

**Exhibit A to Ordinance**

**AMENDMENT NUMBER 1 CONTRACT**

**NUMBER 30006284 FOR**

**Strategic Business Plan Development**

**Pursuant to Ordinance Number \_\_\_\_\_**

This Contract was made and entered by and between CH2M Hill Engineers, Inc., hereinafter called Consultant, and the City of Portland, a municipal corporation of the State of Oregon, by and through its duly authorized representatives, hereinafter called City.

The amendment authorizes the following:

1. Provides for the additional work necessary and as described in detail in the attached Exhibit A, Statement of Work. The additional services shall implement steps critical to the success and adoption of the bureau wide planning effort. The original scope does not include sufficient resources to aggregate, operationalize, and set the course for the goals and strategies of the Strategic Business Plan. The Consultant shall provide additional guidance, structure setting, meeting preparation, and facilitation services for meetings and workshops. In addition, reordering of work deliverables to accurately reflect the services are addressed.
2. Additional compensation is necessary and shall not exceed \$80,720. A budget detail is attached as Exhibit B and reflects the additional funding. The amendment will increase the utilization and budget of the subconsultant, Catalysis, who is a State of Oregon Certified D/M/W/ESB. The new contract amount was calculated as follows:

\$ 159,860	(Original Contract Amount)
+ \$ 80,720	(Amendment 1)
= \$ <u>240,580</u>	<b>(Total Not to Exceed Amount)</b>

3. All other terms and conditions shall remain unchanged and in full force and effect.

CONSULTANT SIGNATURE

This Contract amendment may be signed in two (2) or more counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same Contract amendment.

The parties agree the City and Consultant may conduct this transaction by electronic means, including the use of electronic signatures.

Consultant Name: CH2M Hill Engineers, Inc.

Address: 2020 SW 4<sup>th</sup> Avenue, Suite 300

Portland OR 97201-4953

Telephone: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Contract Number: 30006284**

**Amendment Number: 1**

**Contract Title: Strategic Business Plan Development**

**CITY OF PORTLAND SIGNATURES**

By: \_\_\_\_\_  
Chief Procurement Officer

Date: \_\_\_\_\_

By: n/a \_\_\_\_\_  
Elected Official

Date: \_\_\_\_\_

Approved:

By: \_\_\_\_\_  
Office of City Auditor

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Office of City Attorney

Date: \_\_\_\_\_

## **Exhibit A, Amendment 1 to Contract Number 30006284**

### **Statement of Work Revisions to Tasks A and Task B**

#### **Task A:**

- **Sub-Task A.3**
  - The subconsultant shall facilitate the external stakeholder risk workshop rather than the Consultant.
- **Sub-Task A.4**
  - Rather than the original tasks, the Consultant shall prepare and submit a risk input file to track and organize identified risks and provide support and guidance as necessary to the Water Bureau Risk Communications Subcommittee.
- **Sub-Task A.5 Updated Title “Score Risks”**
  - This sub-task and Workshop #3 shall focus only on scoring risks, rather than identifying mitigation strategies.
  - The Consultant shall plan, facilitate, and attend the four-hour workshop in person, rather than the original task of facilitating by telephone for 2 hours.
  - Risks categorization and the assignment of risk owners will not happen in this sub-task.
- **Sub-Task A.6 Updated Title “Identify and Develop Risk Management Strategies”**
  - The identification of mitigation strategies (now referred to as Risk Management Strategies) will occur in Sub-Task A.6. The original Sub-Task A.6 will now be Sub-Task A.7.
  - The identification and development of Risk Management Strategies will occur in four phases: (A) agree on the risk, (B) brainstorm strategies, (C) categorize strategies, and (D) decide on and develop recommended strategies. The consultant shall lead the development of the tools and examples to be used by PWB employee Risk Management Strategy Teams throughout the strategy identification and development process by facilitating three additional workshops (now #4, #5, #6).
  - An excel tool shall be created by the consultant to capture the work of Risk Management Strategy Teams.
  - The consultant shall plan and facilitate a one-hour pre-workshop for Workshop #4 to train Risk Management Strategy Team Facilitators and Equity Ambassadors.
  - The consultant shall plan and facilitate Workshop #4 Risk Management Strategy Kick Off in-person. The goal of this half day workshop will be to train Risk Management Strategy Teams in phases (A) agreeing upon their risks and (B) brainstorming strategies.
  - The consultant shall plan and facilitate Workshop #5 Risk Management Strategy Phase C Training in-person. The goals of this two-hour workshop will be to train Risk Management Strategy Teams in categorizing the identified strategies.
  - The consultant shall plan and facilitate Workshop # 6 Present First Draft of Potential Risk Management Strategies and Phase D Training. The goal of this in-person half day workshop will be to facilitate the report out of potential Risk Management Strategies by Risk Management Strategy Teams to the Water Bureau Management Team.

- Additional meetings with appropriate mitigation teams shall be organized and facilitated by the Water Bureau without the Consultant's attendance.
- The Water Bureau shall document outcomes and provide to the Consultant. Outcomes shall be documented in workshops in the excel tool provided by the Consultant. The Water Bureau shall document the Risk Management Strategy Team excel tool information into the risk register and provide the risk register and final risk map to the Consultant. The Consultant shall compile the risk register and risk map results into a Risk Mitigation Options Tech Memo to be provided to the Water Bureau Project Manager.
- **Sub-Task A.7 Updated Title “Risk Management Strategy Closing and Presentation of the Finalized Potential Risk Management Strategies”**
  - The Consultant shall facilitate Workshop #7, a half-day in person workshop, with Risk Management Strategy Teams and the Management Team reviewing, discussing, and prioritizing, the recommended Risk Management Strategies.
- **Task A Deliverables**
  - The Consultant shall no longer develop Risk Identification Memo #1, #2, or #3, products similar to these will be developed by PWB staff.
  - In addition to the remaining deliverables, the Consultant shall now deliver:
    - Risk Scoring Excel Tool with Instructions for Editing due November 2018
    - Risk Management Strategy Excel Tool due October 2018
  - The due dates of the remaining deliverables have shifted to the following:
    - Risk Mitigation Options Tech Memo due February 2019
    - Final risk register due March 2019
- **Updated Agenda of Task A Workshops**
  - May 1, 018: Preworkshop Risk Orientation Session
  - May 14, 2018: Workshop #1, Internal Risk Identification
  - June 5, 2018: Workshop #2, External Stakeholder Risk Identification
  - August 22, 2018: Four-Hour Pre-Workshop #3 Meeting to Practice Scoring Matrices and Tool
  - September 11, 2018: Workshop #3, Risk Scoring Workshop
  - October 30, 2018: Pre-Workshop #4 Facilitator and Equity Ambassador Training and Workshop #4 Risk Management Strategy Kick Off
  - November 15, 2018: Workshop #5 Risk Management Strategy Phase C Training
  - December 11, 2018: Workshop # 6 Present First Draft of Potential Risk Management Strategies and Phase D Training
  - January 31, 2019: Workshop #7 Risk Management Strategy Closing Workshop and Present Final Draft of Potential Risk Management Strategies

**Task B:**

All of the deadlines for Task B deliverables have been moved to later dates to accommodate for the work that needs to occur in Task C included in the original Contract.

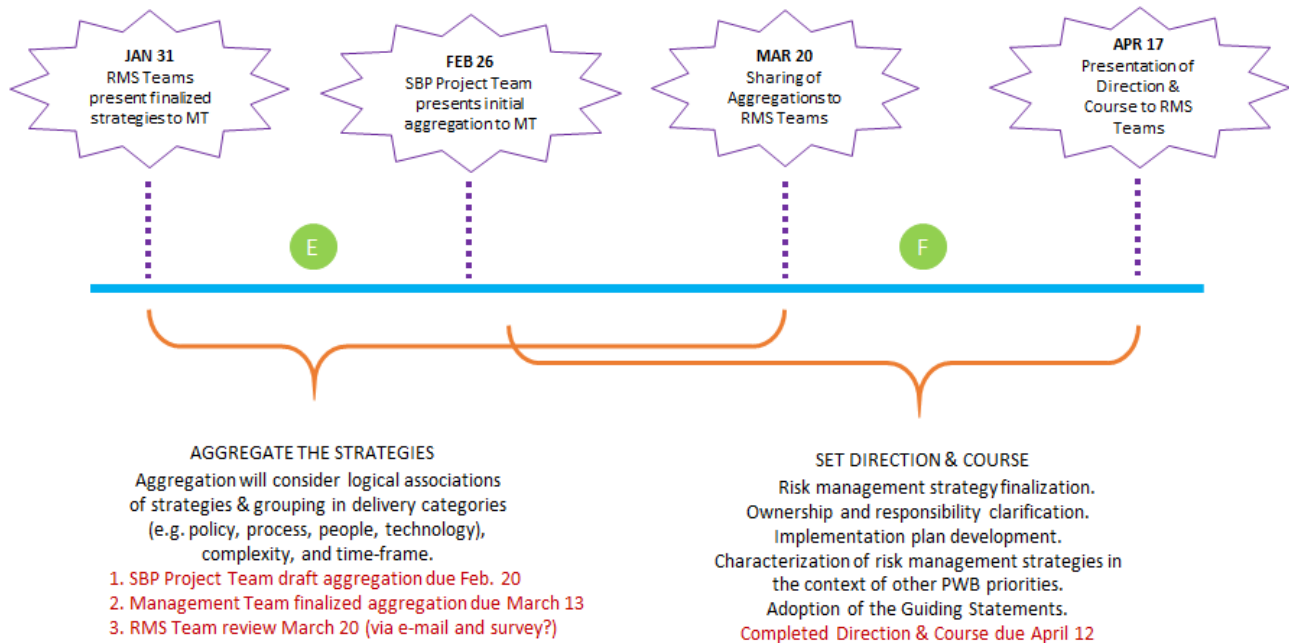
- **Updated Agenda of Task B Deliverables**
  1. Strategic Areas and Goals Framework submitted in Word format by April 26, 2019
  2. Workshop Charter submitted in Word format March, 2019

3. Workshop agendas and materials-review copies, summary PowerPoint presentations, and meeting agendas for the following meetings:
  - March, 2019: Strategic Business Plan Framework Discussion
  - April 26, 2019: Review and Discuss Strategic Business Plan Outline
  - May 10, 2019: Review and Discuss Strategic Business Plan Preliminary Draft Sections
  - May 24, 2019: Review and Discuss Strategic Business Plan Internal Review Draft I
  - Mid-June, 2019: Presentation of Major Strategies to the Portland Utility Board and Citizens' Utility Board
  - July, 2019: Review Draft Final Plan
  - Mid-July, 2019: Review Summary of Feedback from Stakeholders
  - July 30, 2019: Review Finalized Draft Strategic Business Plan
  - August, 2019: Review Final Version Strategic Business Plan
4. Strategic Business Plan Outline Word document No less than one week before April 26, 2019
5. Draft Strategic Business Plan, with major review milestones as described in the table in Sub-Task B.4
6. Final Strategic Business Plan by no later than August 30, 2019, submitted as a Word document and a PDF.

**Addition of TASK C: SUPPORT MANAGEMENT TEAM IN AGGREGATION AND DIRECTION SETTING IN THE STRATEGIC BUSINESS PLAN**

Developed in conversations with PWB Project Manager, this additional task provides facilitation and support for aligning the Water Bureau Management Team on strategic vision and risk mitigation strategy ownership. Ultimately, this task is designed to support the successful application of the risk management strategies into the Strategic Business Plan and lend to the implementation and operationalization of the agreed upon strategies. The sub-tasks below are in support of the efforts to bring about the successful conclusion of the activities within the approach (graphic below).

## Aggregation, Direction, and Course Setting January to April 2019



- ROLES & RESPONSIBILITIES**
- The Management Team will lead the aggregation, direction, and course setting of the RMS and SBP.
  - The process will be informed by and inclusive of RMS Teams, the SBP Team, and PWB employees.
  - RMS Teams will remain intact to provide expertise and guidance as needed.

**Sub-Task C.1 - Roadmap** – The Consultant shall facilitate an in-person workshop with the SBP Project Management team to develop the direction setting roadmap to codify steps. (October 23, 2018)

**Sub-Task C.2 – Management Team Alignment Session** – The Consultant shall facilitate an in-person, half-day session with entire Management Team to validate the Roadmap and validate the risk management strategy review process and timing. (November 27, 2018)

**Sub-Task C.3 - Risk Management Strategies Summation Workshop** – The Consultant shall attend the RMS Team summation session and support the Management Team in providing direction to the teams. (December 11, 2018)

### Sub-Task C.4 – Aggregation – Phase E

The Consultant will attend the January 31<sup>st</sup> session in which the Management Team members receive risk management strategies from Risk Management Strategy Teams. The Consultant will then support the Strategic Business Plan delivery team with aggregation of the strategies and support preparation of an aggregation summary by February 21<sup>st</sup>. The Consultant or subconsultant will facilitate a half-day Management Team aggregation workshop to reach conclusion on risk aggregation and ownership on February 27<sup>th</sup>.

### **Sub-Task C.5 – Strategy Finalization – Phase F**

The efforts in this sub-task will be the final steps to develop written material to embed in the Strategic Business Plan documentation (as characterized in the current Task B). The Consultant will develop a template to be used by the Management Team members who will have ownership of strategies. This template will include clarity of responsibility of the strategy operationalization and the characterization of strategy in context with other PWB priorities. The Consultant will attend two Management Team meetings to introduce and support the completion of the template. The Consultant will also support the preparation and hosting of the April 17<sup>th</sup> presentation of these completed strategies to the RMS Teams.

### **Sub-Task C.6 – Management Team Support of Risk 52**

The Consultant will support the Management Team with review, ownership and development of strategies in reference to Risk 52. This includes the preparation and facilitation of two Management Team workshops focused on Risk 52 and the summation of materials following these workshops.

### **Contingency**

A 10% Owners Allowance or Contingency has been included to the budget and may be used at the discretion of PWB Project Manager and via a contract amendment. **A request shall be submitted by the PWB Project Manager through the PWB's Preapproval process prior to conducting any work funded by the contingency line item number included in the budget detail attached as Exhibit B to this amendment. A no cost amendment to the contract shall follow once approved.**

### **TASK C – DELIVERABLES**

The Water Bureau Project Manager or designee staff shall review drafts of all deliverables prior to the final product. The following deliverables shall be submitted to the Water Bureau Project Manager as follows:

1. Sub-Task C.2 Roadmap due October 2018
2. Sub-Task C.4 Initial aggregation suggestions due February 2019
3. Sub-Task C.5 Strategy template due March 2019
4. Sub-Task C.6 Risk 52 summary material due January 2019



**Exhibit B, Budget Detail**

**Amendment 1, Contract Number 30006284**

**Additional scope of Task A:**

Task No. Task Name	CH2M HILL			CH2M TOTAL	PROJECT TOTAL
	Total Hrs	Labor Total	Expense Total		
A.1 Review Organizational Scan Report					
A.2 Identify Corporate Risks					
New Develop risk input tool w/trng and support	5	\$ 900	\$ -	\$ 900	\$ 900
A.3 Obtain PUB/CUB Input Regarding Risks					
A.4 Provide Materials and Support for Stakeholders					
A.5 Score Risks					
New Develop risk strategies tool w/trng and support	10	\$ 1,800	\$ -	\$ 1,800	\$ 1,800
A.6 Identify and Develop Risk Management Strategies					
New Develop risk strategies tool w/trng and support	10	\$ 1,800	\$ -	\$ 1,800	\$ 1,800
A.7 Risk Management Strategy Closing (extended schedule)	20	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
<b>TOTAL ADDED BUDGET FOR TASK A</b>	<b>45</b>	<b>\$ 9,500</b>	<b>0</b>	<b>\$ 9,500</b>	<b>\$ 9,500</b>

### Additional scope, Task C:

Portland Water Bureau - Strategic Business Plan Development - Task C Amendment							
Sub-Task	Task Description	Sub-Task Totals	Jacobs Hours	Jacobs Labor	Jacobs Expenses	Catalysis Hours	Catalysis Labor
<b>C.1</b>	<b>Roadmap</b>						
	1.1 Roadmap Workshop Attendance and Facilitation (Held on Oct 23rd)		12	\$ 3,000	\$ 540	4	\$ 800
	<i>Sub-Task Hours Jacobs/Catalysis</i>	12				4	
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 4,340					
<b>C.2</b>	<b>Management Team Alignment Session</b>						
	2.1 Plan/prep, attend and facilitate session (Held on Nov 27th)		22	\$ 5,500	\$ 500		
	<i>Sub-Task Hours Jacobs/Catalysis</i>	22					
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 6,000					
<b>C.3</b>	<b>Risk Management Strategies Summation Workshop</b>						
	3.1 Dec 18 RMS Teams Workshop attendance		10	\$ 2,500	\$ 500		
	<i>Sub-Task Hours Jacobs/Catalysis</i>	10					
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 3,000					
<b>C.4</b>	<b>Aggregation - Phase E</b>						
	4.1 January 31st Workshop attendance		10	\$ 2,500	\$ 1,820		\$ -
	4.2 Aggregation with Core SBP Team		16	\$ 4,000		16	\$ 3,200
	4.3 February 26th Management Team preparation and facilitation		14	\$ 3,500		16	\$ 3,200
	<i>Sub-Task Hours Jacobs/Catalysis</i>	40				32	
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 18,220					
<b>C.5</b>	<b>Strategy Finalization - Phase F</b>						
	5.1 Template preparation		8	\$ 2,000	\$ 1,900	8	\$ 1,600
	5.2 Management Team meeting 1		12	\$ 3,000		8	\$ 1,600
	5.3 Management Team meeting 2		12	\$ 3,000		8	\$ 1,600
	5.4 April 17th preparation and facilitating		12	\$ 3,000		16	\$ 3,200
	<i>Sub-Task Hours Jacobs/Catalysis</i>	44				40	
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 20,900					
<b>C.6</b>	<b>Management Team Support of Risk 52</b>						
	6.1 Preparation, facilitating and summarizing December 18th workshop		10	\$ 2,500	\$ 1,560		\$ -
	6.2 Preparation, facilitating and summarizing January 10th workshop		12	\$ 3,000			\$ -
	6.3 Preparation, facilitating and summarizing December 16th workshop		16	\$ 4,000		6	\$ 1,200
	<i>Sub-Task Hours Jacobs/Catalysis</i>	38				6	
	<i>Jacobs Labor + Expenses + Catalysis Labor</i>	\$ 12,260					
	<b>TOTAL HOURS ALL TASKS Jacobs/Catalysis</b>					<b>166</b>	<b>82</b>
	<b>TOTAL Labor Jacobs/Catalysis</b>					<b>\$ 41,500</b>	<b>\$ 16,400</b>
	<b>Total Expenses</b>					<b>\$ 6,820</b>	
	<b>Contingency</b>					<b>\$ 6,500</b>	
	<b>Grand Total</b>					<b>\$71,220</b>	