Hubbard, Inc.

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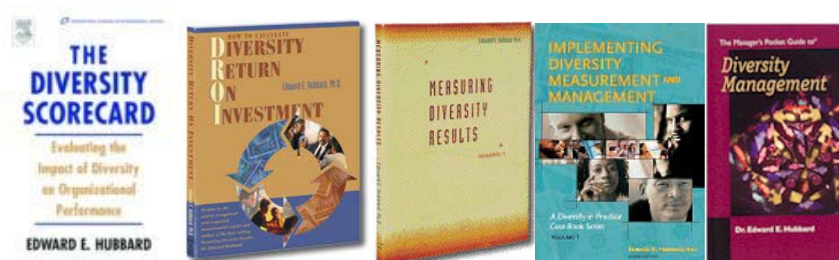
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I. PROPRIETARY NOTICE

This proposal is to be used solely for the purpose of presenting Hubbard & Hubbard, Inc.'s proposal to City of Columbus DPU and is for internal use only. This information is not intended for any use or sharing with others outside of this purpose or sharing with other consultants, companies, or organizations. Any other use of this material violates Hubbard & Hubbard, Inc.'s copyrights licenses and its intended purpose. Hubbard & Hubbard, Inc. also respects the fact that any information provided by City of Columbus DPU to Hubbard & Hubbard, Inc. in pursuit of this proposal, and will be treated as confidential, unless otherwise specified.

II. EXECUTIVE SUMMARY

City of Columbus, Ohio, Department of Public Utilities seeks an organization to assist in the implementation of a comprehensive, yet practical analysis, tracking, and reporting system that generates a scorecard index showing specific Diversity Return on Investment (DROI[®]) performance impact. This process must be practical and highlight key diversity analytics the organization can use to report its progress and DROI[®]. It must also roll up key Diversity and Inclusion performance into a summary index score for reporting purposes. (DROI[®] is a registered trademark of Hubbard & Hubbard, Inc.)



Dr. Hubbard is the first metrics author in the field of diversity (for almost 30 years, wrote the first book in the field: “Measuring Diversity Results – in 1997”) and literally wrote the book on the Diversity Scorecard: “The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance”.

Hubbard & Hubbard has a demonstrated track record in completing this type of Diversity business alignment and measurement process for its clients. Hubbard & Hubbard’s successes include:

- For **Southern Companies**, (Georgia Power, Alabama Power, etc.) we developed a comprehensive Diversity Scorecard, Diversity Value Proposition Strategy Map, Diversity Business Rationale, created

quantitative and qualitative metrics, key performance indicators, and Diversity ROI analytics to build capability and drive improved performance throughout all Southern Company Operating Companies (OpCos). We constructed comparative benchmarking standards, Diversity performance standards, and implementation and communications plans.

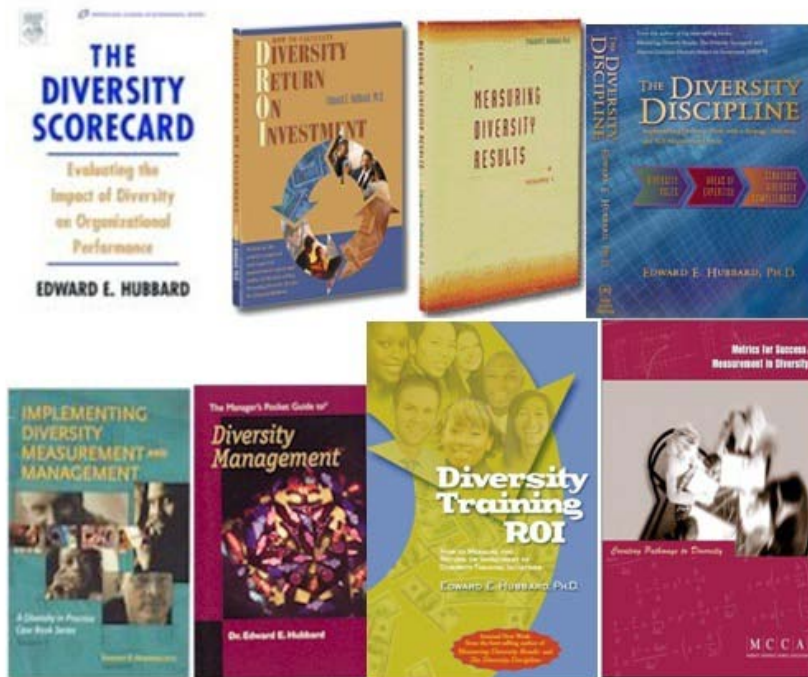
- For **American Electric Power (AEP)**, we have developed a comprehensive scorecard and set of diversity metrics which measure the impact of its diversity initiatives on the organization's bottom-line objectives. In addition, Hubbard & Hubbard, Inc. assisted in the analysis of critical diversity performance data and its reporting to the AEP Diversity Council and C-Suite.
- For **Prudential Insurance Corporation**, we assisted the corporate diversity organization in creating a Diversity Leadership Accountability System and Business Scorecard set of quantitative and qualitative metrics that tie directly to compensation and bonus. In addition, we built comprehensive Diversity Leadership competency-based training programs to teach ROI processes to drive business results. We also developed approaches to enhance workforce skills, designed tools to support executives and managers in their implementation and created processes to track its success and ROI impact. A major portion of our work was to design processes to improve workforce profile representation, organizational environment satisfaction and workforce engagement performance, as well as executive and management leadership skills to manage in a diverse work environment. We have assisted Prudential in this effort for more than 20 years.
- For the **multi-billion dollar VHA, Inc.** (Healthcare Supply Chain GPO) organization, working with the President and Senior Executive team, we created the entire strategic Diversity change process for the organization including designing and aligning the VHA Diversity Council and its Strategic Diversity plan with core business strategies, developing Diversity Action Teams, Diversity Scorecard Measurement processes, and training all employees in the organization in a two-year period. We have delivered Diversity Leadership Training for all new employees and have done so for the last 5 years as well as advise and help lead the VHA Diversity Council. We helped build a customized Diversity Strategy Map and Diversity Value Proposition to align the Diversity Council's work with VHA's core business goals and strategies.
- For **Los Alamos National Labs**, we helped build a complete diversity strategic plan, Diversity Business Rationale, and created quantitative and qualitative metrics and key indicators for building capability and performance in the Nuclear Materials and Technology Division. We also installed a computerized diversity measurement and tracking process called "MetricLINK[™]" (a Hubbard & Hubbard, Inc. proprietary software system).
- For the world-renowned **University of Texas M.D. Anderson Cancer Center**, we have built a diversity strategic alignment model that supports

M.D. Anderson's Strategic Business Mission and Values. This includes using the Hubbard & Hubbard, Inc. Scorecard Methodology and strategic alignment process to create a "Diversity Value Proposition Model" which shows how M.D. Anderson's Office of Institutional Diversity (OID) provides impact to the organization's bottom-line objectives. It is complete with key business drivers and diversity metrics. Hubbard & Hubbard, Inc. converted this measurement process into a comprehensive Diversity Scorecard Index and Measurement System which is automated using Hubbard & Hubbard, Inc.'s MetricLINK[®] Diversity Measurement Scorecard system.

- For **Boehringer Ingelheim USA**, we developed a complete Diversity strategic measurement process, Diversity ROI Business Rationale, quantitative and qualitative metrics, and key indicators to build capability and performance to demonstrate the impact of their Diversity initiatives. We also installed our Diversity Analytics and tracking service called "MetricLINK[®] (a Hubbard & Hubbard, Inc. proprietary online service) to automate their measurement and reporting process for enhanced decision making and reporting.
- For the **American Red Cross**, we helped build their Diversity Business strategy using our Diversity High Impact Mapping Process and Strategic Business Rationale process to set the framework for their performance. We taught their senior and other leaders to use key diversity metrics for key ethnic markets, for blood and bone marrow donations, and diverse group volunteerism.

We propose that our work together is completed in three phases. Phase One would consist of Data Gathering, Research Planning, Scorecard System Deployment and Assessment.

Hubbard & Hubbard, Inc., led by Dr. Edward E. Hubbard, is the pioneer and industry leader in Diversity strategic alignment, diversity analytics and measurement. Dr. Hubbard is the founder of the *Hubbard Diversity Measurement and Productivity Institute*, *The Diversity ROI Institute*, and is author of over 40 books: including the groundbreaking books: "*Measuring Diversity Results*", "*How to Calculate Diversity Return-on-Investment*", "*The Diversity Scorecard*", "*The Manager's Pocket Guide to Diversity Management*", "*Implementing Diversity Measurement and Management*, The "*Diversity Discipline*" and "*Measuring Diversity Training ROI*".



As a result of his extensive research in the area of diversity measurement and expertise in computer programming, he is the first to develop automated software technologies for measuring diversity return-on-investment (DROI[®]) and performance improvements such as “MetricLink[®] Gold, Silver and Platinum” online support services, Hubbard Diversity Stat Paks[®] and many others. As a result, Hubbard & Hubbard, Inc. can offer a full array of diversity performance measurement tools and capability to assess and align business and leadership needs including web-based assessment, focus group processes, assessment and development of ROI strategies for Employee Resource Groups (ERGs), competency modeling (including a web-based Diversity Leadership Competency Profile and Index), deliver Executive Diversity ROI (DROI[®]) briefings, and many others.

Dr. Hubbard has received several awards and recognitions for creating the Diversity Measurement and Analytics field. For example, he received the “Legends of Diversity Award” from the International Society of Diversity and Inclusion Professionals, the “Diversity Pioneer” recognition from Profiles in Diversity Journal Magazine, and inducted in the American Society for Training and Development (ASTD) “New Guard” of pioneers in their field.

(View Short 2-minute Video: <http://www.youtube.com/watch?v=ZoVqbM9wty8> regarding Dr. Hubbard’s Diversity and Inclusion field contributions)

Sample Displays from our Hubbard & Hubbard, Inc. Metriclink® Online Diversity Scorecard/Dashboard, Tracking, and Benchmarking Service.



Hubbard MetricLink® Redefining Diversity Analytics & Metrics Processing





Phase Two would contain alignment plan consultation and diversity measurement activities to insure accountability and results. We would present the findings to the appropriate level of executives and jointly determine, with their leadership, how to implement the results. The deliverables for Phase One and Two of this would be:

- **Business Needs Assessment**
- **Executive Education:** Diversity: Facts, Figures, and Processes that Impact Business Performance
- **Diversity 9-S Strategic Alignment Audit**
- **Diversity Business Rationale Index Assessment:** Linking Diversity to the organization’s strategic business objectives
- **Diversity High Impact Map:** Building A Diversity Strategic Alignment Implementation Map (Strategy-on-a-Page). This is a single-page communications and implementation tool that outlines links between diversity initiatives and bottom-line performance.
- **Diversity Strategic Business Alignment Plan Development –** Diversity Scorecard Index development, implementation and reporting process development
- **Diversity Scorecard Measurement System Development and Process Testing**

Optional Phase III would involve periodic consulting with key *City of Columbus DPU* Diversity Advisory team members to ensure that the diversity alignment and measurement process works as designed. During Phase III, we would progress from aligning diversity management with *City of Columbus DPU* strategic objectives to positioning City of Columbus DPU as a world-class role model organization for strategic applications of Diversity and Inclusion consistent with its objectives.

Deliverables for Phase Three would be:

- Assess the impact of identified key strategic diversity goals, strategies, metrics and result targets within the City of Columbus DPU footprint and mission tied to the Diversity Scorecard.
- Check alignment indicators, internal and external benchmark data and reporting processes for effectiveness

Hubbard MetricLink[®] Scorecard and Dashboard Measurement Service Option

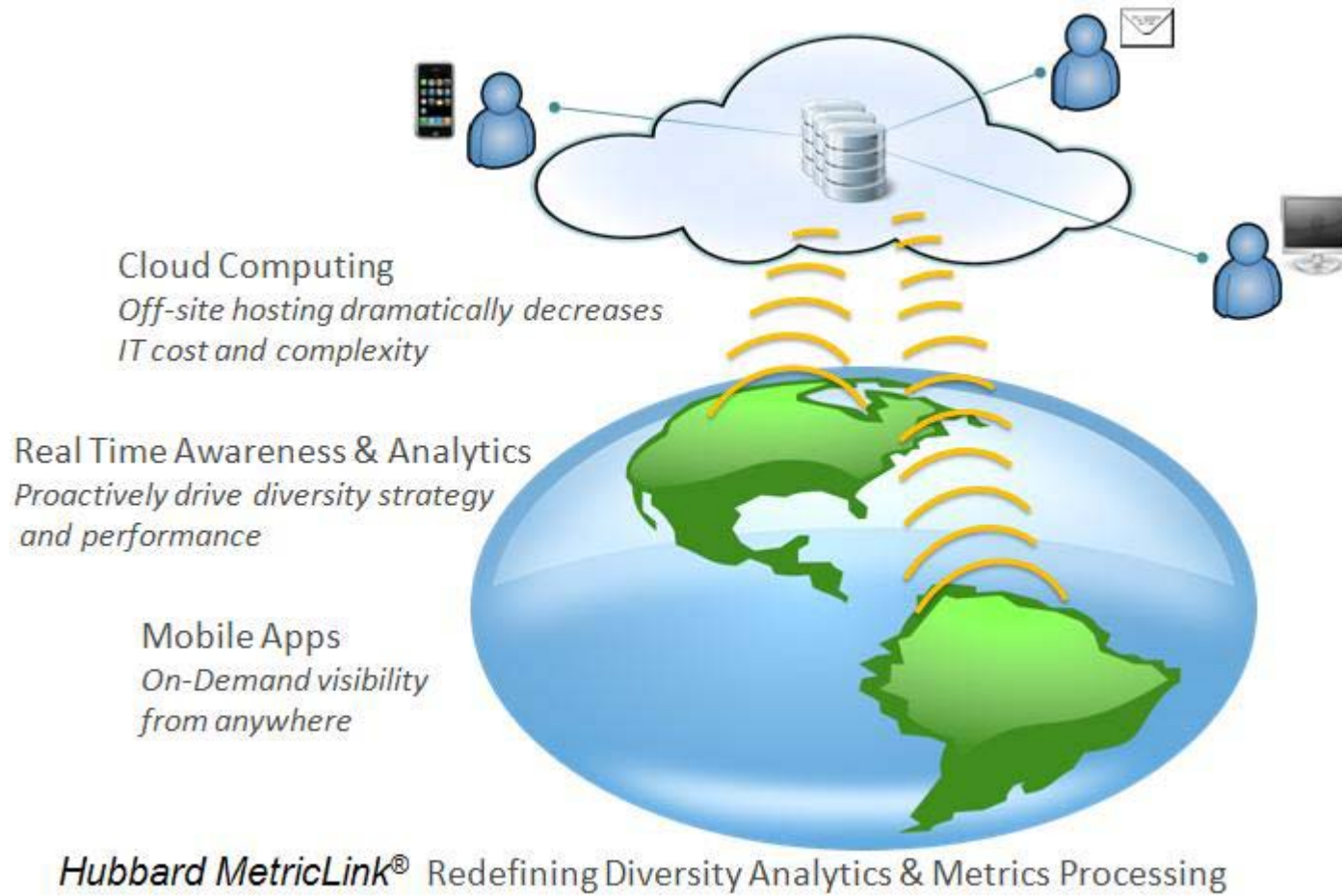
Hubbard MetricLink[®]: A Strategic Measurement Service

Hubbard & Hubbard, Inc. MetricLink[®] is redefining the way Diversity Scorecard Analytics and Dashboard metrics are utilized to assess an organization's strategic Diversity performance and results. Hubbard **MetricLink[®]** leverages proven Cloud Computing technology to assist organizations in monitoring key strategic Diversity analytics and measures of their change initiative's performance.

Cloud Computing Architecture

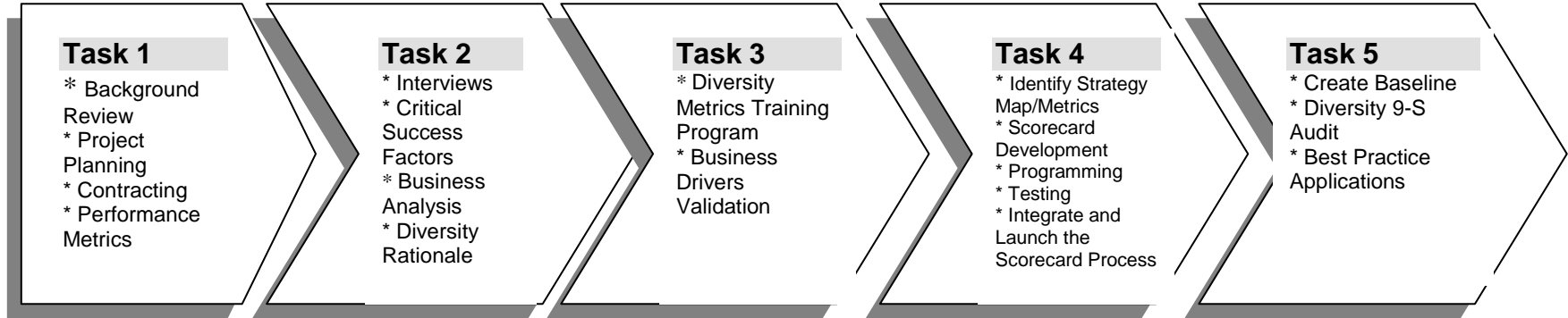
Definition: *Cloud Computing is Internet-based computing, whereby Diversity and Inclusion analysis applications are accessible via computers and other devices on-demand.*

Our strategic measurement service is available at a low cost, monthly rate with complete access to the full power of state-of-the-art diversity analytics and measures for global performance reporting. This unique measurement system comes fully equipped with comprehensive automated reporting tools with easy to use "point, pinch or click" data access screens.

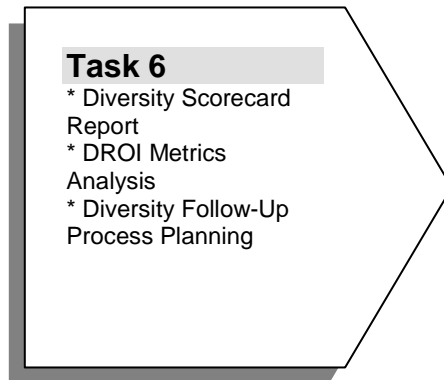


MetricLink Diversity Measurement Service Implementation Flow

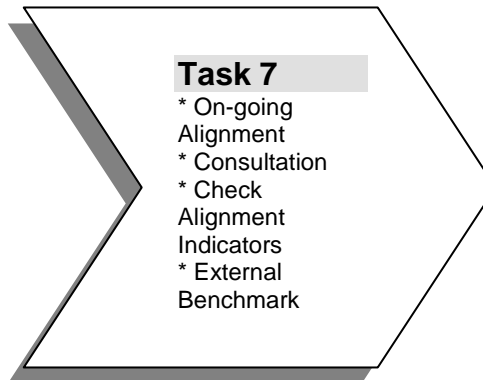
Phase I



Phase II



Phase III



Hubbard & Hubbard's experience and the basic tenants of organizational analysis and change have taught us that involvement in the planning of those affected by the change significantly contributes to a smooth, successful implementation. Therefore, Hubbard & Hubbard's approach is one that involves others in the planning and decision making process.

Hubbard & Hubbard's proposed three-phased approach provides City of Columbus DPU with maximum flexibility in making critical strategy decisions in a systematic and orderly way. This allows for a thoughtful plan, assessment and implementation strategy that builds commitment as we go. The strategy would be to sequence the data gathering process to validate findings as we proceed.

III. RECOMMENDED DEVELOPMENT APPROACH

In working with clients we have consistently demonstrated the following:

- An ability to be flexible;
- An ability to facilitate the learning of others;
- A sincere willingness and ability to adapt our designs, methods, strategies, and experience to fit the needs of the client;
- An ability to provide leadership as well as work as a team player;
- An ability to deliver quality work within deadlines;
- An ability to overcome difficult and "stretch" deadlines;
- An ability to "walk the talk" of the facilitated processes we use by integrating the philosophy into how we work together to serve our clients;
- An ability to help clients achieve measurable, strategic results.

Our Philosophy Related to Diversity, Organizational Analysis, Facilitation, and Consulting

- The self-esteem and dignity of those involved in the process must be maintained.
- The design of development processes and systems must stem from a needs analysis of the organization, keeping the costs and other organizational realities in mind.
- Strategies and approaches must be varied to accommodate diverse style needs of those involved.

- Organizational communication and involvement are essential ingredients for success.
- The design and delivery of the approach must be customized to fit the needs of the organization.
- Key stakeholders and other officials should be informed to support the behavior and systems change required for success.
- The design should be supported by key feedback measures and success metrics.
- The design strategy must be supported with policies, procedures, and system changes, as appropriate, to make a measurable impact.

Time Estimates for each Phase are based upon a mutually agreed upon Scope Document

Phase I

Phase-I: Data Gathering, Research Planning, Assessment and Scorecard Design

Task 1 -----Time Estimate: 2.5 Days

Review Background Information, Project Planning, Contracting, and Interviews with Key City of Columbus DPU Project Contacts

A meeting with the primary coordinator, other appropriate City of Columbus DPU representatives (Key Advisory Team members), and Dr. Edward Hubbard, the lead consultant (and appropriate H&H Senior Associates) to:

1. Finalize consultation arrangements and determine a process for performance measurement.
2. Identify a timetable for working together with appropriate personnel.
3. Receive additional background information on City of Columbus DPU's strategic business objectives including pertinent accomplishment targets, demographics, policies, performance obstacles, their impact, and other relevant information.
4. Determine the project's scope.
5. Conduct an Online Mini-Education Workshop with the Advisory Team regarding the business case for valuing diversity in business performance and financial terms.
6. Confirm Draft the project timeline.

This task also includes additional meetings with the key contact as needed. The purpose of these meetings would be to:

1. Become further acquainted with the organization's mission, values, performance and operations objectives that link to diversity and current diversity implementation.
2. Increase the contact's knowledge of options for diversity utilization and identify possible diversity measurement processes.
3. Finalize the logistics of our work together and any data collection processes, including commitment and confidentiality issues. We would also discuss any long-term logistic implications.

Task 2 ----- Time Estimate: 6 Days

Executives and Line Staff Interviews, Data Collection, and Business Needs Assessment

7-9 one and one-half hour Organization and Divisional interviews (up to 3 per Division) with appropriate key staff members and Dr. Edward Hubbard (and appropriate HH staff) to:

1. Identify important perspectives regarding the organization's objectives and diversity utilization opportunities within and throughout City of Columbus DPU
2. Identify "***Critical Success Factors***" and key assessment measurements to include.
3. Identify themes and patterns of metrics needed for the Columbus DPU Diversity Scorecard Deployment.

We will incorporate and leverage automated data collection strategies as appropriate.

Task 3----- Time Estimate: 1.5 Days

Executive Education: Diversity: Facts, Figures, and Processes that Impact Business Performance

Hubbard & Hubbard, Inc. will

1. Deliver a 2 hour Diversity Education Program for Advisory Team.
2. This program will be based upon the combined information from Hubbard & Hubbard, Inc.'s Diversity Competency Profile research, our standard Diversity Strategic Advantage Workshop and City of Columbus DPU data gathered during the interview task (stated above). Based upon this information, we will identify key business needs.
3. Validate key Business Drivers.

Task 4----- Time Estimate: 10 Days

**DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology
1-Enterprise and 3 Divisional Diversity Scorecards**

Hubbard & Hubbard, Inc. will, using its Diversity ROI Scorecard Methodology, develop **1-Enterprise and 3 Divisional Diversity Scorecards** customizing them for specific City of Columbus DPU performance measurement and tracking applications. Hubbard & Hubbard, Inc. will complete all training and support tasks with City of Columbus DPU to ensure accurate processing. Using Hubbard & Hubbard, Inc.'s groundbreaking Diversity Measurement Approaches and process, we will:

1. Review Hubbard the Diversity Measurement and Scorecard implementation tasks
2. Identify current and customized metrics
3. Co-create the *Columbus DPU Diversity Scorecards, all Metrics, Indices, Set Targets and Measurement Benchmarks*
4. Conduct a scorecard training class
5. Complete the Model Performance and Process Simulation to ensure system performance and effectiveness
6. Integrate and Launch the Scorecard Process throughout Columbus PUC

Task 5----- Time Estimate: 3 Days

Research Analysis, Metric Compilation and Report Building Activities

Using Hubbard & Hubbard's diversity research processes, Hubbard & Hubbard's measurement expertise, and data collected thus far, Hubbard & Hubbard and the City of Columbus DPU team will:

1. Conduct diversity baseline setting activities.
2. Build the Diversity High Impact Map
3. Compile the initial study results and develop the diversity strategic alignment implementation plan.
4. Create a Communications Plan, Summary Report, and offer recommendations.

Phase II

Phase-II: Recommendations, Consultation, and Follow-up Activities

Research Results Review----- Time Estimate: 1.5 Days

The City of Columbus DPU Staff and Dr. Edward Hubbard will conduct a two-hour meeting with the appropriate level of executive management to:

1. Review the results of the initial research report and Diversity Scorecard metrics.
2. Report baseline data and any preliminary return-on-investment numbers.
3. Identify continued implementation and follow-up activities.
4. Define Hubbard & Hubbard, Inc. follow-up processes.
5. Identify additional interventions needed and/or requested.

Technical Review Task ----- Time Estimate: 1 Day

Consultation regarding Automating the DPU Diversity Scorecards

Using Hubbard & Hubbard’s measurement expertise, and data collected thus far, Hubbard & Hubbard and the City of Columbus DPU team will:

1. Discuss considerations for automating the DPU Diversity Scorecards using Columbus DPU’s “Web-Focus” technology
2. Discuss using the Hubbard Metriclink[®] Cloud-based and Enterprise Service options

Phase III

Phase-III: Periodic Diversity Metrics Alignment Consulting and Follow Up

**Periodic Diversity Metrics Alignment, Systems Alignment Consultation-----
----- Time Estimate based upon the mutually agreed upon Scope
Document; and As Needed**

Phase III would involve on-going consulting with the *City of Columbus DPU* Diversity Advisory team to ensure that the diversity alignment and measurement process works as designed. During Phase III, we would progress from aligning diversity management with *City of Columbus DPU* strategic objectives to positioning City of Columbus DPU as a world-class role model organization for Diversity consistent with its objectives. The deliverable for Phase Three would be:

- Assess the impact of identified key strategic diversity goals, strategies, metrics and results targets within the City of Columbus DPU footprint tied to Diversity Scorecard.
- Check alignment indicators, internal and external benchmark data and reporting processes for effectiveness

IV. DESCRIPTION OF ADDITIONAL DELIVERABLE

In addition to the tasks outlined above, Hubbard & Hubbard, Inc. will, using its High Impact Mapping technologies, help the City of Columbus DPU Advisory Team create a Diversity High Impact Strategy Map to support its Enterprise Diversity Scorecard.

Hubbard Diversity High Impact Strategy Map

The Hubbard Diversity High Impact Map is a visual, graphic mapping process cataloging the links and connections between the organization's strategic business objectives, actual diversity initiatives, and the organization's business strategy. It will illustrate the diversity and business strategy in a way to show how diversity links to key contributing aspects of the organization and how it will assist the organization in accomplishing its objectives. It will help:

- Identify Strategic Business Goals
- Determine the Diversity-Related Goals and Objectives
- Specify Diversity Business Rationale Objectives Identifying Improvement Needs
- Audit Current Initiative Results of Diversity Business Rationale Areas Using Diversity 9-S Framework
- Link Diversity Initiatives and Highly Leverage Actions
- Identify Key Knowledge, Skills, and Abilities (KSAs) to Support Diversity Initiatives
- Build an Accountability and Sustainability Plan for Initiative Implementation

V. ESTIMATED COSTS AND PAYMENT SCHEDULE

Time Estimates and costs for each Phase will be based upon a mutually agreed upon Scope Document (to include items such as the number of departments within Columbus DPU requiring custom Diversity Scorecard designs, number of interviews required, number of sessions, etc.). A base consulting rate is shown in the Cost section for calculation purposes.

CITY OF COLUMBUS DPU DIVERSITY SCORECARD PROJECT

Costs for this consulting engagement will be as follows plus expenses:

Phase	Tasks	Cost
1	<ol style="list-style-type: none"> 1. <i>Review Background Information, Project Planning, Contracting, and Initial Interviews with Key City of Columbus DPU Project Contacts</i> 2. <i>Staff Members Interviews, Needs Analysis Process</i> 3. <i>Online Advisory Team Education: Diversity: Facts, Figures, and Processes that Performance</i> 4. <i>DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology <u>1-Enterprise and 3 Divisional Diversity Scorecards</u></i> 5. <i>Research Analysis, Metric Compilation and Report Building Activities</i> 	<p>Typical Staff Need: 1-2 Consultants</p>
	<p>** <i>Monthly Online Metriclink Service</i></p> <ul style="list-style-type: none"> • <i>1-User: \$295/month</i> • <i>Additional Users: \$150/month</i> 	<p>See Bullet List**</p>
2	<ol style="list-style-type: none"> 1. <i>Research Results Review: Recommendations, Consultation and Follow-up Activities</i> 	<p>Included</p>
3	<ol style="list-style-type: none"> 1. <i>Periodic Strategic Alignment Consulting and Follow-up as needed</i> 	<p>\$2900/day plus expenses (Preferred Client Rate)</p>
Custom	<p>Custom Dashboard Views beyond the Metriclink® Express Setup Design, Survey Assessment and Analysis Services, ROI Analytics Training, etc. can be added on a project basis. City of Columbus DPU and Hubbard & Hubbard, Inc. will mutually agree upon the work to be done and budget prior to implementation. These requirements will be summarized in a Scope Document.</p>	<p>As Requested</p>
Full Price:		\$ 99,500

Pricing

Full Project Price: \$99,500 Expenses Included

Hubbard MetricLink® Option Pricing:

If the Hubbard Metriclink Online Diversity Scorecard and Dashboard Services are utilized, the following pricing applies:

- Plus \$295 per Month Online Service, 1 User
- \$150/month each additional User

Phase 3: Task 1----- Based upon Consulting Needs

Custom Dashboard Display Development ----- Based upon Consulting Needs

- \$2900/day plus expenses

Terms

Terms are net 20

Any additional Consulting work outside of the scope of this document will be billed at \$2900/day plus expenses (such as requested in-person meetings outside of the current project plan, etc.) Additional work will be mutually agreed upon by City of Columbus DPU and Hubbard & Hubbard, Inc. prior to start.

Cancellation Policy

In the event a consultation date is cancelled, the following schedule of payment applies. Hubbard & Hubbard, Inc. will do everything it can to schedule other client work in which case, most fees will not be due.

Days Prior to the Event	Fees Due
10 Working Days Prior	No Fees Due
4 Working Days Prior	25% of the Total Fees Due
3 Working Days Prior	50% of the Total Fees Due
2 Working Days Prior	90% of the Total Fees Due

Hubbard & Hubbard's STANDARD FOLLOW-UP ANALYSIS AND PROGRESS REPORTING

In addition to key milestone dates, a two-hour online meeting call of the key contacts and the Hubbard & Hubbard, Inc. team will be held on the following schedule after implementation:

- 2 Months
- 6 Months
- 1 Year

The purpose of this meeting will be to:

1. Evaluate the change effort to date.
2. Offer alternatives for any new issues or obstacles that surface.
3. Discuss any items held over from a previous meeting.
4. Conduct a status and "process check" on key critical success measurements.

Project Agreement

To continue Hubbard & Hubbard's work, simply sign and date this document below accepting the terms of this letter proposal. For convenience, this sheet may be faxed to 435-674-1203 to complete this transaction.

If your service includes the DROI[®] Online Dashboard and Scorecard Service, please remit the setup fee and 1st month service fee (based upon the number of authorized users you select). You will be invoiced for these amounts prior to our project startup.

We appreciate your considering Hubbard & Hubbard, Inc.

City of Columbus DPU

Agreement

We agree to the terms and conditions stated in this letter proposal and contract regarding the diversity consultation. An official start date will be mutually determined at a later time.

For City of Columbus DPU

Please Print Name and Title

Date

Please fax this sheet to Hubbard & Hubbard, Inc., Attention: Myra Hubbard

Hubbard & Hubbard, Inc. Staff - Diversity Scorecard Project

Dr. Edward E. Hubbard

Dr. Edward E. Hubbard is President and CEO of Hubbard & Hubbard, Inc., Petaluma, CA, an international organization and human performance consulting corporation that specializes in techniques for applied business performance improvement, Diversity Return on Investment (DROI[®]) measurement and analytics, instructional design and strategic organizational development.

In April, 2012 Dr. Hubbard received the **Legends of Diversity Award** for establishing the “Diversity ROI Analytics” and “Diversity Measurement Fields/Disciplines” as an honoree at the Inaugural International Society of Diversity and Inclusion Professionals **Legends of Diversity Ceremony** in Rio Grande, Puerto Rico, The American Society for Training and Development (ASTD) inducted Dr. Ed Hubbard into the prestigious “ASTD New Guard for 2003”. The July/August 2007 Issue of Profiles in Diversity Journal featured Dr. Hubbard as the “Diversity Pioneer” in Diversity Measurement. Dr. Hubbard serves on the Harvard Business Review (HBR), Diversity Executive Magazine and Strategic Diversity & Inclusion Management (SDIM) magazine Editorial Advisory Boards.

Dr. Hubbard is the first metrics authors in the field of diversity. And, as a result of his extensive research in the area of diversity measurement and expertise in computer programming, he is one of the first to develop automated software technologies for measuring diversity return-on-investment and performance improvements.

Dr. Hubbard served as Director, Developmental Education and Assistant Professor, African and Afro-American Politics and History, The Ohio State University. A sample of Dr. Hubbard’s corporate experience includes Programming Analyst and Manager, Battelle Memorial Institute, Systems Analyst, Informatics Corporation, Systems Engineer, Xerox Corporation, Organization Development and Education Specialist/Internal Consultant at the Mead Corporation in Dayton, Ohio, Director of Compensation, Training/ OD, and Corporate Communication for the 17 Billion Dollar McKesson Corporation headquartered in San Francisco. His duties also included directing the organization’s Manpower Planning and Succession Planning efforts, as well as Relocation Services.

Dr. Hubbard is an expert in Organizational Behavior, Organizational Analysis, Applied Performance Improvement and ROI Measurement Strategies, Total Quality and Six-Sigma Methods, Strategic Planning, Diversity Measurement and Analytics, as well as Strategic Organizational Change Methodologies. He holds a Practitioner Certification and Master Practitioner Certification in Neurolinguistic Programming (NLP), a Neuro-science discipline. Dr. Hubbard earned Bachelors and Masters Degrees from The Ohio State University and earned a Ph.D. with Honors in Business Administration.

1.5 Minute YouTube Introduction of Dr. Hubbard and His Diversity and Inclusion Return on Investment (DROI[®]) Measurement Work (From the International Society for Diversity and Inclusion Professionals (ISDIP):

<http://www.youtube.com/watch?v=ZoVqbM9wty8>

Myra K. Hubbard

Myra Hubbard is Executive Vice President of Hubbard & Hubbard, Inc., an international organization and human performance consulting corporation. She has over 25 years of successful experience assisting executives, work groups, and organizations make changes in their operations and culture.

She specializes in developing and delivering innovative diversity, management, communication, customer service, conflict resolution, team building and development, employee motivation, and diversity programs. Her emphasis is on practical “how-to” approaches directly related to organizational goals and the empowerment of employees. Almost all of her work has been focused on application of skills. She has the reputation of being able to motivate people to use their training back on the job.

She has developed a special talent and expertise in working with culturally diverse groups, and readily gains trust and respect, enabling her to communicate well in many international, intercultural, and diverse settings. Her consulting work with organizations in the Pacific Rim, Korea, Japan, Samoa, and other countries has proven invaluable to the work she performs in the U.S.

Myra has worked with banks, hotels, utilities, manufacturing, retail, insurance, and non-profit organizations in areas such as internal and external customer service, improvement of interpersonal relationships, performance improvement, team building, integrating diverse human resources in the workforce, problem solving, management assessment, and change management.

Her work in diversity includes the Marin Community College District, where as a college counselor and instructor, she provided education and support services to physically challenged students before they entered or re-entered the workforce.

For seven years, she managed training and development for Transamerica Corporation. She assessed needs, designed, and delivered management training programs for executives and managers of the corporate headquarters, Budget-Rent-a-Car, Compass Computer, TA Airlines, TA Title, and Occidental Life Insurance.

She is a frequent public speaker and has given presentations for the San Francisco Community Board, Conciliation Forum of Oakland, Embarcadero Center Forum, the Administrative Management Society, the Petaluma Chamber of Commerce, National Association of Bank Women, Nelson Personnel Services and United Way. She is also a lead instructor of the Navy’s residential Leadership in a Total Quality Environment program conducted in Washington, DC.

Myra holds a B.S. degree in Management and Psychology, a M.A. degree in Counseling, California College Teaching Credentials, and she is A.B.D., currently completing a Ph.D. in Organizational Psychology.

Dr. B. Lynn Ware

Dr. B. Lynn Ware is an Industrial Organizational Psychologist. She is a results-oriented business and thought leader with over 25 years experience in instructional design, organizational survey and assessment design and talent management consulting, building both products and profits. Nationally recognized expert in talent management strategies; employee & leadership development, employee retention and engagement with large and middle market companies. Proven people manager and business builder. In-depth industry experience in high tech, life sciences, financial services, health care and retail.

Deborah H. Johnson

Deborah Johnson specialized in human resource management, labor and employee relations, training and planning for many years and left her mark on organizations worldwide. In her most recent Federal assignments, Deborah served as Deputy Director of Human Resources at the Defense Finance and Accounting Service (DFAS)-Columbus Center and DFAS Conference Center Director in Columbus, Ohio. She implemented and developed the agency-wide conference center with a serviced population of over 25 thousand employees worldwide.

Deborah was a motivational speaker for Monster.com where she toured the country with Fortune 500 companies such as Lockheed, Enterprise, Target, McDonalds and Price Waterhouse Coopers to assist in recruiting the best and brightest college students for employment.

A former Presidential Management Intern and teacher in the Peace Corps, Deborah's professional assignments and experiences have taken her to many ends of the world including Niger, West Africa, Boston, Massachusetts; Washington, DC and Santa Rita, Guam.

Deborah Johnson is known as "DJ the Sports Mom." She is the first and only female to ever be invited to address the team as a chapel speaker prior to an Ohio State football Game. She is the co-founder and Immediate Past President of The Football Parents Association at Ohio State which is the first football parent group in Ohio State football history. Deborah is the recipient of numerous awards including the Defense Federal Community Woman of the Year, DFAS Community Service Award and the National Public Employee Roundtable Award for Community Service presented by Vice President Gore and the 2009 recipient of the Alpha Phi Alpha Jewel Award for Education.

She was a founding member and first president of the Federally Employed Women – Langley Chapter, Past Vice President of Blacks in Government-Andrews AFB, Past Board President for the Village to Child mentoring program, Past President of the American Society of Military Comptrollers-Columbus Chapter and Past Vice President of the Society of Government Meeting Planners-Buckeye Chapter. Her other community and philanthropic affiliations include current and recent memberships with The Professional Football Players Mothers Association, The Dream Makers of Columbus Public Schools, Dublin Business Advisory Committee, Elite Women's Foundation and the Executive Board of the Central Ohio Breathing Association. She is also a sustaining member of The National Coalition of 100 Black Women, former member of The Ohio State University Parent Advisory Board and the American Society of Military Comptrollers.

Deborah received a Bachelor's Degree from The Ohio State University and a Master of Human Services Management from Brandeis University.

If Video Communications are required, Additional Staff will include:

Steven Jasper

Steve is an expert in the areas of organizational development, change management, employee retention and experiential learning. Steve is also an experienced director and producer of industrial films, videos and behavior models. Steve's thirty year career began with the Director of Training position for Franklin Stores Corporation, a chain of over 250 stores. Next he became a senior consultant and Vice-President at MOHR Development, a Stamford, CT based consulting firm

Project Timeline