

ORD. 1548-2016 **Hubbard and Hubbard**

INFORMATION TO BE INCLUDED IN ALL LEGISLATION MODIFYING CONTRACTS:

1. The names of all companies bidding, or submitting an RFP or RFSQ for the original contract.

1. Hubbard and Hubbard Inc.
2. Navigator Management Partners, LLC

2. The location by City and State of all companies bidding, or submitting an RFP or RFSQ for the original contract.

1. Hubbard and Hubbard, Inc.
1510W 583N
St. George, Utah 84770
2. Navigator Management Partners, LLC
1400 Goodale Blvd.
Columbus, Ohio

3. The status, Majority, MBE, FBE, of all companies bidding, or submitting an RFP or RFSQ for the original contract.

1. Hubbard and Hubbard, Inc. - MBE
2. Navigator Management Partners, LLC - Majority

4. The name and location of the firm awarded the original contract and the Contract Number.

Hubbard and Hubbard, Inc.
1510W 583N
St. George, Utah 84770

5. A description of work performed to date as part of the contract and a full description of work to be performed during any future phasing of the contract.

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 Enterprise Diversity scorecard and 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.

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

Task 1: 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 member s), 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: Executives and Line Staff interviews, Data Collection, and Business Needs Assessment

Up to 20 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: 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: DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology 1-Enterprise and 4 Divisional Diversity Scorecards

DPU Scorecard Development using Hubbard Diversity ROI Scorecard Methodology 1-Enterprise and 4 Divisional Diversity Scorecards

Hubbard & Hubbard, Inc. will, using its Diversity ROI Scorecard Methodology, develop 1 -Enterprise and 4 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: Research Analysis, Metric Compilation and reporting 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 Communication s Plan, Summary Report, and offer recommendations.

Phase II: Recommendations, Consultation, and Follow-Activities

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.

Task 1: Technical Review Task

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: Periodic Diversity Metrics Alignment Consulting and Follow Up

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:

1. 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.
2. Check alignment indicators , internal and external benchmark data and reporting processes for effectiveness

6. An updated contract timeline to contract completion.

Year 1 – April 1, 2014 to March 31, 2015

Year 2 – April 1, 2015 to March 31, 2016

Year 3 – April 1, 2016 to March 31, 2017

7. A description of any and all modification to date including the amounts of each modification and the Contract Number Associated with any modification to date. (List each modification separately.)

Mod. #1 – \$75,000 (EL016850)

Mod. #2 – \$75,000.00 (Pending)

8. A full description of the work to be performed as part of the proposed contract modification. (Indicating the work to be a logical extension of the contract is not sufficient explanation.)

Phase II Task-1 and Phase III Diversity Scorecard Project Scope Hubbard & Hubbard, Inc.

Phase II: Recommendations, Consultation and Follow-Activities

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Task 1: Technical Review Task

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2. Discuss using the Hubbard Metriclink® Cloud-based and Enterprise Service options

Hubbard Metriclink® Express Measurement Service Deployment and DROI® Scorecard Installation (our DROI® Online Monthly Service)

Hubbard & Hubbard, Inc. will install its Diversity Measurement Strategies and Scorecard system (Hubbard Metriclink® Express Setup Design), then customize it for specific City of Columbus DPU performance measurement and tracking applications. Hubbard & Hubbard, Inc. will complete all installation, training and support tasks with City of Columbus DPU to ensure accurate processing. Using

Hubbard & Hubbard, Inc.'s groundbreaking Diversity Measurement Approaches and process technology solutions, we will:

1. Review Hubbard Metriclink® Express Diversity Measurement Service Deployment method
2. Identify current and customized metrics to load
3. Create the Columbus DPU Diversity Scorecard, all Metrics, Indices, Set Targets and Measurement Benchmarks
4. Create the Diversity Scorecard measurement templates and input documents
5. Conduct a scorecard training class
6. Implement Hubbard & Hubbard's scorecard process protocols
7. Complete the Model Performance and Process Simulation to ensure system performance and effectiveness
8. Launch the Monthly DROI® Online Dashboard or Scorecard Mini Service for 5 Users – cost to add users

Phase III: Periodic Diversity Metrics Alignment Consulting and Follow UP

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. The deliverable for Phase Three would be:

1. Assess the impact of identified key strategic diversity goals, strategies, metrics, and results targets within the City of Columbus DPU footprint tied to the Diversity Scorecard.
2. Check alignment indicators, internal and external benchmark data and reporting processes for effectiveness
3. Provide training to support the successful implementation and continued usage of the scorecard and associated diversity and inclusion activities.

9. If the contract modification was not anticipated and explained in the original contract legislation a full explanation as to the reasons the work could not have been anticipated is required. (Changed or field conditions is not sufficient explanation. Describe in full the changed conditions that require modification of the contract scope and amount.)

This was a planned modification. The original contract allows for two (2) extension periods on a year-to-year basis. This modification is to provide the funding necessary for the payment of service to be provided through March 31, 2017.

Anticipated

10. An explanation of why the work to be performed as part of the contract modification cannot be bid out. (Indicating the work to be a logical extension of the contract is not sufficient explanation.)

The Diversity Scorecard is a proprietary measurement developed by Hubbard & Hubbard.

11. A cost summary to include the original contract amount, the cost of each modification to date (List each modification separately), the cost of the modification being requested in the legislation, the estimated cost of any future known modifications and a total estimate of the contract cost.

Original contract – EL015394 – \$120,250.00

Modification # 1 – EL016850 – \$75,000.00

Modification # 2 – \$75,000.00 (Pending)

Total Estimated Cost - \$270,250.00

Third year modification for \$75,000 to include monthly online metric service (5 users) and periodic strategic alignment consulting, training and follow up as needed.

Note: The contract should be considered to include any and all work that is anticipated to be awarded to the company awarded the original contract throughout the contract/project timeline. This includes the original contract and any and all future anticipated modifications to the contract to complete the contract/project.