

**CPS HR Board of Directors**  
**Board Meeting Agenda**

**Friday, November 4, 2022**  
**9:00 AM PST**

CPS HR Consulting  
2450 Del Paso Road, Suite 220  
Sacramento, CA 95834  
t: 916.263.3600 f: 916.263.3613  
[www.cpshr.us](http://www.cpshr.us)



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## **CPS HR Consulting Board Meeting Teleconference Locations November 4, 2022**

### **Open Session 9:00AM PST (12:00 PM EST)**

Click on the "Join Microsoft Teams Meeting" link in your meeting invitation or phone in to the toll-free number (866) 343-5340, Conference ID 266 053 542 195

#### **Locations**

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

Hayward Unified School District, HR Dept., 24411 Amador Street, Hayward, CA 94544

Pinellas County, HR Dept., 400 S. Fort Harrison, Clearwater, FL 33756

Mecklenburg County, 700 E. 4<sup>th</sup> Street, Suite 220, Charlotte, NC 28202

City of Plano, 1520 Avenue K, Suite 300, Plano, TX 75074

City of Anaheim, 201 S. Anaheim Blvd., Suite 501, Anaheim, CA 92805

City of Las Vegas, 495 S. Main Street, 1<sup>st</sup> Floor, Las Vegas, NV 89101

Sacramento County, 700 H Street, Room 5720, Sacramento, CA 95814

# The CPS Board Year

Revised March 22, 2019

The following calendar outlines “routine” agenda items that are addressed throughout the year. Other items are added as required based on business/governance requirements.

## ***Every Meeting***

- ◆ Minutes from previous meeting – for approval
- ◆ Budget and Cash Flow Update – for information
- ◆ Performance Dashboard – for information (variances only)
- ◆ Investment Update – for information (as required by law)
- ◆ Approve Class/Pay Plan (to meet CalPERS requirements)
- ◆ Return to Board Funds Update – for information
- ◆ Employee Recognition – for information (recognize the individual, and highlight the accomplishment)
- ◆ Board Development/Emerging Trends (30-60 minutes)
  - Organizational Showcase
  - Current trends or client success stories

## ***November***

- ◆ Review CPS HR cash minimum every two years. (Next review Nov. 2022) –For information
- ◆ Annual Financial Audit Report – discussion/approval
- ◆ Salary market survey results/class and pay plan implementation – discussion/approval
- ◆ Meeting dates/locations for following year’s Board Meetings – for approval
- ◆ Disclosure of reimbursement for special districts – for information (no report out)
- ◆ Board Member Meeting Attendance Cost Summary – annual report – for information (no report out)
- ◆ Board Development Activity (new in 2011)

## ***March***

- ◆ Board Offsite Meeting for Strategic Planning and Board Integration Activities
- ◆ Review By-Laws & Ground Rules annually (eff. 3/2012)
- ◆ Review Board Orientation (Eff. 2016)
- ◆ Review Return to Board Funds availability and amount for next FY (Friday agenda)
- ◆ Senior Leader/Board Dialogue
- ◆ Board report out of CEO-level interviews on business trends (eff. 3/2014)

## ***June***

- ◆ Next Fiscal Year Budget and Strategic Plan – for approval
- ◆ Election of Board Officers (every 2 years) – upcoming in 2018, 2020, etc. or as needed – for approval
- ◆ Annual appointment of Board Development Committee, Executive Committee and Financial Audit Committee members – for approval
- ◆ Investment Policy for Next FY – for approval
- ◆ Delegation of Authority/Authority to Contract (approval) if needed
- ◆ FY Strategic Plan and Accomplishments – for info and discussion (variances only)
- ◆ Annual Diversity Report – for information (year to year performance)
- ◆ Client Satisfaction Survey Data (for information)
- ◆ Emergency Succession Plan – Review and update for approval by the Board every two years starting in 2018.
- ◆ Executive Performance Plan Accomplishments – discussion/closed session
- ◆ Executive Performance Plan for Next FY – discussion/acceptance/closed session

## ***As Needed***

- ◆ Information on policy changes, internal operations, investments, special projects and Board subcommittee reports.
- ◆ CEO Report – info and discussion on an as-needed basis.
- ◆ Insurance/Benefits-for information at the beginning of each calendar year; sent out as separate report

## CPS HR Board Committee Appointments

### ***Board Executive Subcommittee*** (standing committee)

July 1, 2022 – June 30, 2023

- Fernando Yañez, Board Chair, Hayward USD
- LaShon Ross, Board Vice Chair/Secretary, City of Plano
- Joseph Hsieh, Member-At-Large, Sacramento County

### ***Board Development Subcommittee*** (standing committee)

July 1, 2022 – June 30, 2023

- Vince Zamora, City of Las Vegas
- Linda Andal, City of Anaheim
- Kimberly Crum, Pinellas County

### ***Board Financial Audit Subcommittee*** (ad-hoc committee)

2022 members:

- Fernando Yañez, Hayward USD
- Linda Andal, City of Anaheim

**CPS HR Consulting – Agenda**  
**Board of Directors Meeting**  
**Friday, November 4, 2022 – 9:00 a.m. PST**

CPS HR Consulting  
2450 Del Paso Road, Suite 220  
Sacramento, CA 95834

**Action may be taken on any item on the Agenda**

**Open Session** Board of Directors Business Meeting – 9:00AM PST

Board Meeting Attendee Introductions and Roll Call

I. Action Items

1. Authorization to Conduct CPS HR Board and Committee Meetings in accordance with subdivision (e) of Government Code Section 54953 through December 4, 2022, based on the following findings:
  - a. The Governor’s State of Emergency related to COVID-19 remains in effect; and
  - b. The state of emergency continues to directly impact the ability of the members to meet safely in person.
2. Approval of Annual Financial Audit Report (*under separate cover*) Attachment 1
3. Approval of Minutes from June 10, 2022 Board Meeting Attachment 2
4. Approval of Salary Market Survey Results/Class and Pay Plan Attachment 3
5. Approval of Board Meeting Dates/Locations for 2023 Attachment 4

II. Information Only

6. FY23 Budget/Cash Flow Update Attachment 5
7. CPS HR Performance Dashboard Attachment 6
8. FY23 Strategic Initiative Updates Attachment 7
9. CPS HR Investment Update Attachment 8
10. Disclosure of Reimbursement for Special Districts Attachment 9
11. Board Member Meeting Attendance Cost Summary Attachment 10
12. Employee Recognition Attachment 11

III. Board Development

Open Discussion:

Reminder for March 2023 – Board Goal - minimum of one high level interview

Public Comment on Matters Not on the Agenda

**End of Open Session**

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**DATE:** November 4, 2022

**TO:** CPS HR Consulting Board of Directors

**FROM:** Ad-Hoc Finance Audit Subcommittee

**PREPARED BY:** Sandy MacDonald-Hopp, CFO

**SUBJECT:** CPS HR Audited Financial Statements (under separate cover)

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

The CPS JPA agreement requires that an audit be conducted annually. The audit ensures that the financial statements present fairly, in all material aspects, the financial position of CPS and the results of its operations and cash flows are in conformity with the accounting principles generally accepted in the United States of America.

**DISCUSSION:**

The CPS audited financial statements for the fiscal year ending June 30, 2022 are provided under separate cover along with the required communication from our independent auditor. On November 1, 2022, representatives Kevin Wong and Pam Sailor of Gilbert Associates Inc., CPS' audit firm met by teleconference with the ad-hoc Finance Audit Subcommittee (Fernando Yanez, Hayward Unified School District Board member and Linda Andal, City of Anaheim Board member) to present and discuss the financial statements. A representative of Gilbert Associates will provide a live presentation at the board meeting which will include a summary of the audit and commentary. Once the fiscal 2021-2022 audited financial statements are accepted by the Board, the ad-hoc Finance Audit Subcommittee will have completed its responsibilities regarding the fiscal 2021-2022 audit.

**RECOMMENDATIONS:**

1. The Board accept the audited financial statements for fiscal 2021-2022.
2. The Board disbands the ad-hoc Finance Audit Subcommittee, to be reconstituted for the fiscal year 2021-2022 financial audit.

**FISCAL IMPACT:**

None.

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**Minutes of Board of Directors Meeting**

June 10, 2022

The Board of Directors of CPS HR Consulting met on Friday, June 10, 2022, at CPS HR Consulting at 2450 Del Paso Rd, Suite 220, Sacramento, CA 95834 in the Grand Canyon Conference room and via teleconference.

**Board members attending:**

Fernando Yañez, Hayward Unified School District  
Keisha Young, County of Mecklenburg, NC  
Vince Zamora, City of Las Vegas, NV  
Linda Andral, City of Anaheim, CA  
Joseph Hsieh, County of Sacramento, CA  
LaShon Ross, City of Plano, TX (joined at 10:49 a.m. PST)

**Board Members Not Attending:**

Kimberly Crum, County of Pinellas, FL

**Staff attending:**

Jerry Greenwell, CEO	Melissa Asher	Regina Romeo
Heather Moore	Amy Knight	Igor Shegolev
Sandy MacDonald-Hopp	Ana Costa	Vicki Quintero Brashear
Jeff Hoye	Kathy Ithurburn	Eric Brown
Dana Henderson	Suzanne Ansari	Jessica Pascual
Eliza De La Cruz	Alan Tomassetti	Paula Adams
Holly Hatada	Matthew Christoffersen	Lisa Conner
Fatima Nukic	Tiffany Bose	Michelle Garbato
Kylie Wilson	Sarah Jansen	Jan Nishikawa
Dave Rechs	Karen Galvan	Jhessyka Vargas
Kaelyn Gasper	Karina Mendez	Megan Misasi-Randles
John Freeburn	Craig Barnes	Laura Lee
Christina Peacock	Geralyn Gorshing	Greg Roberson

**Others attending:**

Jeff Mitchell, Legal Counsel from KMTG

**Closed Session for CPS HR Consulting – Board Meeting**

Closed Session was called to order at 9:32 a.m. PST. The following Board Members were in attendance:

- Fernando Yañez Hayward Unified School District
- Keisha Young, Mecklenburg County, NC
- Vince Zamora, City of Las Vegas, NV
- Linda Andal, City of Anaheim, CA
- Joseph Hsieh, County of Sacramento, CA

The Board Members along with Jerry Greenwell met to discuss the CEO’s performance evaluation.

Closed Session adjourned at 10:16 a.m. PST.

**Open Session for CPS HR Consulting - Board Meeting**

Open Session was called to order at 10:22 a.m. PST by Fernando Yañez, who acted as Board Chair for this meeting. Board Members and senior staff attending the meeting introduced themselves.

Fernando noted no action was taken during closed session and we can move to the action items on the agenda.

**Action Items**

***Attachment #1 – Approval of the Minutes from the March 18, 2022, Board Meeting***

Linda noted there was an error on page 6 where she spoke about the ARPA funds and requested this sentence be removed from the minutes. The Board of Directors of CPS HR Consulting approved the Minutes from the March 18, 2022 Board Meeting.

- Motion: Zamora, City of Las Vegas
- Second: Andal, City of Anaheim
- Vote:
  - City of Las Vegas Aye
  - City of Anaheim Aye
  - Mecklenburg County Aye
  - Sacramento County Aye
  - Hayward USD Aye
  - City of Plano Absent
  - Pinellas County Absent

**Attachment #2 – Authority to Contract**

The last Authority to Contract was signed by the Board 2013 and an updated version is needed.

The Board of Directors of CPS HR Consulting approved the Authority to Contract as presented in the June 11, 2022 Board Agenda.

Motion: Andal, City of Anaheim  
 Second: Hsieh, Sacramento County  
 Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye
Hayward USD	Aye
City of Plano	Absent
Pinellas County	Absent

**Resolution # 22-04**

**Attachment #3 – Election of Board Officers for 2022 - 2024 and appointment of Board Sub-Committee Members**

Every two years, as part of the Annual Board Meeting in June, the Board makes decisions about who will serve as Board officers. The election of Board Officers is for terms serving in 2022 - 2024.

There was a call for nominations for the CPS HR Board of Directors Chair and Vice Chair/Secretary.

Fernando Yañez, was nominated for Board Chair and LaShon Ross was nominated for Vice Chair/Secretary. Both were nominated by Joseph Hsieh.

Joseph Hsieh agreed to stay on the Board Executive Committee as the Board Member-At-Large.

Vince Zamora, Linda Andal and Kimberly Crum will continue on the Board Development Subcommittee.

Linda Andal and Fernando Yañez, will continue on the Financial Audit Committee for 2022.

Motion: Andal, City of Anaheim  
 Second: Young, Mecklenburg County  
 Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye

Hayward USD	Aye
City of Plano	Absent
Pinellas County	Absent

**Resolution # 22-05**

**Attachment #4 – Approval of Fiscal Year 2022 - 2023 Strategic Plan & FY23 Budget (under separate cover)**

The proposed FY2023 Strategic Plan and FY2023 Budget documents outline the direction for our organization in the coming year.

Jerry reviewed the FY2023 Strategic Initiatives graphic and the metrics we will use to measure progress throughout the year.

Sandy reviewed the FY2023 budget assumptions and the budget in detail.

Some of the highlighted points were:

- Revenue includes \$1.7M for Test Rental for 6% year-over-year increase; \$4.1M Training revenue for 6.5% increase; \$8.1M State Market 2% year-over-year decrease, \$14.3M Local Market 41% year-over-year increase, \$3.7M for Emerging Market 2.4% decrease, and Federal Market declining 92% to \$26k in revenue.
- Operating Expense includes \$250k bonus accrual this fiscal period.
- Fringe benefit expense is budgeted to increase by 10% considering rising health insurance.
- Capital expenditures of \$68,000 for replacing VM Server and color printer utilized in the print shop that have reached the end of their service life.
- The budget includes \$100k for product development/strategic initiatives.
- Depreciation and amortization accrual amounts of \$292k are included in expenses in monthly increments. The depreciation figure includes depreciation on existing assets plus capital budget.
- The labor budget assumes potential 6% salary increases for January 2023 depending on market salary surveys and performance. Some positions have been budgeted for promotions in line with development plans.

Jerry asked if there were any comments regarding FY2023 Strategic Plan and FY2023 Budget. Linda asked if the 112 budgeted positions was the pre-pandemic number of positions. Sandy answered that we were at 124 positions prior to the pandemic.

The Board of Directors of CPS HR Consulting approved the FY2023 Budget and FY2023 Strategic Plan as presented in the FY23 Strategic Plan and Budget packet under separate cover with the June 10, 2022, Board Agenda.

Motion:	Andal, Anaheim
Second:	Hsieh, Sacramento County

Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye
City of Plano	Aye
Hayward USD	Aye
Pinellas County	Absent

**Resolution # 22-06**

**Attachment #5 – Approval of the CPS HR Investment Policy for FY2023**

Sandy stated that the Board approves this policy annually, often with no changes. For FY2023, there are no changes.

The Board of Directors of CPS HR Consulting approved the CPS HR Investment Policy for FY2023 as presented in the June 10, 2022, Board Agenda.

Motion: Yanez, Hayward USD  
 Second: Andal, City of Anaheim  
 Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye
City of Plano	Aye
Hayward USD	Aye
Pinellas County	Absent

**Resolution # 22-07**

**Attachment #6 – Approval of the CPS HR Class/Pay Plan**

Jerry stated there are a few modifications to the Class and Pay Plan. The first is adding the classifications Senior Contracts Coordinator and Principal Accountant. The classification and title of Principal Business Software Analyst is being revised to Principal Business Solutions Analyst. The classification and title of the Purchasing and Travel Coordinator is being revised to Accounting Coordinator.

The Board of Directors of CPS HR Consulting approved the CPS HR Class & Pay Plan as presented in the June 10, 2022, Board Agenda.

Motion: Zamora, City of Las Vegas  
 Second: Ross, City of Plano  
 Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye
City of Plano	Aye
Hayward USD	Aye
Pinellas County	Absent

**Resolution # 22-08**

**Action Item #7: Possible action to modify Chief Executive Officer compensation and benefits**

Closed Session report out: Vince spoke on behalf of the Board Members and said they felt that the overall performance of the organization was in line with the performance of the Chief Executive Officer. The Board agreed that a 10% bonus was in line for Jerry and if there is any movement in the benchmark positions in the Class and Comp studies, Jerry would be eligible for that scale movement.

The Board of Directors of CPS HR Consulting approved the 10% bonus and to modify Jerry’s contract to note any movement in the benchmark positions in the Class and Comp studies, he would be eligible for that scale movement.

Motion: Yanez, Hayward USD  
 Second: Zamora, City of Las Vegas  
 Vote:

City of Las Vegas	Aye
City of Anaheim	Aye
Mecklenburg County	Aye
Sacramento County	Aye
City of Plano	Aye
Hayward USD	Aye
Pinellas County	Absent

**Resolution # 22-09**

**For Information Only**

**Attachment #7 – FY2022 Budget and Cash Flow Update**

Sandy MacDonald-Hopp gave an overview of the budget and cash flow as of April 30, 2022. The total CPS revenue of \$23.6 million for the fiscal year-to-date as of April 30, 2022 is \$5.9M or 34% better than budget. This revenue represents 32.4% increase from year-to-date April 2021 in which CPS HR had \$5.8 million less in revenue. The year-over-year revenue change reflects mix of all service lines having more work and \$2.5M unbudgeted Chicago work. Year-to-date, Training, State, Local, Emerging, and Federal Markets are all exceeding revenue budget.

Fiscal year-to-date through April 2022 direct expenses are exceeding budget by \$3.4M and the mix generated gross profit margin of 40.9% versus budgeted 40.2% as a percent of revenue. Operating expenses are \$239k or 3.1% over budget due to \$300k bonus accrual. OMS indirect expense, a component of total operating expense, is \$216k under budget.

Year-to-date CPS has net operating income of \$1.7M, which is \$2.3M better than the budgeted operating loss thru April 2022. The positive net income figure of \$1.7M equates to 7.2% of revenue and better than budgeted net loss -3%. The cash flow forecast for the next 12 months indicates some ups and downs in cash reserves with capital expenditures, ongoing disbursements, and timing of collections. Monthly variations in cashflow reflect changes in the timing of receipt of invoice payments and payments to vendors. Minimum cash reserve balance of \$4M was established in November 2018 and as of April 30, 2022 cash balance is \$11.3M.

Lashon asked if we provide testing in Texas Civil Service and who would be the contact if she was interested in speaking to someone. Vicki Quintero Brashear directed LaShon to contact Amy Bigone who is our Testing Manager.

#### ***Attachment #8 – Performance Dashboard***

Geralyn Gorshing reviewed the Performance Dashboard charts. We are close to hitting our goal on Qualified Leads. As of May 26, 2022, we were at 634 leads and our goal is 700. Qualified Leads are discussions with potential clients and the results are indicative of our Business Development group hitting their stride. Our Win Rate for FY22 is 71.1% and we have 260 proposals in play.

#### ***Attachment #9 – Investment Update***

Sandy reviewed the investment update. We have \$6,300,996 (includes accrued interest of \$31.5k) in investments with an average maturity rate of 2.26 years. We have 51% of our investment dollars in CDs that are FDIC insured.

#### ***Attachment #10 – FY22 Strategic Plan Progress Update and FY22 Accomplishments***

Jerry reviewed the Strategic Plan Progress and Accomplishments with the Board during the Closed Session but asked if any Senior Leaders would like to say anything now during Open Session. Geralyn pointed out we have tried to drive business through our website. We published 33 blog articles this year and completed a whole analysis of our website, where we found we had some weaknesses and corrected them with by adding search terms and putting keywords in. We also saw a 15% increase in the use of our HR Specialist forms on our website. Geralyn thanked the BD and Marketing team for their work this year. Melissa wanted to acknowledge the Executive Search, Recruitment Solutions and Training teams for their hard work and the volume of business they were able to handle while we were onboarding new project consultants and new employees and doing it in a way that is leading to increased business, new clients and even driving some new products.

Vicki wanted to thank all the staff for their effort and work this year. Regina spoke about the behind

the scenes work of the Business Development team and the number of proposals and work they are able to handle. Regina also thanked her HR and DEI teams. Jeff Hoye recognized the work of IPSEE, Org Strat and Dave Rechs with the State Practice team, along with the help of ISD and Dimple and Jan in Contracts. Greg agreed with what everyone already said and thanked the entire organization for a wonderful year.

Vicki wanted to give an example of a project that represents the effort of various teams to set up a new Police Department for the City of Lathrop in the Central Valley. Previously, the city had subcontracted police services out to the local Sheriff's Office, and they decided a couple of years ago that they wanted to have their own Police Department. We involved Marketing to create new opportunities to spread the word about this new Police Department and attract candidates. Recruitment Solutions ran the recruitments and then the Testing and the Executive Search teams obtained candidates, vetted them, created selection tools, and helped the city select. We filled a total of seventy positions in a year.

Linda wanted to add that the Board supports the staff and the work and accomplishments that have been made this year.

**Attachment #11 – Diversity Report**

Eric Brown reviewed the annual diversity report for CPS HR. The CPS HR workforce is predominantly female and white. Year over year, targeted outreach efforts have translated into diversifying the workforce.

**Attachment #12 – Client Satisfaction Survey Data**

Geralyn shared that we send out a client survey after each engagement. The numbers have been stable over the years. We set an aggressive goal of a 4.3 client satisfaction rating. Our client satisfaction rating for this year is 4.43.

**Public Comment on Matters Not on the Agenda** – there was none.

Having no other questions or business to discuss, the meeting was adjourned at 11:50 a.m. PST.

Minutes prepared by:  
Dana Henderson

Minutes reviewed by:  
Jerry Greenwell

Respectfully Submitted:

Dated: 6/28/22

Signed: Fernando Yañez  
Fernando Yañez, Board Member  
Hayward Unified School District



**DATE:** November 4, 2022  
**TO:** CPS HR Consulting Board of Directors  
**FROM:** Jerry Greenwell, CEO  
**PREPARED BY:** Eric Brown, Senior HR Consultant  
**SUBJECT:** Approval of Salary Market Survey & Classification and Pay Plans

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

Maintenance of competitive pay is critical to attracting and retaining a workforce that can deliver our products and services to meet the wide variety of our clients' needs.

**DISCUSSION:**

Prior to each Board meeting, HR staff updates the Classification and Pay Plan to incorporate any additions, deletions, or modifications to the plan that have occurred during the time since the previous approval. In addition, each fall, HR conducts a salary survey to ascertain how the salaries of our benchmark classifications align with our defined labor market.

**Market Approach:**

We believe our pay policy should promote our ability to attract and retain high quality talent, high employee and organizational performance, ensure excellent client service, and maintain a financially sound organization.

**1. Benchmark classes**

- a. Non-exempt:
  - i. Office Assistant
  - ii. Administrative Technician
- b. Exempt:
  - i. Senior Accountant
  - ii. Senior HR Consultant
  - iii. Senior Network Administrator

## Labor Market Agencies

- a. City of Elk Grove
- b. City of Fairfield\*
- c. City of Roseville
- d. City of Sacramento
- e. City of Stockton\*
- f. County of El Dorado
- g. County of Yolo
- h. Placer County Water Agency
- i. Sacramento Municipal Utility District
- j. Private sector data for all industries from the *Economic Research Institute*, Sacramento region (50-mile radius)

\*These agencies are not used for the Office Assistant classification, as we use staffing companies when hiring at this level. The staffing companies do not attract candidates from that far out of the greater Sacramento area.

## 2. Use of Data

- a. The data is collected and summarized, and measures of mean and median calculated.
- b. Data from all survey classes are reviewed and evaluated in making final determinations as to salary increases for current pay bands. Based on market data, however, individual classes could be adjusted independently of their band assignment. The median is given greater weight when making salary setting decisions because it is less sensitive to outliers.
- c. The CEO and HR Director review and analyze trends, compare to CPS HR's current salary bands, and determine fiscal ability to pay.
- d. All other 'non-survey' classes are linked to their appropriate functional discipline and ranges adjusted based on related survey class.

## 3. Private Sector Data Collection

- a. CPS HR staff use ERI to collect private sector compensation data.
- b. ERI has been in business since 1987 and serves thousands of corporate subscribers and consultants, nonprofit organizations, and governmental agencies. ERI collects data from available salary and cost of living surveys and prepares reports and software analyses.
- c. For collection of private sector salary data from ERI for the HR discipline, CPS HR uses the survey class 'Consultant' for data matching. For other survey classes, the closest classification match is made within the ERI database.

## RECOMMENDATIONS:

The following recommendations are in response to the annual salary market survey results and maintenance responsibilities regarding our classification and pay plan.

1. Approve the following salary band adjustments: (See Attachment A – Market Survey Summary)
  - a. Non-Exempt: By either measure, median or mean, salary bands for Office Assistant and Administrative Technician classifications are below market. A four- and one-half percent (4.5%) adjustment to the salary bands of the survey classifications as well as any linked classifications is recommended.
  - b. Exempt: The salary bands for Senior Accountant, Senior HR Consultant, and Senior Network Administrator are below market according to the median and mean. A six percent (6%) adjustment is recommended for the Senior Accountant, Senior HR Consultant, and Senior Network Administrator salary bands as well as any linked classifications.
  - c. Senior Leadership: The salary range for the Sr. Leader pay band is tied to the CEO’s salary. A six (6%) percent adjustment to the CEO’s salary is warranted based on the market study. Accordingly, HR recommends the classifications in this salary band will be adjusted upward by six (6%) percent.
2. Authorize the CEO to implement annual in-range increases within the approved ranges for all employees who receive a satisfactory or better performance rating. The maximum in-range increase will be no more than 4% of the employee’s current salary and will not exceed the top of the range. In-range increases may compound with adjustments based on the annual market survey.
3. Approve the 2022 Class/Pay Plan Schedule (Attachment B – Classification – Compensation Pay Scale) effective July 3 – December 17, 2022. PERS regulations requires that changes be approved. The changes to the Classification and Pay Plan include the following:

ACTION	CLASSIFICATION(S)
Abolish Classification	Helpdesk Technician

4. Approve the 2023 Class/Pay Plan Schedule (Attachment C – Classification - Compensation Pay Scale), reflecting the classification range adjustments to be implemented and effective December 18, 2022.

**CONCLUSION:**

Recommend approval of the Salary Market Survey, and Classification and Pay Plans.

**FISCAL IMPACT:**

Fiscal impact in line with budgeted 6% salary increases from approval of the updated class/pay schedule.

- 1) Sufficient revenue exists to support this action.
- 2) Projected revenue as defined in the business plan will support this action.
- 3) This is an investment action that exceeds our spending threshold.

## ATTACHMENT A

Market Survey Summary

<b>NON-EXEMPT MARKET DATA</b>		
<b>Job Title</b>	<b>Percentage Above or Below Median</b>	<b>Percentage Above or Below Mean</b>
Office Assistant	-4.56%	-9.15%
Administrative Technician	-6.87%	-9.21%
<b>EXEMPT MARKET DATA</b>		
<b>Job Title</b>	<b>Percentage Above or Below Median</b>	<b>Percentage Above or Below Mean</b>
Senior Accountant	-11.17%	-12.65%
Senior HR Consultant	-7.70%	-7.91%
Senior Network Administrator	-12.40%	-10.82%

## ATTACHMENT B

CPS HR Consulting  
Classification - Compensation Pay Scale  
Effective July 3, 2022

For Approval November 4, 2022

Pay Band	Class Code ID	EXEMPT - Salaried Job Titles	Occupational Group	Annual Minimum Salary	Annual Maximum Salary
Executive	101	Chief Executive Officer	Executive	\$273,000	\$273,000
Sr. Mgmt	110	Products and Services Senior Leader	Sr Management	\$138,096	\$197,280
	105	Chief Financial Officer	Sr Management	\$138,096	\$197,280
	109	Senior Practice Leader	Sr Management	\$138,096	\$197,280
	112	Director of Marketing & Business Development	Sr Management	\$138,096	\$197,280
	113	Chief Information Officer	Sr Management	\$138,096	\$197,280
Mid-Manager	114	Chief Human Resources Officer	Sr Management	\$138,096	\$197,280
	308	Practice Leader	Management	\$113,825	\$162,608
	501	Manager	Management	\$113,825	\$162,608
Tech Specialist	508	Contracts Manager	Management	\$113,825	\$162,608
	910	Technical Specialist	Professional	\$112,295	\$140,368
	912	IT Technical Specialist	Professional	\$105,352	\$131,691
Level 3 Professionals	913	IT Business Program Manager	Professional	\$105,352	\$131,691
	1302	Principal Software Developer	Professional	\$95,775	\$119,718
	1327	Principal HR Consultant	Professional	\$102,086	\$127,607
Level 2 Professionals	1328	Principal Business Software Analyst	Professional	\$95,775	\$119,718
	1330	Principal Program Coordinator	Professional	\$102,086	\$127,607
	1331	Business Development/HR Consultant	Professional	\$102,086	\$127,607
	1332	Principal Accountant	Professional	\$86,252	\$107,813
	1507	Senior Software Developer	Professional	\$83,283	\$104,103
Level 1 Professionals	1508	Senior Network Administrator	Professional	\$83,283	\$104,103
	1509	Senior Desktop Administrator	Professional	\$83,283	\$104,103
	1512	Senior Accountant	Professional	\$75,001	\$93,751
	1522	Senior Program Coordinator	Professional	\$88,770	\$110,964
	1527	Senior HR Consultant	Professional	\$88,770	\$110,964
	1529	Senior Marketing Analyst	Professional	\$79,894	\$99,868
	1530	Marketing and Communications Specialist	Professional	\$79,894	\$99,868
	1531	Inside Sales Representative	Professional	\$79,894	\$99,868
	1532	Senior Bid and Proposal Coordinator	Professional	\$79,894	\$99,868
	1533	Senior Contracts Coordinator	Professional	\$79,894	\$99,868
Level 1 Professionals	1706	Accountant	Professional	\$63,750	\$79,687
	1714	Program Coordinator	Professional	\$75,455	\$94,319
	1717	HR Consultant	Professional	\$75,455	\$94,319
	1718	Bid and Proposal Coordinator	Professional	\$75,455	\$94,319
	1719	Accounting Coordinator	Professional	\$63,750	\$79,687
	1720	Client Operations Coordinator	Professional	\$75,455	\$94,319
	1721	Training Coordinator	Professional	\$75,455	\$94,319
	1722	Contracts Coordinator	Professional	\$67,909	\$84,886
	1723	Associate Training Coordinator	Professional	\$61,655	\$77,069
	1724	Instructional Designer	Professional	\$75,455	\$94,319
	1725	HR Consultant (Non-Callifornia)	Professional	\$61,655	\$77,069
	1726	Associate HR Consultant	Professional	\$61,655	\$77,069
Pay Band	Class Code ID	NON-EXEMPT - Hourly Job Titles	Occupational Group	Minimum Hourly Rate	Maximum Hourly Rate
Technician	2101	Administrative Technician	Technician	\$26.54	\$33.18
	2105	Accounting Technician	Technician	\$26.54	\$33.18
Abolish	2106	Executive Administrative Assistant	Technician	\$29.20	\$36.49
	2107	Helpdesk Technician	Technician	\$26.54	\$33.18
	2201	Digital Print Specialist	Technician	\$26.54	\$33.18
	2202	Order Fulfillment Specialist	Technician	\$26.54	\$33.18
Clerical/Support	2302	Office Assistant	Office/Allied	\$19.30	\$24.12
	2303	Senior Office Assistant	Office/Allied	\$22.19	\$27.74

## ATTACHMENT B

CPS HR Consulting  
Classification - Compensation Pay Scale  
Effective July 3, 2022

For Approval November 4, 2022

Pay Band	Class Code ID	NON-REGULAR STAFF NON-EXEMPT - Hourly Job Titles	Occupational Group	Minimum Hourly Rate	Maximum Hourly Rate
Intermittent - Professional	9004	Subject Matter Expert I	Professional	\$15.00	\$45.00
	9007	Project Consultant I	Professional	\$25.00	\$65.00
	9008	Project Consultant II	Professional	\$40.00	\$85.00
	9009	Trainer	Professional	\$40.00	\$200.00
	9010	Trainer / Project Consultant	Professional	\$40.00	\$150.00
	9011	Investigator	Professional	\$40.00	\$100.00
	9014	Project Consultant III	Professional	\$50.00	\$125.00
	9015	Project Consultant IV	Professional	\$85.00	\$185.00
	9016	Expert Consultant	Professional	\$150.00	\$225.00
	9018	Business Development Associate I	Professional	\$20.00	\$50.00
	9020	Employment Law Advisor	Professional	\$70.00	\$125.00
	9031	Subject Matter Expert II	Professional	\$40.00	\$85.00
	9032	Subject Matter Expert III	Professional	\$50.00	\$125.00
	9033	Subject Matter Expert IV	Professional	\$60.00	\$150.00
	9034	Trainer/Coach	Professional	\$40.00	\$150.00
9037	Business Development Associate II	Professional	\$50.00	\$90.00	
Intermittent - Technician	9006	Consulting Assistant / Bid & Proposal Writer	Technician	\$15.00	\$35.00
Intermittent - Office/Allied	9001	Assistant Proctor*	Office/Allied	\$12.00	\$25.00
	9002	Chief Proctor	Office/Allied	\$14.00	\$35.00
	9019	General Office Clerk	Office/Allied	\$18.00	\$24.00
Retired Annuitant - Professional	9012	RA Technical Specialist	Professional	\$52.00	\$65.00
	9013	RA Principal Consultant	Professional	\$47.00	\$59.00
	9023	RA Subject Matter Expert I	Professional	\$15.00	\$45.00
	9024	RA Trainer	Professional	\$40.00	\$200.00
	9025	RA Trainer/Project Consultant	Professional	\$40.00	\$150.00
	9026	RA Investigator	Professional	\$40.00	\$100.00
	9027	RA Employment Law Advisor	Professional	\$70.00	\$125.00
	9028	RA Subject Matter Expert II	Professional	\$40.00	\$85.00
	9029	RA Subject Matter Expert III	Professional	\$50.00	\$125.00
	9035	RA Subject Matter Expert IV	Professional	\$60.00	\$150.00
Retired Annuitant - Office/Allied	9036	RA Trainer/Coach	Professional	\$40.00	\$150.00
	9038	RA Expert Consultant	Professional	\$50.00	\$200.00
	9021	RA Assistant Proctor*	Office/Allied	\$12.00	\$25.00
9022	RA Chief Proctor	Office/Allied	\$14.00	\$35.00	

\*if necessary, adjust in accordance with local minimum wage

ATTACHMENT C

CPS HR Consulting  
Classification - Compensation Pay Scale  
Effective December 18, 2022

For Approval November 4, 2022

Pay Band	Class Code ID	EXEMPT - Salaried Job Titles	Occupational Group	Annual Minimum Salary	Annual Maximum Salary
Executive	101	Chief Executive Officer	Executive	\$289,380	\$289,380
Sr. Mgmt	110	Products and Services Senior Leader	Sr Management	\$146,381	\$209,117
	105	Chief Financial Officer	Sr Management	\$146,381	\$209,117
	109	Senior Practice Leader	Sr Management	\$146,381	\$209,117
	112	Director of Marketing & Business Development	Sr Management	\$146,381	\$209,117
	113	Chief Information Officer	Sr Management	\$146,381	\$209,117
	114	Chief Human Resources Officer	Sr Management	\$146,381	\$209,117
Mid-Manager	308	Practice Leader	Management	\$120,655	\$172,364
	501	Manager	Management	\$120,655	\$172,364
	508	Contracts Manager	Management	\$120,655	\$172,364
Tech Specialist	910	Technical Specialist	Professional	\$119,033	\$148,790
	912	IT Technical Specialist	Professional	\$111,674	\$139,592
	913	IT Business Program Manager	Professional	\$111,674	\$139,592
Level 3 Professionals	1302	Principal Software Developer	Professional	\$101,521	\$126,901
	1327	Principal HR Consultant	Professional	\$108,212	\$135,264
	1328	Principal Business Solutions Analyst	Professional	\$101,521	\$126,901
	1330	Principal Program Coordinator	Professional	\$108,212	\$135,264
	1331	Business Development/HR Consultant	Professional	\$108,212	\$135,264
Level 2 Professionals	1332	Principal Accountant	Professional	\$91,427	\$114,281
	1507	Senior Software Developer	Professional	\$88,279	\$110,349
	1508	Senior Network Administrator	Professional	\$88,279	\$110,349
	1509	Senior Desktop Administrator	Professional	\$88,279	\$110,349
	1512	Senior Accountant	Professional	\$79,501	\$99,376
	1522	Senior Program Coordinator	Professional	\$94,096	\$117,622
	1527	Senior HR Consultant	Professional	\$94,096	\$117,622
	1529	Senior Marketing Analyst	Professional	\$84,688	\$105,860
	1530	Marketing and Communications Specialist	Professional	\$84,688	\$105,860
	1531	Inside Sales Representative	Professional	\$84,688	\$105,860
	1532	Senior Bid and Proposal Coordinator	Professional	\$84,688	\$105,860
	1533	Senior Contracts Coordinator	Professional	\$84,688	\$105,860
	Level 1 Professionals	1706	Accountant	Professional	\$67,575
1714		Program Coordinator	Professional	\$79,983	\$99,379
1717		HR Consultant	Professional	\$79,983	\$99,379
1718		Bid and Proposal Coordinator	Professional	\$79,983	\$99,379
1719		Accounting Coordinator	Professional	\$67,575	\$84,469
1720		Client Operations Coordinator	Professional	\$79,983	\$99,379
1721		Training Coordinator	Professional	\$79,983	\$99,379
1722		Contracts Coordinator	Professional	\$71,984	\$89,980
1723		Associate Training Coordinator	Professional	\$65,354	\$81,693
1724		Instructional Designer	Professional	\$79,983	\$99,379
1725		HR Consultant (Non-California)	Professional	\$65,354	\$81,693
1726		Associate HR Consultant	Professional	\$65,354	\$81,693

Pay Band	Class Code ID	NON-EXEMPT - Hourly Job Titles	Occupational Group	Minimum Hourly Rate	Maximum Hourly Rate
Technician	2101	Administrative Technician	Technician	\$27.74	\$34.67
	2105	Accounting Technician	Technician	\$27.74	\$34.67
	2106	Executive Administrative Assistant	Technician	\$30.51	\$38.14
	2201	Digital Print Specialist	Technician	\$27.74	\$34.67
	2202	Order Fulfillment Specialist	Technician	\$27.74	\$34.67
	Clerical/Support	2302	Office Assistant	Office/Allied	\$20.17
2303		Senior Office Assistant	Office/Allied	\$23.19	\$28.99

## ATTACHMENT C

CPS HR Consulting  
Classification - Compensation Pay Scale  
Effective December 18, 2022

For Approval November 4, 2022

Pay Band	Class Code ID	NON-REGULAR STAFF NON-EXEMPT - Hourly Job Titles	Occupational Group	Minimum Hourly Rate	Maximum Hourly Rate
Intermittent - Professional	9004	Subject Matter Expert I	Professional	\$15.00	\$45.00
	9007	Project Consultant I	Professional	\$25.00	\$65.00
	9008	Project Consultant II	Professional	\$40.00	\$85.00
	9009	Trainer	Professional	\$40.00	\$200.00
	9010	Trainer / Project Consultant	Professional	\$40.00	\$150.00
	9011	Investigator	Professional	\$40.00	\$100.00
	9014	Project Consultant III	Professional	\$50.00	\$125.00
	9015	Project Consultant IV	Professional	\$85.00	\$185.00
	9016	Expert Consultant	Professional	\$150.00	\$225.00
	9018	Business Development Associate I	Professional	\$20.00	\$50.00
	9020	Employment Law Advisor	Professional	\$70.00	\$125.00
	9031	Subject Matter Expert II	Professional	\$40.00	\$85.00
	9032	Subject Matter Expert III	Professional	\$50.00	\$125.00
	9033	Subject Matter Expert IV	Professional	\$60.00	\$150.00
9034	Trainer/Coach	Professional	\$40.00	\$150.00	
9037	Business Development Associate II	Professional	\$50.00	\$90.00	
Intermittent - Technician	9006	Consulting Assistant / Bid & Proposal Writer	Technician	\$15.00	\$35.00
Intermittent - Office/Allied	9001	Assistant Proctor*	Office/Allied	\$12.00	\$25.00
	9002	Chief Proctor	Office/Allied	\$14.00	\$35.00
	9019	General Office Clerk	Office/Allied	\$18.00	\$24.00
Retired Annuitant - Professional	9012	RA Technical Specialist	Professional	\$57.00	\$72.00
	9013	RA Principal Consultant	Professional	\$52.00	\$65.00
	9023	RA Subject Matter Expert I	Professional	\$15.00	\$45.00
	9024	RA Trainer	Professional	\$40.00	\$200.00
	9025	RA Trainer/Project Consultant	Professional	\$40.00	\$150.00
	9026	RA Investigator	Professional	\$40.00	\$100.00
	9027	RA Employment Law Advisor	Professional	\$70.00	\$125.00
	9028	RA Subject Matter Expert II	Professional	\$40.00	\$85.00
	9029	RA Subject Matter Expert III	Professional	\$50.00	\$125.00
	9035	RA Subject Matter Expert IV	Professional	\$60.00	\$150.00
Retired Annuitant - Office/Allied	9036	RA Trainer/Coach	Professional	\$40.00	\$150.00
	9038	RA Expert Consultant	Professional	\$50.00	\$200.00
	9021	RA Assistant Proctor*	Office/Allied	\$12.00	\$25.00
	9022	RA Chief Proctor	Office/Allied	\$14.00	\$35.00

\*if necessary, adjust in accordance with local minimum wage



## ATTACHMENT C

CPS HR Consulting  
Classification - Compensation Pay Scale  
Effective December 18, 2022

For Approval November 4, 2022

Class Code ID	NON-REGULAR STAFF NON-EXEMPT - Hourly Job Titles	Maximum Hourly Rate		Regular Position Linkage for PERSable Compensation Limit	Maximum Hourly Rate
9001	Assistant Proctor	\$25.00		Office Assistant	\$25.21
9002	Chief Proctor	\$35.00		Office Assistant	\$25.21
9004	Subject Matter Expert I	\$45.00		Principal HR Consultant	\$65.03
9006	Consulting Assistant / Bid & Proposal Writer	\$35.00		Administrative Technician	\$34.87
9007	Project Consultant I	\$85.00		Technical Specialist	\$71.53
9008	Project Consultant II	\$85.00		Technical Specialist	\$71.53
9009	Trainer	\$225.00		Technical Specialist	\$71.53
9010	Trainer/Project Consultant	\$150.00		Technical Specialist	\$71.53
9011	Investigator	\$100.00		Technical Specialist	\$71.53
9014	Project Consultant III	\$125.00		Technical Specialist	\$71.53
9015	Project Consultant IV	\$185.00		Technical Specialist	\$71.53
9016	Expert Consultant	\$225.00		Technical Specialist	\$71.53
9018	Business Development Associate I	\$50.00		Senior Marketing Analyst	\$50.89
9019	General Office Clerk	\$14.50		Office Assistant	\$25.21
9020	Employment Law Advisor	\$125.00		Technical Specialist	\$71.53
9031	Subject Matter Expert II	\$85.00		Technical Specialist	\$71.53
9032	Subject Matter Expert III	\$125.00		Technical Specialist	\$71.53
9033	Subject Matter Expert IV	\$150.00		Technical Specialist	\$71.53
9034	Trainer/Coach	\$150.00		Technical Specialist	\$71.53
9037	Business Development Associate II	\$90.00		Technical Specialist	\$71.53

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DATE: November 4, 2022  
TO: CPS HR Consulting Board of Directors  
FROM: Jerry Greenwell, CEO  
PREPARED BY: Dana Henderson, Executive Assistant  
SUBJECT: Approval of 2023 Proposed Board Meeting Dates & Locations

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

The Board governance role is essential to CPS HR’s ability to successfully carry out the goals and initiatives that are a part of the annual and long-term business plan.

**DISCUSSION:**

Board Meetings are generally held on the first or second Friday in the months of June, and November. The proposed March 2023 meeting date will be on the second or third Thursday and Friday of the month per the dates indicated below. Board meeting locations will be either the CPS HR Sacramento office, remote teleconference, or an identified location within one of our Board Member agency’s jurisdictions.

**Proposed Board Meeting Schedule for 2023**

March 8 - 10, 2023	TBD
June 9, 2023	Sacramento/Remote
November 3, 2023	Sacramento/Remote

**RECOMMENDED ACTION:**

Approve Board meeting dates and choose a location to hold the March Board meeting.

**FISCAL IMPACT:**

Costs are built into the budget annually. Board meeting costs in Sacramento are approximately \$4,000 - \$5,000 per meeting (based on 7- 8 Board Members attending) considering airfare, hotels, and food. Board meetings in alternate cities are likely to triple that amount depending on the location.

## Historical CPS Board Meetings List of Locations

<b>Date</b>	<b>Facility</b>	<b>City</b>	<b>State</b>
March 2019	Hotel Maya	Long Beach	CA
March 2018	Waterfront Inn	Oakland	CA
March 2017	JW Marriott Resort & Spa	Las Vegas	NV
March 2016	Hilton Charlotte City Center	Charlotte	NC
March 2015	Emergency Ops Ctr and Hilton Dallas/Plano Granite Park	Plano	TX
March 2014	Sheraton Sand Key Resort	Clearwater	FL
March 2013	City Hall	Las Vegas	NV
March 2012	Disney's Grand Californian Hotel & Spa	Anaheim	CA
March 2011	JW Marriott Resort & Spa	Las Vegas	NV
March 2010	Harvest Inn, Vineyard View Rm	St. Helena	CA
March 2009	Disneyland Hotel, Sleeping Beauty Pavilion	Anaheim	CA
March 2008	Handlery Union Square Hotel/Moscone Center	San Francisco	CA
March 2007	Wine & Roses	Lodi	CA
March 2006	The Beach House Inn & Conf Ctr	Half Moon Bay	CA
Sept 2005	Madison Concourse Hotel	Madison	WI
March 2005	Hyatt Regency Islandia	San Diego	CA
Sept 2004	Marriott Oakland City Center	Oakland	CA
March 2004	City University of NY	New York	NY
Sept 2003	S.F. Public Library	San Francisco	CA
March 2003	Venetian Hotel	Las Vegas	NV
Sept 2002	East Bay MUD	Oakland	CA
March 2002	Disney's Grand Californian Hotel	Anaheim	CA
Sept 2001	S.F. City Hall-Mayor's Conf Rm	San Francisco	CA
March 2001	Tiburon Lodge	Tiburon	CA
March 2000	Calistoga Spa Hot Springs	Calistoga	CA
Jan. 1999	Monterey Beach Hotel	Monterey	CA
Jan. 1998	Carmel Mission Inn	Carmel	CA

**DATE:** November 4, 2022

**TO:** CPS HR Consulting Board of Directors

**FROM:** Jerry Greenwell, CEO

**PREPARED BY:** Sandy MacDonald-Hopp, CFO

**SUBJECT:** FY2023 Budget and Cash Flow Update

**ACTION REQUESTED:**

Information Item

**RELATIONSHIP TO BUSINESS PLAN:**

The attached schedules depict unaudited financial performance for the month-ending September 30, 2022 in comparison to the budget. These schedules depict the organization in its' component groups of State, Federal, Local, Emerging Markets, Products & Services, and Operation Management Services.

**DISCUSSION:****Revenue**

The total CPS revenue of \$7.8 million for the fiscal year-to-date as of September 30, 2022 is \$253k or 3.5% better than budget. This revenue represents 36% increase from year-to-date September 2022 in which CPS HR had \$2.1 million less in revenue. The year-over-year revenue change reflects mix of most service lines having more work. Year-to-date, Training, State, and Federal Markets are all exceeding revenue budget.

**Expense**

Fiscal year-to-date through September 2022 direct expenses are underrunning budget by \$9.4k and the mix generated gross profit margin of 37.2% versus budgeted 34.8% as a percent of revenue. Operating expenses are \$390k or 14% under budget due to staffing vacancies. OMS indirect expense, a component of total operating expense, is \$312k under budget. Average monthly operating expense is running \$927k per month versus FY22's \$567k monthly average. The FY2023 projected growth included adding staff and the timing of that will increase monthly operating expense while staying within budget.

**Net Operating Income/Loss and Cash Flow**

Year-to-date CPS has net operating income of \$522k, which is \$662k better than the budgeted operating loss thru September 2022. The positive net income figure of \$541k equates to 7% of revenue and better than budgeted net loss -1%. The cash flow forecast for the next 12 months indicates some ups and downs in cash reserves with capital expenditures, ongoing disbursements, and timing of collections. Monthly variations in cashflow reflect changes in the timing of receipt of invoice payments and payments to vendors. Minimum cash reserve balance of \$4M was established in November 2018 and as of September 30, 2022 cash balance is \$9M. Based on three-month Operating Expense average of \$927k the \$4M reserve would cover 129 days of operations.

**RECOMMENDATIONS:** None, information only

**FISCAL IMPACT:** None, information only


**CPS HR CONSULTING**  
**FY2023 Operating Budget**  
 November 2022 Update

	Comparable Period Prior Year	Fiscal Year-To-Date thru September 30, 2022			Full Year FY23 Budget
		Actual	Budget	Variance Fav. (Unfav.)	
Project Revenue	\$ 5,775,165	<b>\$ 7,845,075</b>	\$ 7,581,949	\$ 263,126	\$ 32,082,891
Direct Project Costs:					
Direct Labor	2,195,046	2,857,603	2,971,182	113,579	12,547,453
Sub/Contract Svcs	254,918	303,732	369,641	65,909	1,492,112
Other Direct Costs	886,103	1,769,268	1,599,140	(170,128)	6,558,720
Total Direct Project Costs	3,336,067	4,930,603	4,939,963	9,360	20,598,285
Gross Profit	2,439,098 42.2%	<b>2,914,472</b> 37.2%	2,641,986 34.8%	272,486	11,484,606 35.8%
Business Unit Overhead	852,099	879,391	956,469	77,078	4,004,214
Business Unit Op. Income	1,586,999	2,035,081	1,685,517	349,564	7,480,392
OMS Expense	1,435,307	1,513,228	1,825,770	312,542	7,719,579
Net Operating Income (Loss)	151,692	521,853	(140,253)	662,106	(239,187)
Net interest Income (Expense)	(1,074)	(62,671)	18,000	(80,671)	71,512
Other Income (Expense)	57,498	82,122	82,122	-	328,488
Net Income (Loss)	\$ 208,116	<b>\$ 541,304</b>	\$ (40,131)	\$ 581,435	\$ 160,813

**State Market**  
**FY23 Operating Budget**  
**November 2022 Update**



<b>Fiscal Year-To-Date thru September 30, 2022</b>			
	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 2,045,281	\$ 2,043,118	\$ 2,163
Direct Project Costs:			
Direct Labor	793,330	836,444	43,114
Subcontractors/Cont Svcs	32,633	56,851	24,218
Other Direct Costs	500,479	449,469	(51,010)
<b>Total Direct Project Costs</b>	<b>1,326,442</b>	<b>1,342,764</b>	<b>16,322</b>
Gross Profit	718,839 35.1%	700,354 34.3%	18,485
Operating Expenses	50,055	86,033	35,978
<b>Operating Income (Loss)</b>	<b>\$ 668,784</b>	<b>\$ 614,321</b>	<b>\$ 54,463</b>

**Federal Market  
FY23 Operating Budget  
November 2022 Update**



**Fiscal Year-To-Date thru  
September 30, 2022**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 76,215	\$ 26,383	49,832
Direct Project Costs:			
Direct Labor	33,948	12,421	(21,527)
Subcontractors/Cont Svcs	6,531	-	(6,531)
Other Direct Costs	14,181	750	(13,431)
Total Direct Project Costs	54,660	13,171	(41,489)
Gross Profit	21,555 28.3%	13,212 50.1%	8,343
Operating Expenses	414	-	(414)
Operating Income (Loss)	\$ 21,141	\$ 13,212	\$ 7,929



**Local Market**  
**FY23 Operating Budget**  
**November 2022 Update**



**Fiscal Year-To-Date thru**  
**September 30, 2022**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 3,233,839	\$ 3,585,384	\$ (351,545)
Direct Project Costs:			
Direct Labor	974,392	1,207,812	233,420
Subcontractors/Cont Svcs	128,963	297,898	168,935
Other Direct Costs	922,431	794,887	(127,544)
<b>Total Direct Project Costs</b>	<b>2,025,786</b>	<b>2,300,597</b>	<b>274,811</b>
Gross Profit	1,208,053 37.4%	1,284,787 35.8%	(76,734)
Operating Expenses	76,878	77,535	657
<b>Operating Income (Loss)</b>	<b>\$ 1,131,175</b>	<b>\$ 1,207,252</b>	<b>\$ (76,077)</b>

**Emerging Markets**  
**FY23 Operating Budget**  
**November 2022 Update**



**Fiscal Year-To-Date thru**  
**September 30, 2022**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 792,582	\$ 885,304	\$ (92,722)
Direct Project Costs:			
Direct Labor	391,769	408,036	16,267
Subcontractors/Cont Svcs	5,573	-	(5,573)
Other Direct Costs	77,472	101,461	23,989
Total Direct Project Costs	474,814	509,497	34,683
Gross Profit	317,768 40.1%	375,807 42.4%	(58,039)
Operating Expenses	37,136	37,160	24
Operating Income (Loss)	\$ 280,632	\$ 338,647	\$ (58,015)

**Products and Services  
FY23 Operating Budget  
November 2022 Update**



**Fiscal Year-To-Date thru  
September 30, 2022**

	Actual	Budget	Variance Fav. (Unfav.)
Test Rental	\$ 363,394	\$ 392,480	\$ (29,086)
Training	1,333,764	649,279	684,485
<b>Project Revenue</b>	<b>\$ 1,697,158</b>	<b>\$ 1,041,759</b>	<b>\$ 655,399</b>
<b>Direct Project Costs:</b>			
Direct Labor	664,163	506,467	(157,696)
Subcontractors	130,032	14,892	(115,140)
Other Direct Costs	254,705	252,574	(2,131)
<b>Total Direct Project Costs</b>	<b>1,048,900</b>	<b>773,933</b>	<b>(274,967)</b>
<b>Gross Profit</b>	<b>648,258</b> 38.2%	<b>267,826</b> 25.7%	<b>380,432</b>
<b>Operating Expenses</b>	<b>714,908</b>	<b>755,741</b>	<b>40,833</b>
<b>Operating Income (Loss)</b>	<b>\$ (66,650)</b>	<b>\$ (487,915)</b>	<b>\$ 421,265</b>

**OMS**  
**FY23 Operating Budget**  
**November 2022 Update**



**Fiscal Year-To-Date thru**  
**September 30, 2022**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue			\$ -
Direct Project Costs	-	-	-
Gross Profit	-	-	-
Operating Expenses:			
Indirect Labor Costs	1,066,102	1,276,753	210,651
Facilities and Other	382,147	476,429	94,282
Depreciation & Amort.	64,979	72,588	7,609
Total Operating Expenses	1,513,228	1,825,770	312,542
Operating Income (Loss)	(1,513,228)	(1,825,770)	312,542
Net Interest Income (Expense)	(62,671)	18,000	(80,671)
Other Income (Expense)	82,122	82,122	-
Operating Income (Loss)	<u>\$ (1,493,777)</u>	<u>\$ (1,725,648)</u>	<u>\$ 231,871</u>

**CPS HR  CONSULTING**  
Statement of Net Position

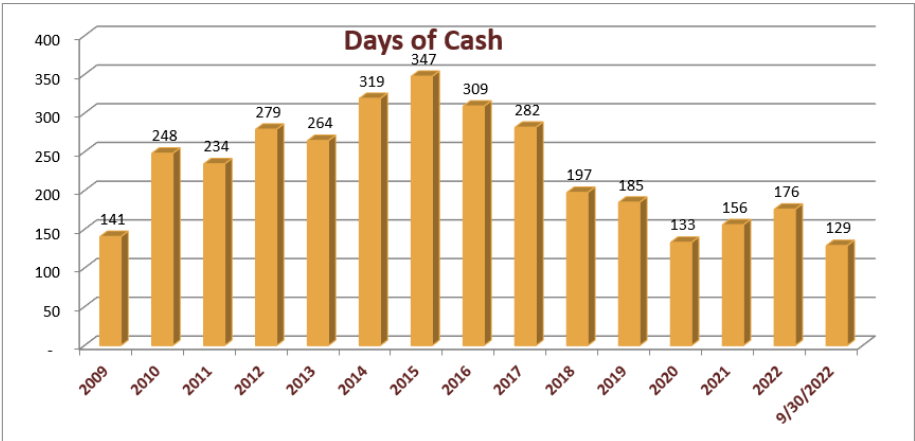
	<b>Audited June 30, 2021</b>	<b>Unaudited June 30, 2022</b>	<b>Unaudited Sept 30, 2022</b>
<b>Asset</b>			
<b>Current Assets</b>			
Cash and Cash Investments	4,258,976	7,553,008	6,723,825
Accounts Receivable	7,460,253	8,161,432	8,295,025
Unbilled Receivable	2,824,510	3,756,738	4,697,022
Interest Receivable	2,014	42,779	2,946
Prepaid Expenses	231,689	280,496	381,240
	<b>14,777,442</b>	<b>19,794,453</b>	<b>20,100,058</b>
<b>Fixed Assets</b>			
Depreciable Assets	10,944,108	10,933,240	10,933,240
GASB 87 Right-to-Use Lease Asset		7,284,900	7,284,900
Non-Depreciable Work in Process	117,086	259,845	259,845
Less Accumulated Depreciation	(8,978,196)	(9,231,086)	(9,296,065)
Less Accumulated Amortization		(892,032)	(892,032)
	<b>2,082,998</b>	<b>8,354,867</b>	<b>8,289,888</b>
<b>Other Non-Current Assets</b>			
Long Term Investments	5,617,271	3,977,658	2,267,411
Net Pension Asset	-	3,511,615	3,977,658
OPEB Asset	3,530,403	5,617,362	5,617,362
Deposits	99,060	99,060	99,060
Intangible Assets-Ewing Acquisition	495,000	495,000	495,000
	<b>9,741,734</b>	<b>13,700,695</b>	<b>12,456,491</b>
<b>Total Assets</b>	<b>\$ 26,602,174</b>	<b>\$ 41,850,015</b>	<b>\$ 40,846,437</b>
<b>Deferred Outflows Related to</b>	<b>\$ 2,477,974</b>	<b>\$ 1,676,799</b>	<b>\$ 1,676,798</b>
<b>Liabilities &amp; Equity</b>			
<b>Current Liabilities</b>			
Accounts Payable	1,031,166	1,363,979	906,192
Accrued Payroll & Benefits	413,639	1,501,084	470,833
Accrued Vacation	761,831	807,571	754,955
Deferred Income	287,394	98,673	115,094
Lease Liability-Current	-	842,937	842,937
Provision for Liabilities	300,000	300,000	300,000
	<b>2,794,030</b>	<b>4,914,244</b>	<b>3,390,011</b>
<b>Long-Term Lease GASB 13/GASB 87</b>	690,432	6,381,775	6,316,361
<b>Long Term Liabilities: Net Pension Liab</b>	6,425,561	-	-
<b>Deferred Inflows Related to OPEB/Pen:</b>	937,951	9,027,123	9,071,887
	<b>937,951</b>	<b>9,027,123</b>	<b>9,071,887</b>
<b>Net Position</b>			
Investment in Capital Assets	2,082,998	8,354,867	8,289,888
Current Year Retained Earnings/(Loss)	(1,168,842)	4,971,498	541,304
Retained Earnings	19,401,016	18,232,174	23,203,672
	<b>18,232,174</b>	<b>23,203,672</b>	<b>23,744,976</b>
	<b>\$ 29,080,148</b>	<b>\$ 43,526,814</b>	<b>\$ 42,523,235</b>



**CASH FLOW PROJECTION**  
October 2022 - September 2023

	OCT 2022	NOV 2022	DEC 2022	JAN 2023	FEB 2023	MAR 2023	APR 2023	MAY 2022	JUN 2023	JUL 2023	AUG 2023	SEP 2023	TOTAL
<b>BEGINNING BALANCE</b>	8,991,236	9,130,543	9,834,050	10,348,101	10,551,492	10,978,930	11,077,021	11,285,331	11,551,883	11,848,241	12,354,241	12,360,241	12,866,241
Collections	2,410,000	2,721,000	2,613,000	2,462,000	2,640,000	2,451,000	2,568,000	2,995,000	2,717,000	2,500,000	2,500,000	2,500,000	31,077,000
Interest Income(Expense)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
<b>TOTAL RECEIPTS</b>	<b>2,416,000</b>	<b>2,727,000</b>	<b>2,619,000</b>	<b>2,468,000</b>	<b>2,646,000</b>	<b>2,457,000</b>	<b>2,574,000</b>	<b>3,001,000</b>	<b>2,723,000</b>	<b>2,506,000</b>	<b>2,506,000</b>	<b>2,506,000</b>	<b>31,149,000</b>
<b>DISBURSEMENTS</b>	<b>-2,276,693</b>	<b>-2,023,493</b>	<b>-2,104,949</b>	<b>-2,264,609</b>	<b>-2,218,562</b>	<b>-2,358,910</b>	<b>-2,365,690</b>	<b>-2,734,448</b>	<b>-2,426,642</b>	<b>-2,000,000</b>	<b>-2,500,000</b>	<b>-2,000,000</b>	<b>-27,273,995</b>
<b>NET CASH FLOW</b>	<b>139,307</b>	<b>703,507</b>	<b>514,051</b>	<b>203,391</b>	<b>427,438</b>	<b>98,090</b>	<b>208,310</b>	<b>266,552</b>	<b>296,358</b>	<b>506,000</b>	<b>6,000</b>	<b>506,000</b>	<b>3,875,005</b>
<b>ENDING BALANCE</b>	<b>9,130,543</b>	<b>9,834,050</b>	<b>10,348,101</b>	<b>10,551,492</b>	<b>10,978,930</b>	<b>11,077,021</b>	<b>11,285,331</b>	<b>11,551,883</b>	<b>11,848,241</b>	<b>12,354,241</b>	<b>12,360,241</b>	<b>12,866,241</b>	<b>12,866,241</b>

Minimum Cash Reserve: \$4M  
Equates to ~129 Days of Cash Op Exp Only



**CPS HR  CONSULTING**  
**Project Performance Report**  
**FY2023 Operating Budget**

Rank	Project Name	Business Unit	YTD Revenue	% of Revenue	Cum. % of Revenue
<i>Over \$46k Revenue thru Sept 2022</i>					
1	A0200FY23 Notary 7/1/22 - 6/30/23	State Practice	\$ 510,762	6.5%	6.5%
2	A0800 Test Rental	Test Rental	\$ 363,394	4.6%	11.1%
3	M1109V Chicago-Ambulance Comm/Paramedic F	Local Markets	\$ 330,924	4.2%	15.4%
4	M1109S Chicago-Fire Engineer Practical Exam 20	Local Markets	\$ 302,601	3.9%	19.2%
5	S5626 CDCR-RS Branding/Talent Marketing	State Practice	\$ 289,125	3.7%	22.9%
6	S5166 HCD-Management Consultant	State Practice	\$ 255,505	3.3%	26.2%
7	M1109Z Chicago-Police Officer Exam (Jul-Dec 20	Local Markets	\$ 246,097	3.1%	29.3%
8	L3107 NYC-DOB	Local Markets	\$ 213,855	2.7%	32.0%
9	S3926 CalHR-Comp & Skill Trng	Training	\$ 183,755	2.3%	34.4%
10	S2919 CDSS-Online Training	Training	\$ 175,474	2.2%	36.6%
11	S5384 DGS-FMD Building Study and Staffing Ar	Training	\$ 125,743	1.6%	38.2%
12	E4459 CA JPIA-Online Trng BBP&B	Training	\$ 114,000	1.5%	39.7%
13	S5355 HCD-Operational Management of AMD	State Practice	\$ 85,400	1.1%	40.7%
14	A1294 Open Registration Training	Training	\$ 75,496	1.0%	41.7%
15	A0278FY23 BSCC 7/1/22 - 6/30/23	State Practice	\$ 73,600	0.9%	42.6%
16	M1109CC Chicago-Fire Lieutenant Make-Up Writte	Local Markets	\$ 72,239	0.9%	43.6%
17	S5569 CA Secretary of State-Records Managemer	Training	\$ 67,500	0.9%	44.4%
18	L5561 City of Sacramento-Group Training	Training	\$ 67,429	0.9%	45.3%
19	M1109DD Chicago-Police Sergeant Make-Up Writt	State Practice	\$ 66,878	0.9%	46.1%
20	S5133 CDCR-CO Online Exam & Remote Proctorin	State Practice	\$ 63,358	0.8%	46.9%
21	S5501 HCD-HCD-HOME/NHTF/HOME-ARP	State Practice	\$ 61,585	0.8%	47.7%
22	M1109U Chicago-Ambulance Comm/Paramedic F	Local Markets	\$ 56,852	0.7%	48.5%
23	S5685 CWDB-Workload Study	State Practice	\$ 56,325	0.7%	49.2%
24	M1109Y Chicago-Civilian Class and Comp (2022)	Local Markets	\$ 51,760	0.7%	49.8%
25	A2410 Unassigned Group Training	Training	\$ 51,519	0.7%	50.5%
26	L5168A Turlock-Ongoing HR Consultation (FY 21-	Local Markets	\$ 50,471	0.6%	51.1%
27	L5726 City of Vallejo-Recruitment and Selection E	Local Markets	\$ 50,000	0.6%	51.8%
28	L5608 Hawaiian Gardens-Ongoing HR Consultati	Local Markets	\$ 49,769	0.6%	52.4%
29	M1109HH Chicago-Police Detective Written Exam	Local Markets	\$ 49,324	0.6%	53.0%
30	S5752 Toxic Substance Control-Digital Awarenes:	State Practice	\$ 46,957	0.6%	53.6%
		Revenue<\$46k	\$ 3,637,380	46.4%	
		<b>Total Revenue</b>	<b>\$ 7,845,075</b>		

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**DATE:** November 4, 2022  
**TO:** CPS HR Consulting Board of Directors  
**FROM:** Jerry Greenwell, CEO  
**PREPARED BY:** Dana Henderson, Executive Assistant  
**SUBJECT:** CPS HR Performance Dashboard

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

At the request of the Board, the purpose of the Performance Dashboard is to provide the Board with a high-level overview of the performance of the organization at a glance. The Senior Team and staff monitor these indicators in order to assess organizational performance as tracked to goals.

**DISCUSSION:**

The performance indicators on the Performance Dashboard reflect the key elements that are monitored to assess organizational success at a high level. The indicators reported on include:

- *Qualified Lead Goals*

**RECOMMENDATIONS:** None, for information only

**FISCAL IMPACT:** None, information only

### Qualified Leads in Target Regions by Market (target: 700)

Opp Market	Received QL YTD FY23	QL Goal YTD FY23
Emerging Markets	67	9.57%
Local	115	16.43%
Other	4	0.57%
State	14	2.00%
Training	42	6.00%
<b>Total</b>	<b>242</b>	<b>34.57%</b>

### Overall Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	66.7%	18	\$327,985	18,221.39
Local	80.3%	49	\$1,453,721	29,667.78
Other	100.0%	1	\$1,995	1,995.00
State	100.0%	9	\$2,042,846	226,982.89
Training	87.5%	14	\$196,790	14,056.43
<b>Total</b>	<b>79.8%</b>	<b>91</b>	<b>\$4,023,337</b>	<b>44,212.49</b>

### Limited Competition Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	55.6%	10	\$237,960	23,796.00
Local	66.7%	18	\$822,591	45,699.50
Other	100.0%	1	\$1,995	1,995.00
State	100.0%	2	\$1,212,000	606,000.00
Training	60.0%	3	\$17,075	5,691.67
<b>Total</b>	<b>64.2%</b>	<b>34</b>	<b>\$2,291,621</b>	<b>67,400.62</b>

**Sole Source Win Rate by Market**

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	100.0%	6	\$65,015	10,835.83
Local	100.0%	25	\$497,775	19,911.00
State	100.0%	7	\$830,846	118,692.29
Training	100.0%	10	\$179,705	17,970.50
<b>Total</b>	<b>100.0%</b>	<b>48</b>	<b>\$1,573,341</b>	<b>32,777.94</b>

**Full & Open Win Rate by Market**

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	66.7%	2	\$25,010	12,505.00
Local	66.7%	6	\$133,355	22,225.83
Training	100.0%	1	\$10	10.00
<b>Total</b>	<b>69.2%</b>	<b>9</b>	<b>\$158,375</b>	<b>17,597.22</b>

79.8%

Win Rate FY23

\$4,023,337

Win Revenue FY23

In Play

FY23	FY22	^
129	70	v

*\*Information current as of 10/20/22*

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**DATE:** November 4, 2022

**TO:** CPS HR Consulting Board of Directors

**FROM:** Jerry Greenwell, CEO

**PREPARED BY:** Jerry Greenwell, CEO

**SUBJECT:** FY23 Strategic Initiatives – Progress Update

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

Our FY23 strategic goals are aligned with the FY 2023 Strategic Direction as approved by the board in June 2022. The goals were designed to move us toward re-establishing our market presence and improving our sustainability as an organization post-pandemic. The plan has been built to ensure we achieve our mission and vision while adhering to our core organizational principles.

**DISCUSSION:**

After the first quarter we are tracking well on revenue and net income with a positive variance for each. We have initiated the efforts outlined in the strategic plan and as depicted in the information included, we are still on track based on our timelines. The one area that is behind (6.1) will need attention as the change in CHRO impacts that effort. We are currently recruiting a new CHRO, with an interim coming on board in November. The growth of our DEI service line warrants establishing a separate practice/service from HR and recruiting a practice leader to oversee this emerging service area, in keeping with the advice and counsel we provide for our customers. We are being purposeful in applying our expertise to our own internal efforts.

Our challenges with capacity to take on additional work has continued to be a balancing act into the new FY, but we are evaluating internal efforts to enable us to effectively manage the flow of projects to meet client expectations. The market for employees is inconsistent and intensified outreach efforts are needed to find quality hires, as we are experiencing turnover much like the rest of the country for a variety of reasons. Our efforts to assist clients in recruiting continue to be steady, with a few variations depending on the geographic region, despite uncertainty with inflation and predictions of an impending economic downturn.

Training & Recruitment Solutions exceeding the revenue budget are the primary drivers for the positive revenue variance. The identified service areas we focused on in the planning process are all at or near budgeted revenue levels, and in some cases exceeding expectations.

We have sustained our momentum into the new year and anticipate a strong first half. As we move into spring, we will continue to reassess the market as we gear up for strategic planning for FY24

**RECOMMENDATIONS:** None, information only

**FISCAL IMPACT:** None, information only



**Product and Service Excellence**  
**(Care for our Customers)**

- ✓ Develop quality products and services that improve organizational performance by 30th Jun 2023 - [Vicki Brashear](#) On Track ▾
- > 1.1 Conduct client assessment of product needs in each target market by 30th Nov 2022 - [Jerry Greenwell](#) On Track ▾
- > 1.2 Client outcome measurement system by 30th Jun 2023 - [Vicki Brashear](#) 🔄 On Track ▾
- > 1.3 Prioritization of new product development efforts by 15th Dec 2023 - [Jerry Greenwell](#) Not started ▾
- > 1.4 Product(s) launched on cyclical basis by 30th Jun 2023 - [Jeff Hoye](#) 🔄 Not started ▾
- + Add
- ✓ Deliver quality products and services that meet or exceed client's expectations to 100% by 30th Jun 2023 - [Melissa Asher](#) On Track ▾
- > 2.1 Develop benchmarks for exceeding client expectations by 30th Jan 2023 - [Melissa Asher](#) 🔄 On Track ▾
- > 2.2 Collect client satisfaction data: identify areas for improvement/implementation by 31st Dec 2023 - [Melissa Asher](#) 🔄 On Track ▾
- > 2.3 Link to project and consultant performance measures by 31st Mar 2023 - [Melissa Asher](#) 🔄 Not started ▾
- > 2.4 Training to increase digital fluency and other necessary areas by 30th Jun 2023 - [Melissa Asher](#) On Track ▾



Organizational Growth and Operational Excellence...

- ✓ Grow year over year revenue, margin and financial services; manage organizational spend for reinvestment by 30th Ju... On Track
- > 3.1 Achieve the following additional goals: 80% utilization rate; Re-investment fund of \$1.2; OpEx to 80 by 30th Jun 202... On Track
- > 3.2 Increase cross-selling efforts to further market penetration by 30th Jun 2023 - [Geralyn Gorshing](#) On Track
- > 3.3 Continue to reduce our response rate to full and open RFP's by 30th Jun 2023 - [Geralyn Gorshing](#) On Track
- > 3.4 Increase client satisfaction survey response rate from 20% to 50% by 30th Jun 2023 - [Geralyn Gorshing](#) On Track
- + Add
- ✓ Streamline core business processes by 30th Jun 2023 - [Greg Roberson](#) On Track
- > 4.1 Advance Dynamics 365 Operations Implementation by 30th Nov 2022 - [Greg Roberson](#) On Track
- > 4.2 Develop a comprehensive PC recruiting, onboarding and engagement program. by 30th Jun 2023 - [Jeff Hoye](#) Not started
- > 4.3 Implement a new LMS by 31st Jan 2023 - [Greg Roberson](#) On Track
- > 4.4 Automate: Proctor timesheets; Standardize credit card processing; Class and Comp tech solutions by 30th Jun 2... On Track

Create an organization with a high level of employee engagement (Car...

- Focus on and improve the employee experience. by 30th Jun 2023 - Jeff Hoye On Track
- 5.1 Finalize new Employee Experience (EE) Assessment process with our IPSEE SME's by 30th Jun 2023 - Jeff Hoye On Track
- 5.2 Identify & empower EE Team of 6-8 CPS HR High Performers (annually) by 30th Jun 2023 - Jeff Hoye On Track
- 5.3 Engage the organization in the new EE Assessment process. by 30th Jun 2023 - Jeff Hoye Not started
- 5.4 EE Team to provide their critical, few recommendations for Action by 30th Jun 2023 - Jeff Hoye Not started
- + Add
- Focus on the talent growth, development and retention. by 30th Jun 2023 - Jerry Greenwell Behind
- 6.1 Create workforce plan to support revenue goals by 30th Jun 2023 - Jerry Greenwell Behind
- 6.2 Operationalize workforce plan outlined in 2.4 by 30th Jun 2023 - Jerry Greenwell Behind

**DATE:** November 4, 2022  
**TO:** CPS HR Consulting Board of Directors  
**FROM:** Jerry Greenwell, CEO  
**PREPARED BY:** Sandy MacDonald-Hopp, CFO  
**SUBJECT:** Investment Update

**ACTION REQUESTED:**

Information Item  
 Approval and/or Authorization  
 Policy Change or Adoption  
 Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

The CPS schedule of investments is presented for Board information and to comply with the reporting section of CPS's Investment Policy. It is the intent of CPS to maximize investment earnings through longer-term investments while maintaining a balance of short-term investments to meet current obligations. All investments must conform to CPS's investment policy. Current reserves are sufficient to meet the next 30 day's obligations.

**DISCUSSION:**

As part of the Board's role in providing financial oversight each meeting, an updated investment portfolio is provided for informational purposes. At the request of the board, portfolio summary statistics are provided below, including the annualized investment total return on the long-term portfolio.

Portfolio Value as of September 30, 2022: **\$5,215,485** (includes accrued interest of \$23.9k)

Average Maturity 2.06 years  
Average S&P Rating AA; 62% investment dollars are CDs that are FDIC insured

<b>Performance</b>	<u>1 month</u>	<u>YTD</u>	<u>Since Inception</u>
Period Total Return	-1.29%	-16.98%	-9.51%
Annualized Total Return	-14.26%	-52.49%	-0.45%

**RECOMMENDATIONS:** None, for information only

**FISCAL IMPACT:** None, no expense will be incurred.



Schedule of Investments  
As of September 30, 2022

1) Investment portfolio held at Wells Fargo Bank	\$ 5,215,584	(see attached)
2) Short-term investments held at Wells Fargo Bank	\$ 756,881	
3) Short-term investments held at LAIF / CalTrust	<u>\$ 3,018,772</u>	
Total	<u>\$ 8,991,236</u>	



## Investment Portfolio: Account Positions As of 9/30/2022

Description	Moody's	S&P	Rate	Maturity	Current Par	Market Value
SALLIE MAE BANK CD	FDIC	FDIC	1.85	10/24/2022	250,000.00	249,820.00
FIRST BK OF HIGHLAND CD	FDIC	FDIC	2.20	11/8/2022	250,000.00	249,785.00
MERRICK BANK CD	FDIC	FDIC	2.20	11/8/2022	250,000.00	249,797.50
MORGAN STANLEY BK NA CD	FDIC	FDIC	2.86	3/22/2023	250,000.00	248,812.50
BMW BK N AMERICA CD	FDIC	FDIC	2.86	3/23/2023	250,000.00	248,797.50
GOLDMAN SACHS BK USA CD	FDIC	FDIC	2.23	7/3/2023	250,000.00	246,740.00
SYNCHRONY BANK CD	FDIC	FDIC	3.32	7/20/2023	250,000.00	248,637.50
BARCLAYS BANK CD	FDIC	FDIC	3.38	10/24/2023	250,000.00	247,902.50
CITIBANK NA	AA3	A+	3.70	1/23/2024	266,777.00	246,570.00
MORGAN STANLEY PVT BK CD	FDIC	FDIC	2.67	5/23/2024	250,000.00	243,497.50
FEDERAL HOME LOAN BANK	AAA	AA+	5.28	9/9/2024	182,229.41	162,651.20
MITSUBISHI UFJ FINL GRP	A1	A-	2.36	2/25/2025	341,705.00	324,667.00
BANK OF AMERICA	A2	A-	4.00	8/1/2025	180,286.00	159,716.70
FEDERAL HOME LOAN BANK	AAA	AA+	3.23	9/12/2025	269,901.09	241,902.50
NORSK HYDRO A/S	AA2	AA-	6.76	11/15/2025	122,217.00	105,771.00
ENERBANK USA CD	FDIC	FDIC	0.86	6/19/2026	250,000.00	219,142.50
BANK OAKRIDGE CD	FDIC	FDIC	0.64	9/18/2026	250,000.00	215,450.00
SUMITOMO MITSUI FINL GRP	A1	A-	3.76	1/11/2027	247,942.10	224,503.30
FEDERAL HOME LOAN BANK	AAA	AA+	2.37	2/25/2027	344,445.50	316,998.50
TEXAS EXCHANGE BK SSB CD	FDIC	FDIC	1.17	6/25/2027	250,000.00	213,580.00
					Total Bonds	\$ 4,664,742.70
WF ADV CASH INVEST Money Market						\$526,943.81
Accrued Interest						23,897.13
Total Market Value						<b>\$ 5,215,583.64</b>

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**DATE:** November 4, 2022  
**TO:** CPS HR Consulting Board of Directors  
**FROM:** Jerry Greenwell, CEO  
**PREPARED BY:** Sandy MacDonald-Hopp, CFO  
**SUBJECT:** Disclosure of Reimbursement for Special Districts

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

This fulfills our requirement as a governmental agency to disclose information related to reimbursements of employee travel and expenses.

**DISCUSSION:**

In 1994, legislation was passed requiring special districts to disclose employee travel and expense related reimbursements (under Government Code sec. 53065.5). Accordingly, we are required to print and make available our warrant (check) list at least annually. CPS HR prints a list of all checks as part of the check run process and all lists are kept in the Finance department located in the home office in Sacramento. Employee travel and expense related reimbursements are included in each check run. The documents are public information and available for viewing by interested parties.

**RECOMMENDATIONS:** None, for information only.

**FISCAL IMPACT:** None, no expense will be incurred

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**DATE:** November 4, 2022  
**TO:** CPS HR Consulting Board of Directors  
**FROM:** Jerry Greenwell, CEO  
**PREPARED BY:** Dana Henderson, Executive Assistant  
**SUBJECT:** Board Member Meeting Attendance Cost Summary – Annual Report

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

This item is related to Board Operations rather than the Business Plan.

**DISCUSSION:**

As a special district, CPS HR is required to disclose expense reimbursements of at least \$100 on an annual basis. This will occur as a standard annual agenda item, providing the expense reimbursement disclosure for the Board meetings for the previous year.

**RECOMMENDATIONS:** None, for information only.

**FISCAL IMPACT:** None, for information only.

SUMMARY REPORT - CPS HR CONSULTING BOARD MEMBER MEETING EXPENSES							
	June 20 Total	Nov 20 Total	Mar 21 Total	June 21 Total	Nov 21 Total	Mar 22 Total	June 22 Total
<b>Category</b>							
Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$304
Lodging	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food	\$0	\$0	\$0	\$0	\$0	\$0	\$436
Meeting Room/ A/V/Phone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$740</b>
	Board meeting held remotely due to Covid-19	Board Meeting held remotely due to Covid- 19	Board meeting held remotely due to Covid- 19	Board meeting held remotely due to Covid-19	Board meeting held remotely due to Covid- 19	Board meeting held remotely due to Covid-19	
Amounts are rounded to the nearest dollar.							
**None of the above includes Sr. Leader costs.							

DATE: November 4, 2022  
TO: CPS HR Consulting Board of Directors  
FROM: Jerry Greenwell, CEO  
PREPARED BY: Dana Henderson, Executive Assistant  
SUBJECT: Employee Recognition

**ACTION REQUESTED:**

- Information Item
- Approval and/or Authorization
- Policy Change or Adoption
- Closed Session Item

**RELATIONSHIP TO BUSINESS PLAN:**

The CPS HR “Make An Impact” Employee Recognition Program, which was implemented in July 2017, supports an organizational culture in which our CPS HR Guiding Values, and our strategic direction and goals are hallmarks of our individual and collective work practices. Our recognition programs reinforce these values.

The CPS HR Guiding Values are: Care For Our Customers, Care For the Organization, and Care For Each Other.

**DISCUSSION:**



The **Team Impact Award** is a team performance award focusing on the accomplishments, results, and achievements of a group of 2 or more. The purpose of this award is to recognize stellar team performance that leads to outstanding results, and especially noteworthy achievements in accomplishment of CPS HR strategic direction and goals.

**Team Impact Award Winners for 2022**

**Team Name: City of Lathrop – Police Department**

**Team Members: Breanna Lopez, Amy Bigone, Geoff Burcaw, Pam Derby, Fatima Nukic, Lisa Conner, Debbie Gutman, Laura Lee, Jackie Frost, Charlene Harris, Layla Mansfield, Maricarman Peoples, Jason Litchney and Vicki Quintero Brashear**

**Submitted by: Chrissy Peacock**

The City of Lathrop project required the project team to stand up an entirely new Police Department comprised of 43 full time employees both sworn and civilian over a 9-month period. This included an Executive Search for the Chief of Police (1) and HR Manager (1). Sworn

recruitments for Commander (2), Sergeant (6), and LATERAL Police Officer (24). Non-sworn recruitments for Executive Assistant (1), Records Supervisor (1), Records Technician (2), Management Analyst (2), and Community Service Officer (3). This required collaboration across divisions to include Executive Search, Recruitment Solutions, Assessments, and Marketing in order to achieve successful recruitments for all positions.

CPS HR utilized our internal NEOGOV instance for each recruitment effort which required exam plan development, candidate communication, scheduling of interviews for various selection hurdles, and establishing eligibility lists based on the client's hiring processes/rules. We managed 660 candidates within the applicant tracking system across all of the recruitments.

There were unique challenges to this project. First, CPS HR was brought into this project through another consulting firm, Municipal Resources Group (MRG) requiring our project team to collaborate not only with the client but with the other consulting firms involved in different pieces of the project including recurring meetings and shared objectives. Second, for the Police Officer recruitment, the City desired only lateral candidates. Given the climate of public safety and high number of vacancies nationwide, recruiting for lateral candidates was heavy lift and required aggressive outreach and the creation and implementation of an attractive digital marketing campaign.

The project was a success. It was completed on time with all vacancies being filled and exceeded gross margin. The client was beyond satisfied with the quality of candidates and the fact that all recruitments were completed in the 9-month period and before the deadline of 6/30/22. Stakeholders at the City had the following feedback on services provided by the CPS HR team.

From City Manager Stephen Salvatore:

After years of planning, we developed a very aggressive schedule to build a new Police Department in Lathrop. CPS HR created timelines, and designed and facilitated recruitments to help us fill the 47 new positions to staff the Lathrop PD. People are our most important resource and we could not have launched our new Police Department so successfully, on time, without the participation of CPS HR. They know how to find good candidates!

From Police Chief Ray Bechler:

In my experience working with CPS HR to hire an organization of both sworn and non-sworn employees for our new Lathrop Police Department made the difference that allowed the City to begin local safety operations on time and under budget. Problems we identified, CPS HR found solutions, often based on their technical capabilities. For example, CPS HR automated a tool for candidates to schedule phone discussions with me upon my selection as the new Chief. This allowed me to respond to the many inquiries received from potential candidates in an orderly and efficient manner. Outreach to potential candidates was another area CPS HR demonstrated tech savvy and effective solutions. I can't imagine how we would have made our hiring goals without the assistance of CPS HR.

From Director of Human Resources Theresa Roland:

I have known of CPS HR for years as a public sector HR professional and I have been impressed with their technical knowledge and practical resources to design recruitments to staff our brand-new police department. Recruiting sworn officers is very challenging; our partnership

with CPS HR enabled the City to consider many qualified candidates and use effective, validated tools for assessment. CPS HR has been a great partner for the City of Lathrop!

The success of the project resulted in client work for other agencies given recommendations provided by the City and MRG working with CPS HR on these deliverables including recently awarded projects with the Housing Authority of Contra Costa County, Metropolitan Water District of Southern California, and City of Richmond.

This project was a testament to the values at CPS HR of care for the customer, care for the organization, and care for each other. I was proud to have led this team and am grateful for their invaluable contributions by each team member to make this project a success.

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