

CPS HR Board of Directors Meeting Agenda

Thursday, March 9, 2023

8:30 AM

&

Friday, March 10, 2023

9:30 AM

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
t: 916.263.3600 f: 916.263.3613

www.cpsr.us



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CPS HR Board Meeting Dates/Locations

<u>Date</u>	<u>Location</u>
March 9 - 10, 2023	CPS HR Office, Sacramento, CA
June 9, 2023	Remote teleconference/CPS HR Office
November 3, 2023	Remote teleconference/CPS HR Office

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. 2024) –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 Development / Planning Meeting
Thursday, March 9, 2023– 8:30 a.m.
CPS HR Consulting – Grand Canyon Conference Room
2450 Del Paso Rd., Suite 220
Sacramento, CA 95834

Open Session

Board of Directors Planning/Team Development Meeting
(Strategic Planning documents under separate cover)

8:30 AM

Breakfast

9:00 AM

Welcome Board Members and Board Alternates

9:00AM -
12:00PM

Board Learning/Professional Development
DEI engagement activity with CPS Board Members

12:00 PM –
1:00 PM

Lunch

1:30 PM –
3:30 PM

CPS HR Strategic Plans – Jerry & Sr. Leaders
Brief status update on FY23 Strategic Plan progress
Board input on CPS HR FY24 Strategic Planning process

Public Comment on Matters Not on the Agenda

Group dinner at 5:30PM at Mulvaney's B&L – 1215 19th Street, Sacramento, 95811

CPS HR Consulting – Agenda
Board of Directors Business Meeting
Friday, March 10, 2023 – 9:30 a.m.
CPS HR Consulting – Grand Canyon Conference Room
2450 Del Paso Rd., Suite 220
Sacramento, CA 95834

Breakfast available at the office starting at 8:45 AM

Action may be taken on any item on the Agenda

Open Session Board of Directors Business Meeting – 9:30 AM

- **Oath of Office – Carla Romine, City of Plano, Board Alternate**

I. Action Items

- | | |
|--|--------------|
| 1. Approval of Minutes- November 4, 2022 Board Meeting | Attachment 1 |
| 2. Approval of Minutes- Feb. 14, 2023 Board Dev. Comm. Mtg. | Attachment 2 |
| 3. Approval of Class/Pay Plan (to meet CALPERS requirements) | Attachment 3 |

II. Information Only

- | | |
|---|--------------|
| 4. FY23 Budget/Cash Flow Update | Attachment 4 |
| 5. CPS HR Performance Dashboard | Attachment 5 |
| 6. CPS HR Investment Update | Attachment 6 |
| 7. Return To Board Funding Balance Update | Attachment 7 |
| 8. Employee Handbook Update | Attachment 8 |

III. Board Development/Emerging Trends

9. Board report out from CEO-level interviews on business trends

Public Comment on Matters Not on the Agenda

End of Open Session

Lunch on your own after the meeting adjourns

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Minutes of Board of Directors Meeting

November 4, 2022

The Board of Directors of CPS HR Consulting met on Friday, November 4, 2022 via teleconference.

Board members attending:

Fernando Yañez, Hayward Unified School District, CA (Chair)
LaShon Ross, City of Plano, TX (Vice Chair/Secretary)
Joseph Hsieh, County of Sacramento, CA
Linda Andal, City of Anaheim, CA
Kimberly Crum, County of Pinellas, FL

Board Members not attending:

Vince Zamora, City of Las Vegas, NV
Keisha Young, County of Mecklenburg, NC

Staff attending:

Jerry Greenwell, CEO	Melissa Asher	Dana Henderson
Jeff Hoye	Sandy MacDonald-Hopp	Geralyn Gorshing
Vicki Quintero Brashear	Greg Roberson	Holly Hatada
Lisa Conner	Dejon Davis	Fatima Nukic
Karina Mendez	Dave Rechs	Megan Misasi-Randles
Sarah Jansen	Brisha Young	Andrew Nelson
Paula North	Debbie Gutman	Heather Moore
Lynne Harris	Eric Brown	Sarah Jansen
Veronica Lara-Lopez	Deanna Heyn	Laura Lee
Ana Costa	Brisha Young	Karen Galvan
Amy Bigone	Jhessyka Vargas	Alan Tomassetti
Tiffany Bose	Suzanne Ansari	Jacques Whitfield
John Freeburn	Kaelyn Gasper	Christina Peacock

Others attending:

Pam Sailor, Gilbert Associates, Inc.
Carla Romine, City of Plano

Open Session for Board Meeting

Fernando Yañez, Board Chair, called the meeting to order at 9:00am and welcomed all attendees.

Roll call was taken and all board members and senior staff attending the meeting introduced themselves.

Action Items

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: The Governor’s State of Emergency related to COVID-19 remains in effect and the state of emergency continues to directly impact the ability of the members to meet safely in person.

The Board of Directors of CPS HR Consulting has given authorization to conduct CPS HR Board and Committee Meetings in accordance with subdivision (e) of Government Code Section 54953 through December 4, 2022.

Motion:	Yañez, Hayward USD	
Second:	Crum, Pinellas County	
Vote:		
	City of Anaheim	Aye
	Pinellas County	Aye
	Sacramento County	Aye
	Hayward USD	Aye
	City of Plano	Aye
	City of Las Vegas	Absent
	Mecklenburg County	Absent

Resolution # 22-10

Attachment #1 – Approval of CPS HR Audited Financial Statements

The CPS audited financial statements for the fiscal year ending June 30, 2022 were provided under separate cover along with the required communication from our independent auditor. Pam Sailor with Gilbert Associates, Inc., presented and summarized their Independent Auditor’s Report.

The Board of Directors of CPS HR Consulting approved the audited financial statements for FY2021-2022.

Motion:	Ross, City of Plano	
Second:	Andal, City of Anaheim	
Vote:		
	City of Anaheim	Aye
	Pinellas County	Aye
	Sacramento County	Aye
	Hayward USD	Aye

City of Plano	Aye
City of Las Vegas	Absent
Mecklenburg County	Absent

Resolution # 22-11

The Board of Directors of CPS HR Consulting agreed to disband the ad-hoc Finance Audit Subcommittee for the fiscal year 2021-2022.

Motion: Andal, City of Anaheim
 Second: Yañez, Hayward USD

Vote:

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

Resolution # 22-12

Attachment #2 – Approval of Minutes from the June 10, 2022 Board Meeting

There were no changes to the minutes of the previous Board Meeting. The Board of Directors of CPS HR Consulting approved the minutes from the June 10, 2022 Board Meeting.

Motion: Ross, City of Plano
 Second: Yañez, Hayward USD
 Vote:

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

Attachment #3 – Approval of the Salary Market Survey/Classification and Pay Plans

Jerry introduced this item stating that we go out to the market to conduct a salary survey. There will be salary band adjustments that are tied to the Office Assistant and Administrative Technician classifications at 4.5%. The salary band adjustment recommendation for the Senior HR Consultant, Senior Network Administrator, and Senior Accountant classifications is 6%. Jerry also explained we are eliminating the Helpdesk technician position.

The Board of Directors of CPS HR Consulting approved the following:

1. Salary Market Survey
2. Authorization for the CEO to implement the annual in-range increases

- 3. Approval of the 2022 Class and Pay Plan with the abolishment of the Helpdesk technician position
- 4. Approval of the 2023 Class and Pay Plan

Motion: Hsieh, County of Sacramento
 Second: Yañez, Hayward USD
 Vote:

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

Resolution # 22-13

Attachment #4 – Approval of 2023 Proposed Board Meeting Dates & Locations

The CPS HR proposed Board Meeting Schedule for 2023 was reviewed. Jerry suggested the March Board Meeting be held in Sacramento at the CPS HR office. The board members in attendance agreed to this location. Carla Romine was introduced from the City of Plano as the alternate and will be sworn in at the March meeting.

The Board of Directors of CPS HR Consulting approved the 2023 Board Meeting Dates and Locations as listed below:

- March 8-10, 2023 – CPS HR Office, Sacramento, CA
- June 9, 2023 – Sacramento/Remote teleconference
- November 3, 2023 - Sacramento/Remote teleconference

Motion: Ross, City of Plano
 Second: Crum, County of Pinellas
 Vote:

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

Resolution # 22-14

For Information Only

Attachment #5 – FY2023 Budget and Cash Flow Update

Sandy MacDonald-Hopp gave an overview of the FY2023 budget and cash flow. 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 a mix of most service lines having more work. Year-to-date, Training, State, and Federal Markets are all exceeding revenue budget.

Year-to-date CPS has a net operating income of \$522k, which is \$662k better than the budgeted operating loss through 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 a three-month Operating Expense average of \$927k the \$4M reserve would cover 129 days of operations.

Attachment #6 – Performance Dashboard

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 to assess organizational performance as tracked to goals. Geralyn Gorshing reviewed the targets with the board. Our Qualified Leads to date are on target with 242. Our overall win rate for FY23 is at 79.8% and we have 129 proposals currently in play.

Attachment #7 - FY23 Strategic Initiatives – Progress Update

The 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.

Jerry presented the strategic initiative graphic and pointed out that we are using Cascade to track the progress of each initiative and goal. LaShon asked what the main way is we are attracting new clients and business. Geralyn answered that we are primarily gaining new clients through trade shows, conferences, and our website.

Attachment #8 - Investment Update

Sandy reviewed the investments. Our portfolio value as of September 30, 2022 is **\$5,215,485** (includes accrued interest of \$23.9k). We have 62% of our investment dollars are CDs that are FDIC insured.

Attachment #9 - Disclosure of Reimbursement for Special Districts

Governmental agencies are required to disclose information related to reimbursements of employee travel and expenses. 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.

Attachment #10 - Board Member Meeting Attendance Cost Summary – Annual Report

As a special district, CPS HR is required to disclose expense reimbursements of at least \$100 on an annual basis. Up until this past June, we have had no recent expenses since all board meetings have been remote since March 2020 due to COVID-19.

Attachment #11- Employee Recognition

The CPS HR Employee Recognition Program 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. Melissa Asher presented and explained why this award was given and congratulated the employees that worked on the City of Lathrop Police Department project.

Board Development – Open Discussion

Jerry did not have a topic for board development but wanted to remind the board members to meet with a peer or colleague between now and March for a high-level interview and discuss how they are dealing with retention and recruiting challenges to get feedback, and how they are managing this process and be prepared to report on their conversations at the March meeting.

Having no other questions or business to discuss, the meeting was adjourned at 10:08am PST.

Minutes prepared by:
Dana Henderson

Minutes reviewed by:
Jerry Greenwell

Respectfully Submitted:

Dated: 11/21/2022

Signed: LaShon Ross
LaShon Ross, City of Plano
CPS HR Board Vice Chair/Secretary



**MINUTES OF CPS HR BOARD OF DIRECTORS
SUB-COMMITTEE MEETING**

Board Development Committee

February 14, 2023

The Board Development Committee members met via conference call on Tuesday, February 14, 2023.

Open Session:

The meeting was called to order at 1:33 PM PST with the following in attendance via conference call:

Jerry Greenwell, CEO, CPS HR Consulting
Dana Henderson, Executive Assistant, CPS HR Consulting
Linda Andal, Board Member, City of Anaheim, CA
Kimberly Crum, Board Member, Pinellas County, FL
Vince Zamora, Board Member, City of Las Vegas, NV

Jerry stated that the purpose of the meeting was to discuss the board development/learning activities to engage in at the Thursday, March 9, 2023 Board of Directors Development and Planning Meeting. Jerry asked if the board members had any ideas to present to the committee, otherwise he had an idea. Jerry stated he would like to relaunch our DEI initiative engagement with the board for the Thursday development activity. The committee agreed this would be a good topic. Thursday afternoon will be spent reviewing FY23 strategic initiatives and looking at ideas for FY24.

There being no further business, the meeting adjourned at 1:43 PM PST.

Minutes prepared by: Dana Henderson
Minutes reviewed by: Jerry Greenwell / Linda Andal

Dated: 2/23/2023

Signed: Linda Andal
Linda Andal, CPS HR Board Member

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DATE: March 10, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Eric Brown, Sr. HR Consultant
SUBJECT: Approval of Class/Pay Plan

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 class and pay plan to incorporate any additions, deletions, or modifications to the plan that have occurred since the last Board meeting, including changes to titles and pay rates. This is done, in part, to comply with the requirement by CalPERS to have our pay plan approved by the Board.

The changes to the Classification and Pay Plan include the addition of a new classification as the result of a reclassification study as well as increases to several classifications to reflect changes to the minimum wage effective January 1, 2023. Attachment A reflects the pay plan as last approved by the Board effective November 4, 2022, and Attachment B includes the proposed revisions.

ACTION	POSITION
Add Classification	Business Intelligence Specialist

RECOMMENDATIONS:

Approve the Class and Pay Plan as shown in the CPS HR Board Agenda for March 10, 2023.

FISCAL IMPACT:

There is no direct fiscal impact resulting from approval of the updated class/pay schedule. Sufficient revenue exists to support this action.

ATTACHMENT A

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

Approved 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
1332	Principal Accountant	Professional	\$91,427	\$114,281	
Level 2 Professionals	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	\$84,469
	1714	Program Coordinator	Professional	\$79,983	\$99,979
	1717	HR Consultant	Professional	\$79,983	\$99,979
	1718	Bid and Proposal Coordinator	Professional	\$79,983	\$99,979
	1719	Accounting Coordinator	Professional	\$67,575	\$84,469
	1720	Client Operations Coordinator	Professional	\$79,983	\$99,979
	1721	Training Coordinator	Professional	\$79,983	\$99,979
	1722	Contracts Coordinator	Professional	\$71,984	\$89,980
	1723	Associate Training Coordinator	Professional	\$65,354	\$81,693
	1724	Instructional Designer	Professional	\$79,983	\$99,979
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	\$25.21
	2303	Senior Office Assistant	Office/Allied	\$23.19	\$28.99

ATTACHMENT A

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

Approved November 4, 2022

Pay Band	Class Code ID	NON-REGULAR STAFF		Minimum Hourly Rate	Maximum Hourly Rate
		NON-EXEMPT - Hourly Job Titles	Occupational Group		
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 A

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

Approved 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	\$34.67
9007	Project Consultant I	\$65.00		Technical Specialist	\$71.53
9008	Project Consultant II	\$85.00		Technical Specialist	\$71.53
9009	Trainer	\$200.00		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	\$24.00		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

ATTACHMENT B

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

For Approval March 10, 2023

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
	914	Business Intelligence Specialist	Professional	\$111,674	\$139,592
New 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
	1332	Principal Accountant	Professional	\$91,427	\$114,281
Level 2 Professionals	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	\$84,469
	1714	Program Coordinator	Professional	\$79,983	\$99,979
	1717	HR Consultant	Professional	\$79,983	\$99,979
	1718	Bid and Proposal Coordinator	Professional	\$79,983	\$99,979
	1719	Accounting Coordinator	Professional	\$67,575	\$84,469
	1720	Client Operations Coordinator	Professional	\$79,983	\$99,979
	1721	Training Coordinator	Professional	\$79,983	\$99,979
	1722	Contracts Coordinator	Professional	\$71,984	\$89,980
	1723	Associate Training Coordinator	Professional	\$65,354	\$81,693
	1724	Instructional Designer	Professional	\$79,983	\$99,979
	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 B

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

For Approval March 10, 2023

Pay Band	Class Code ID	NON-REGULAR STAFF		Minimum Hourly Rate	Maximum Hourly Rate
		NON-EXEMPT - Hourly Job Titles	Occupational Group		
Intermittent - Professional	9004	Subject Matter Expert I	Professional	\$16.00	\$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	\$200.00
	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	\$200.00
9037	Business Development Associate II	Professional	\$50.00	\$90.00	
Intermittent - Technician	9006	Consulting Assistant / Bid & Proposal Writer	Technician	\$16.00	\$35.00
Intermittent - Office/Allied	9001	Assistant Proctor*	Office/Allied	\$16.00	\$25.00
	9002	Chief Proctor	Office/Allied	\$18.00	\$35.00
	9019	General Office Clerk	Office/Allied	\$18.00	\$24.00
Retired	9012	RA Technical Specialist	Professional	\$57.00	\$72.00
Annuitant - Professional	9013	RA Principal Consultant	Professional	\$52.00	\$65.00
	9023	RA Subject Matter Expert I	Professional	\$16.00	\$45.00
	9024	RA Trainer	Professional	\$40.00	\$200.00
	9025	RA Trainer/Project Consultant	Professional	\$40.00	\$200.00
	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
	9036	RA Trainer/Coach	Professional	\$40.00	\$200.00
	9038	RA Expert Consultant	Professional	\$50.00	\$200.00
	Retired Annuitant - Office/Allied	9021	RA Assistant Proctor*	Office/Allied	\$16.00
9022		RA Chief Proctor	Office/Allied	\$18.00	\$35.00

*if necessary, adjust in accordance with local minimum wage

ATTACHMENT B

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

For Approval March 10, 2023

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	\$34.67
9007	Project Consultant I	\$65.00		Technical Specialist	\$71.53
9008	Project Consultant II	\$85.00		Technical Specialist	\$71.53
9009	Trainer	\$200.00		Technical Specialist	\$71.53
9010	Trainer/Project Consultant	\$200.00		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	\$24.00		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	\$200.00		Technical Specialist	\$71.53
9037	Business Development Associate II	\$90.00		Technical Specialist	\$71.53

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DATE: March 10, 2023
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
 Approval and/or Authorization
 Policy Change or Adoption
 Closed Session Item

RELATIONSHIP TO BUSINESS PLAN:

The attached schedules depict unaudited financial performance for the month-ending January 31, 2023 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 \$19.4 million for the fiscal year-to-date as of January 31, 2023 is \$1.4 million or 7.9% better than budget. This revenue represents 29% increase from year-to-date January 2022 in which CPS HR had \$4.4 million less in revenue. The year-over-year revenue change reflects mix of most service lines having more work and significant City of Chicago testing. Year-to-date, Training, Local, State, and Federal Markets are all exceeding revenue budget.

Expense

Fiscal year-to-date through January 2023 direct expenses are exceeding budget by \$782k and the mix generated gross profit margin of 36% versus budgeted 35.2% as a percent of revenue. Operating expenses are \$917k or 14% under budget due to staffing vacancies. OMS indirect expense, a component of total operating expense, is \$661k under budget. Average monthly operating expense is running \$815k per month versus FY22's \$762k 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 \$1.3 million, which is \$1.6 million better than the budgeted operating loss thru January 2023. The positive net income figure of \$1.5 million equates to 7.8% of revenue and better than budgeted \$67k net loss. 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 January 31, 2023 cash balance is \$9.8M. Based on three-month Operating Expense average of \$851k the \$4M reserve would cover 141 days of operations.

RECOMMENDATIONS: None, information only

FISCAL IMPACT: None, information only

CPS HR  CONSULTING
FY2023 Operating Budget
 March 2023 Update

	Comparable Period Prior Year	Fiscal Year-To-Date thru January 28, 2023			Full Year FY23 Budget
		Actual	Budget	Variance Fav. (Unfav.)	
Project Revenue	\$ 15,026,035	\$ 19,381,821	\$ 17,955,057	\$ 1,426,764	\$ 32,082,891
Direct Project Costs:					
Direct Labor	5,675,965	6,720,065	6,993,696	273,631	12,547,453
Sub/Contract Svcs	612,364	947,091	863,248	(83,843)	1,492,112
Other Direct Costs	2,513,484	4,746,772	3,774,702	(972,070)	6,558,720
Total Direct Project Costs	8,801,813	12,413,928	11,631,646	(782,282)	20,598,285
Gross Profit	6,224,222 41.4%	6,967,893 36.0%	6,323,411 35.2%	644,482	11,484,606 35.8%
Business Unit Overhead	1,997,797	2,010,556	2,266,713	256,157	4,004,214
Business Unit Op. Income	4,226,425	4,957,337	4,056,698	900,639	7,480,392
OMS Expense	3,335,907	3,696,250	4,356,921	660,671	7,719,579
Net Operating Income (Loss)	890,518	1,261,087	(300,223)	1,561,310	(239,187)
Net interest Income (Expense)	(53,356)	61,775	42,000	19,775	71,512
Other Income (Expense)	133,975	191,617	191,618	(1)	328,488
Net Income (Loss)	\$ 971,137	\$ 1,514,479	\$ (66,605)	\$ 1,581,084	\$ 160,813

CPS HR  CONSULTING
 Fiscal Year 2023 Budget
 Capital Spend Plan

Asset Class	Asset Description	Service Date	Useful Life (Yrs)	Capital Budget	Actual Capital Spend
ISD Operations:					
H/W	Color Printers in Print Shop	Jan 2023	5	\$ 50,000	\$ 31,722
H/W	Replace VM Server out of warranty Oct 2022	Oct 2022	3	\$ 18,000	\$ 19,026
H/W	Replace 2nd Floor Printer/Copier	Jan 2023	5		\$ 6,517
Total Capital Expenditures				<u>\$ 68,000</u>	<u>\$ 57,266</u>

CPS HR  CONSULTING

POSITION CONTROL LIST as of January 2023
BUDGETED POSITIONS FY2023

UNIT	BUDGETED POSITIONS	ACTUALS	VACANCIES
EXECUTIVE	2.00	2.00	0.00
FINANCE	8.00	8.00	0.00
Contracts	2.00	2.00	0.00
HUMAN RESOURCES	4.00	3.50	0.50
ISD	6.00	6.00	0.00
Production	3.00	3.00	0.00
MARKETING	12.00	11.50	0.50
STATE	1.00	1.00	0.00
PRODUCTS & SERVICES	64.00	50.00	14.00
Test Rental	6.00	6.00	0.00
Training	4.00	3.00	1.00
CPS GRAND TOTAL	112.00	96.00	16.00

**State Market
FY23 Operating Budget
March 2023 Update**



**Fiscal Year-To-Date thru
January 28, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 4,882,126	\$ 4,588,276	\$ 293,850
Direct Project Costs:			
Direct Labor	1,858,508	1,867,476	8,968
Subcontractors/Cont Svcs	95,442	129,141	33,699
Other Direct Costs	1,375,969	1,050,978	(324,991)
Total Direct Project Costs	3,329,919	3,047,595	(282,324)
Gross Profit	1,552,207 31.8%	1,540,681 33.6%	11,526
Operating Expenses	117,288	200,208	82,920
Operating Income (Loss)	\$ 1,434,919	\$ 1,340,473	\$ 94,446

**Federal Market
FY23 Operating Budget
March 2023 Update**



**Fiscal Year-To-Date thru
January 28, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 175,524	\$ 26,383	149,141
Direct Project Costs:			
Direct Labor	57,393	12,421	(44,972)
Subcontractors/Cont Svcs	13,998	-	(13,998)
Other Direct Costs	14,293	750	(13,543)
Total Direct Project Costs	85,684	13,171	(72,513)
Gross Profit	89,840 51.2%	13,212 50.1%	76,628
Operating Expenses	1,252	-	(1,252)
Operating Income (Loss)	\$ 88,588	\$ 13,212	\$ 75,376

**Local Market
FY23 Operating Budget
March 2023 Update**



**Fiscal Year-To-Date thru
January 28, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 8,575,768	\$ 8,197,927	\$ 377,841
Direct Project Costs:			
Direct Labor	2,327,169	2,746,600	419,431
Subcontractors/Cont Svcs	542,009	694,615	152,606
Other Direct Costs	2,606,678	1,877,280	(729,398)
Total Direct Project Costs	5,475,856	5,318,495	(157,361)
Gross Profit	3,099,912 36.1%	2,879,432 35.1%	220,480
Operating Expenses	171,772	180,564	8,792
Operating Income (Loss)	\$ 2,928,140	\$ 2,698,868	\$ 229,272

**Emerging Markets
FY23 Operating Budget
March 2023 Update**



**Fiscal Year-To-Date thru
January 28, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 1,947,697	\$ 2,129,605	\$ (181,908)
Direct Project Costs:			
Direct Labor	905,143	949,884	44,741
Subcontractors/Cont Svcs	42,288	-	(42,288)
Other Direct Costs	223,636	263,274	39,638
Total Direct Project Costs	1,171,067	1,213,158	42,091
Gross Profit	776,630 39.9%	916,447 43.0%	(139,817)
Operating Expenses	95,638	87,853	(7,785)
Operating Income (Loss)	\$ 680,992	\$ 828,594	\$ (147,602)

Products and Services
FY23 Operating Budget
March 2023 Update



Fiscal Year-To-Date thru January 28, 2023			
	Actual	Budget	Variance Fav. (Unfav.)
Test Rental	\$ 818,530	\$ 926,790	\$ (108,260)
Training	2,979,728	2,086,076	893,652
Project Revenue	<u>\$ 3,798,258</u>	<u>\$ 3,012,866</u>	<u>\$ 785,392</u>
Direct Project Costs:			
Direct Labor	1,571,853	1,417,314	(154,539)
Subcontractors	253,354	39,492	(213,862)
Other Direct Costs	<u>526,195</u>	<u>582,421</u>	<u>56,226</u>
Total Direct Project Costs	<u>2,351,402</u>	<u>2,039,227</u>	<u>(312,175)</u>
Gross Profit	1,446,856 38.1%	973,639 32.3%	473,217
Operating Expenses	<u>1,624,606</u>	<u>1,798,088</u>	<u>173,482</u>
Operating Income (Loss)	<u>\$ (177,750)</u>	<u>\$ (824,449)</u>	<u>\$ 646,699</u>

OMS
FY23 Operating Budget
March 2023 Update



Fiscal Year-To-Date thru
January 28, 2023

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue			\$ -
Direct Project Costs	-	-	-
Gross Profit	-	-	-
Operating Expenses:			
Indirect Labor Costs	2,503,542	3,011,427	507,885
Facilities and Other	1,031,983	1,175,810	143,827
Depreciation & Amort.	160,725	169,684	8,959
Total Operating Expenses	3,696,250	4,356,921	660,671
Operating Income (Loss)	(3,696,250)	(4,356,921)	660,671
Net Interest Income (Expense)	61,775	42,000	19,775
Other Income (Expense)	191,617	191,618	(1)
Operating Income (Loss)	<u>\$ (3,442,858)</u>	<u>\$ (4,123,303)</u>	<u>\$ 680,445</u>

CPS HR  CONSULTING
Statement of Net Position

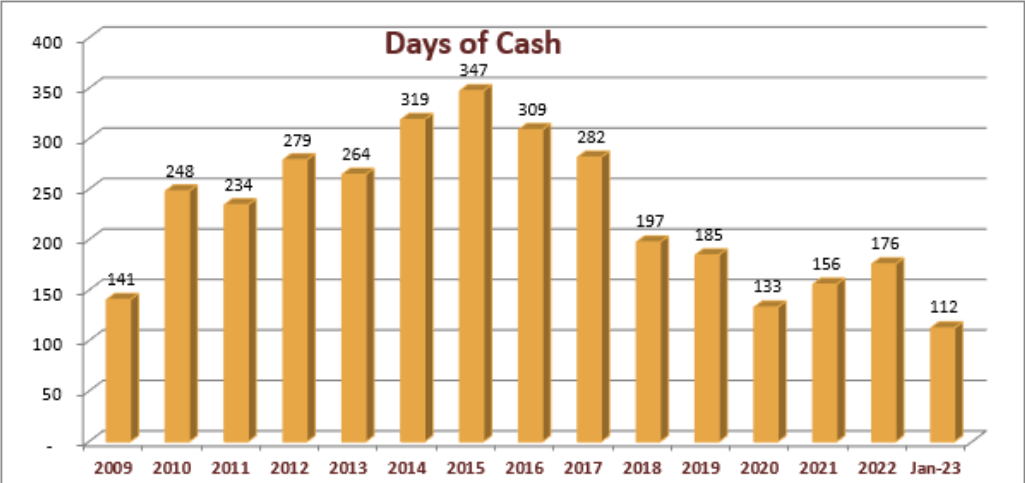
	Audited June 30, 2021	Audited June 30, 2022	Unaudited Jan 28, 2023
Asset			
Current Assets			
Cash and Cash Investments	4,258,976	7,553,008	7,715,462
Accounts Receivable	7,460,253	8,161,432	7,633,850
Unbilled Receivable	2,824,510	3,756,738	6,137,498
Interest Receivable	2,014	42,779	1,378
Prepaid Expenses	231,689	280,496	396,950
	14,777,442	19,794,453	21,885,138
Fixed Assets			
Depreciable Assets	10,944,108	10,933,240	11,242,344
GASB 87 Right-to-Use Lease Asset		7,284,900	7,284,900
Non-Depreciable Work in Process	117,086	259,845	6,517
Less Accumulated Depreciation	(8,978,196)	(9,231,086)	(9,391,811)
Less Accumulated Amortization		(892,032)	(892,032)
	2,082,998	8,354,867	8,249,918
Other Non-Current Assets			
Long Term Investments	5,617,271	3,511,615	2,035,594
Net Pension Asset	-	3,977,658	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
	9,741,734	13,700,695	12,224,674
Total Assets	\$ 26,602,174	\$ 41,850,015	\$ 42,359,730
Deferred Outflows Related to OPEB/Pensions	\$ 2,477,974	\$ 1,676,799	\$ 1,676,798
Liabilities & Equity			
Current Liabilities			
Accounts Payable	1,031,166	1,363,979	1,159,707
Accrued Payroll & Benefits	413,639	1,501,084	904,900
Accrued Vacation	761,831	807,571	807,802
Deferred Income	287,394	98,673	108,773
Lease Liability-Current	-	842,937	691,245
Provision for Liabilities	300,000	300,000	300,000
	2,794,030	4,914,244	3,972,427
Long-Term Lease GASB 13/GASB 87	690,432	6,381,775	6,446,695
Long Term Liabilities: Net Pension Liability	6,425,561	-	-
Deferred Inflows Related to OPEB/Pensions	937,951	9,027,123	8,899,255
	937,951	9,027,123	8,899,255
Net Position			
Investment in Capital Assets	2,082,998	8,354,867	8,249,918
Current Year Retained Earnings/(Loss)	(1,168,842)	4,971,498	1,514,479
Retained Earnings	19,401,016	18,232,174	23,203,672
	18,232,174	23,203,672	24,718,151
	\$ 29,080,148	\$ 43,526,814	\$ 44,036,528



CASH FLOW PROJECTION
February 2023 - January 2024

	FEB 2023	MAR 2023	APR 2023	MAY 2022	JUN 2023	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024	TOTAL
BEGINNING BALANCE	8,500,000	8,927,438	9,025,528	9,233,839	9,500,391	9,796,748	9,802,748	10,058,748	10,314,748	10,570,748	10,826,748	11,082,748	11,338,748
Collections	2,640,000	2,451,000	2,568,000	2,995,000	2,717,000	2,500,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	32,371,000
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
TOTAL RECEIPTS	2,646,000	2,457,000	2,574,000	3,001,000	2,723,000	2,506,000	2,756,000	2,756,000	2,756,000	2,756,000	2,756,000	2,756,000	32,443,000
DISBURSEMENTS	-2,218,562	-2,358,910	-2,365,690	-2,734,448	-2,426,642	-2,500,000	-2,500,000	-2,500,000	-2,500,000	-2,500,000	-2,500,000	-2,500,000	-29,604,252
NET CASH FLOW	427,438	98,090	208,310	266,552	296,358	6,000	256,000	256,000	256,000	256,000	256,000	256,000	2,838,748
ENDING BALANCE	8,927,438	9,025,528	9,233,839	9,500,391	9,796,748	9,802,748	10,058,748	10,314,748	10,570,748	10,826,748	11,082,748	11,338,748	11,338,748

Minimum Cash Reserve: \$4M
Equates to ~141 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 \$96k Revenue thru Jan 2023</i>					
1	A0200FY23 Notary 7/1/22 - 6/30/23	State Practice	\$ 1,053,567	5.4%	5.4%
2	M1109HH Chicago-Police Detective Written Exam Part	Local Markets	\$ 975,618	5.0%	10.5%
3	S5626 CDCR-RS Branding/Talent Marketing	State Practice	\$ 902,838	4.7%	15.1%
4	A0800 Test Rental	Test Rental	\$ 818,530	4.2%	19.4%
5	M1109V Chicago-Ambulance Comm/Paramedic FC Or	Local Markets	\$ 772,628	4.0%	23.3%
6	M1109Z Chicago-Police Officer Exam (Jul-Dec 2022)	Local Markets	\$ 615,127	3.2%	26.5%
7	S3926 CalHR-Comp & Skill Trng	Training	\$ 603,365	3.1%	29.6%
8	S5166 HCD-Management Consultant	State Practice	\$ 492,079	2.5%	32.2%
9	M1109AA Chicago-Firefighter/EMT Exam 2022	Local Markets	\$ 453,158	2.3%	34.5%
10	L3107 NYC-DOB	Local Markets	\$ 428,165	2.2%	36.7%
11	M1109II Chicago-Police Detective Written Exam Part 2	Local Markets	\$ 401,141	2.1%	38.8%
12	M1109S Chicago-Fire Engineer Practical Exam 2022	Local Markets	\$ 397,814	2.1%	40.8%
13	S5384 DGS-FMD Building Study and Staffing Analysis	State Practice	\$ 322,044	1.7%	42.5%
14	S2919 CDSS-Online Training	Training	\$ 319,345	1.6%	44.1%
15	A1294 Open Registration Training	Training	\$ 207,714	1.1%	45.2%
16	S5355 HCD-Operational Management of AMD	State Practice	\$ 199,500	1.0%	46.2%
17	E4459 CA JPIA-Online Trng BBP&B	Training	\$ 197,500	1.0%	47.3%
18	A0278FY23 BSOC 7/1/22 - 6/30/23	State Practice	\$ 164,074	0.8%	48.1%
19	S5133 CDCR-CD Online Exam & Remote Proctoring 2	State Practice	\$ 132,166	0.7%	48.8%
20	A2410 Unassigned Group Training	Training	\$ 126,074	0.7%	49.4%
21	S5501 HCD-HCD-HOME/NHTF/HOME-ARP	State Practice	\$ 122,254	0.6%	50.1%
22	S5766 CDCR-Workload Study & Org Assessment	State Practice	\$ 117,859	0.6%	50.7%
23	L5561 City of Sacramento-Group Training	Training	\$ 109,929	0.6%	51.2%
24	S5569 CA Secretary of State-Records Mgmt eLearning	Training	\$ 107,500	0.6%	51.8%
25	S5820 CDPH-Digital Marketing for Talent Recruitment	State Practice	\$ 106,039	0.5%	52.3%
26	S5262 DIR-LCO: Management Training	Training	\$ 103,488	0.5%	52.9%
27	L5726 City of Vallejo-Recruitment & Selection Service	Local Markets	\$ 101,114	0.5%	53.4%
28	L5741 Virginia Beach-Comprehensive Assessment	Local Markets	\$ 97,476	0.5%	53.9%
29	S5788 CDCR-Succession Mgmt Planning Services	State Practice	\$ 97,405	0.5%	54.4%
30	L5608 Hawaiian Gardens-Ongoing HR Consultation	Local Markets	\$ 96,105	0.5%	54.9%
		Revenue < \$96k	\$ 8,740,207	45.1%	
		Total Revenue	\$ 19,381,821		

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DATE: March 10, 2023
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.

RECOMMENDATIONS: None, for information only

FISCAL IMPACT: None, no expense will be incurred

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

Opp Market	Received QL YTD FY23	QL Goal YTD FY23
Emerging Markets	144	20.57%
Local	218	31.14%
State	26	3.71%
Test Rental	2	0.29%
Training	79	11.29%
Total	469	67.00%

Overall Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	75.6%	68	\$1,653,816	24,320.82
Federal	100.0%	1	\$70,000	70,000.00
Local	73.4%	102	\$6,156,697	60,359.77
State	86.4%	19	\$3,294,081	173,372.68
Test Rental	100.0%	2	\$1,010	505.00
Training	80.0%	44	\$610,150	13,867.05
Total	76.4%	236	\$11,785,754	49,939.64

Limited Competition Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	61.9%	26	\$633,230	24,355.00
Local	67.8%	40	\$4,556,537	113,913.43
State	50.0%	3	\$1,260,000	420,000.00
Test Rental	100.0%	1	\$510	510.00
Training	66.7%	12	\$117,655	9,804.58
Total	65.1%	82	\$6,567,932	80,096.73

Sole Source Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	94.7%	36	\$830,586	23,071.83
Federal	100.0%	1	\$70,000	70,000.00
Local	93.6%	44	\$1,122,165	25,503.75
State	100.0%	15	\$2,034,071	135,604.73
Test Rental	100.0%	1	\$500	500.00
Training	88.6%	31	\$490,495	15,822.42
Total	93.4%	128	\$4,547,817	35,529.82

Full & Open Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	60.0%	6	\$190,000	31,666.67
Local	54.5%	18	\$477,995	26,555.28
State	100.0%	1	\$10	10.00
Training	50.0%	1	\$2,000	2,000.00
Total	56.5%	26	\$670,005	25,769.42

76.3% Win Rate FY23	\$11,779,834 Win Revenue FY23	In Play FY23 FY22 188 25
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The metrics above are based on the opportunity *start date* and credited to the fiscal year based on that date. An opportunity begun last year may not be awarded until this year, therefore, the metrics below reflect wins and estimated revenue using the *award date*:

310 Won via Award Date FY23	\$22,905,069 Win Revenue via Award Date FY23
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*Information is current as of 2/21/2023

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DATE: March 10, 2023
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 January 31, 2023: **\$5,2258,880** (includes accrued interest of \$33.2k)

Average Maturity 2.21 years
Average S&P Rating AA; 49% investment dollars are CDs that are FDIC insured

Performance	<u>1 month</u>	<u>YTD</u>	<u>Since Inception</u>
Period Total Return	0.77%	-0.37%	1.11%
Annualized Total Return	9.75%	1.34%	1.91%

RECOMMENDATIONS: None, for information only

FISCAL IMPACT: None, no expense will be incurred.



Schedule of Investments
As of January 31, 2023

1) Investment portfolio held at Wells Fargo Bank	\$ 5,258,880	(see attached)
2) Short-term investments held at Wells Fargo Bank	\$ 1,690,688	
3) Short-term investments held at LAIF / CalTrust	<u>\$ 2,801,488</u>	
Total	<u>\$ 9,751,056</u>	



Investment Portfolio: Account Positions As of 1/31/2023

<i>Description</i>	<i>Moody's</i>	<i>S&P</i>	<i>Rate</i>	<i>Maturity</i>	<i>Current Par</i>	<i>Market Value</i>
MORGAN STANLEY BK NA CD	FDIC	FDIC	2.86	3/22/2023	250,000.00	249,485.00
BMW BK N AMERICA CD	FDIC	FDIC	2.86	3/23/2023	250,000.00	249,472.50
GOLDMAN SACHS BK USA CD	FDIC	FDIC	2.22	7/3/2023	250,000.00	247,490.00
SYNCHRONY BANK CD	FDIC	FDIC	3.32	7/20/2023	250,000.00	248,470.00
BARCLAYS BANK CD	FDIC	FDIC	3.38	10/24/2023	250,000.00	247,602.50
CITIBANK NA	A+	AA3	3.69	1/23/2024	266,777.00	247,355.00
MORGAN STANLEY PVT BK CD	FDIC	FDIC	2.67	5/23/2024	250,000.00	243,297.50
FEDERAL HOME LOAN BANK	AA+	AAA	5.29	9/9/2024	182,229.41	162,328.00
mitsubishi UFJ FINL GRP	A-	A1	2.32	2/25/2025	341,705.00	331,054.50
BANK OF AMERICA	A-	A2	3.93	8/1/2025	180,286.00	162,553.05
FEDERAL HOME LOAN BANK	AA+	AAA	3.19	9/12/2025	269,901.09	244,567.50
NORSK HYDRO A/S	AA-	AA2	6.71	11/15/2025	122,217.00	106,525.00
ENERBANK USA CD	FDIC	FDIC	0.85	6/19/2026	250,000.00	219,645.00
BANK OAKRIDGE CD	FDIC	FDIC	0.64	9/18/2026	250,000.00	216,042.50
SUMITOMO MITSUI FINL GRP	A-	A1	3.62	1/11/2027	247,942.10	233,467.85
FEDERAL HOME LOAN BANK	AA+	AAA	2.31	2/25/2027	344,445.50	325,622.50
TEXAS EXCHANGE BK SSB CD	FDIC	FDIC	1.17	6/25/2027	250,000.00	214,182.50
DEUTSCHE BANK NY	A-	A1	5.24	9/9/2027	241,564.50	256,232.50
					Total CD/Bonds	\$4,205,393.40
WF ADV CASH INVEST Money Market						\$1,020,278.89
Accrued Interest						33,207.67
Total Market Value						<u>\$5,258,879.96</u>

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DATE: March 10, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Dana Henderson, Executive Assistant
SUBJECT: FY23/24 Return to Board Funding Update

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

This fund is provided to promote Human Resources within Board member organizations. Funds go toward improvement of management, culture, or HR function of the organization. These funds are a part of the investment CPS HR makes in our Board member agencies from the Professional and Community Investment Fund segment of our operating budget.

DISCUSSION:

Board members have typically used Return to Board Funds for:

- Training, HR Conferences (i.e. SHRM, IPMA, NASPE), workshops, webinars (travel/lodging expenses for training or conferences)
- Training materials (books, DVD's, etc.)
- Employee Recognition (HR Dept. events or gifts for employee recognition)
- Hardware or software for HR department
- CPS HR Consulting services
- HR association membership dues
- Leadership Development retreat
- Data services (i.e. survey reports)
- CPS HR Academy or Open Enrollment Classes
- Meeting facilitation

Ideally, these funds support initiatives or training that might not otherwise be budgeted for.

Each Board member agency will have \$5,000 to use in Return to Board Funds until March 1, 2024.

RECOMMENDATIONS: None, for information only.

FISCAL IMPACT: Sufficient revenue exists to support this action (budgeted item).

RETURN TO BOARD FUNDING - March 1, 2023 - March 1, 2024

Board Agency	Beginning balance as of 3/1/23	Description of Funds Spent /Encumbered	Spent / Encumbered Amount	Current Balance
City of Anaheim	\$5,000			\$5,000
Hayward USD	\$5,000			\$5,000
City of Las Vegas	\$5,000			\$5,000
Mecklenburg County	\$5,000			\$5,000
City of Plano	\$5,000			\$5,000
Pinellas County	\$5,000			\$5,000
Sacramento County	\$5,000			\$5,000
* Figures in this chart are rounded to the nearest dollar				

DATE: March 10, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Jerry Greenwell, CEO
SUBJECT: Employee Handbook update

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

The employee handbook provides a comprehensive and detailed accounting of the business practices and policies for the organization. It is accessible to all employees and provides guidance and direction.

DISCUSSION:

The handbook has been updated from time to time to apply changes in the laws and ensure compliance. Most handbook updates are minor; however, the attached update reflects a thorough review to ensure the policies mirror our practices in a number of areas. One area of emphasis that was changed was the compensation for referrals by employees that result in new hires. Given the competition in all sectors for staff, we decided to increase the incentive for everyone to be an active recruiter for the organization. Other significant changes are to leave policies to comply with new laws. A summary of the changes is attached for ease of reading.

RECOMMENDATIONS: None, for information only.

FISCAL IMPACT: None, no expense will be incurred.

Handbook Updates/Changes for 2022

Tuition Reimbursement Reinstated – February 1 – no handbook changes

Pay Administration	Deleted: Employees who have received salary increases (outside of the annual adjustment) during the prior calendar year will not be eligible for performance pay increases. For example, if an employee received a pay increase because of promotion, reclassification or other adjustment in 2018, s/he will not be eligible for a performance pay increase for calendar year 2019.
COVID Guidelines	Included in "Health and Safety" – refer to SharePoint
Part-Time Employment	Changed part time hours from 28 to 24 hours each week.
Phones	Deleted dated language/procedure: Phones Employees should use personal telephone credit cards or access numbers to make long distance personal calls. When this is not possible, employees may dial direct and reimburse CPS HR. For further information regarding cellular and PDA equipment, please refer to Section 5.12 below. When employee's personal phone calls exceed the agreed upon service plan for that cell phone account, the employee is responsible for reimbursing CPS HR for any excess phone charges.
Changed cell phone stipend language	Cell phone stipends may be provided to client-facing staff at the discretion of the Senior Leader of the business unit. The monthly cell phone stipend amount is \$50.00. If it is agreed that a stipend is appropriate, the cellular telephone/PDA Stipend Request form is completed and approved by the Manager or Sr. Management and submitted to Human Resources. This stipend is to be awarded to regular CPS HR employees only and will be reviewed on an annual basis or at the discretion of Senior Leadership. An employee may receive a stipend on year and not the next based on the changing needs of the job.
Cell Phone	Deleted dated language/procedure

	<ul style="list-style-type: none"> a. Employees independently procuring a cellular telephone may be required to submit copies of cellular telephone statements to Accounts Payable as proof of active cellular telephone service. b. Employees will be allowed to move their current CPS HR cellular telephone number to avoid potential loss of contacts.
Personal cell phone Use of Mobile Technology while Operating a Motor Vehicle	Deleted dated language/procedure <ul style="list-style-type: none"> a. All employees who receive the stipend will also be provided up to \$50 reimbursement towards purchase of a hands-free listening and talking device to use with their CPS HR issued cellular equipment. Receipts showing the purchase will be required.
Holiday Inclusion	Juneteenth added
Non-Reg Sick Leave	Expanded to apply to all intermittent employees regardless of where they are based out of. Previously only applied to CA Intermittent employee. Effective 1/1/2022
Non-Reg Sick Leave Conversion Hours	Upon conversion of intermittent appointment to Reg FT or PT appointment Non-Reg Hours will be converted to PTO.

Handbook Updates/Changes for 2023

Incentive Rewards (p. 14)	Amount Increased from \$500 to \$1,000 per referral
Incentive Rewards Project Consultants (p. 14)	Amount Increased from \$100 to \$500 per referral
Release of Employment Information on Employees (p. 31)	Delete information about providing performance evaluations
Resident Project Consultants (p.31)	Omit - no longer used
Space (p. 32)	Omit - remote work force; no longer valid practice
Technical Support (p. 32)	Omit - language regarding cell phone reimbursements for PCs; no longer current practice
Performance Plan Measure (p. 36):	Quarterly objective changed to Annual to match current practice; Omit Object and Key Results language (OKR); language from a prior performance management system.
Performance Tracking (p. 36):	Supervisor will review mid-year employee progress on achieving goals and objectives; and formalize documentation associated with the midyear check-in
Goal Setting (p. 36):	Omit - Goal Setting is identified in the Performance Plan Measure
Exceptional Performance (p. 37)	Definition Refined
Outstanding Performance (p. 37)	Definition Refined
Needs Improvement (p. 38)	Definition Added
Note: regarding employees not meeting expectations / needing improvement (p. 38)	Revised language
Pay Administration:	
Introductory Performance Review (p. 39)	Language added per current practice
Performance Based Salary Adjustments (p. 39)	Definition Refined; timing/eligibility
Market Based Range Adjustments (p. 39)	Definition Refined
Promotion after Raise	Add definition of current practice
Bonus Administration (p. 40):	Refine Language: Eligible employees are those with a rating above satisfactory; payments are not subject to PERS, one time-off schedule, does not become part of base compensation
Team Based Performance Pay Program (p. 41)	Language Refined to reflect current practice
Discipline (p.53)	Remove language regarding work hours to appropriate section; Work Hours Pg 22
Establishment of Home Office (p. 74)	Language refined; Revisions proposed based on changes

Valued Impact Awards (p. 86)	Remove 1 year recognition (currently a mug)
PTO accrual Table (p.92)	Remove Monthly accrual hours as accruals as processed on a bi-weekly basis. Update error on hours for 3-12 years to be in line with actual accruals earned (5.54/pp and 144/YR); 12+ years total days earned 22.75
Leaves:	
Long Term Sick Leave (p. 90)	Language Refined due to current practice: add CTE to leave types used prior to availability of Long Term Sick Leave
Designated Person (p. 92)	New Law requirement expanding who an employee can use leave to care for; Definition added for "designated person"; Any individual related by blood or whose association with the employee is the equivalent of a family relationship, as defined by the employee. The employee must identify the Designated Person at the time of the request for leave. Only one Designated Person may be requested within a 12-month period. <i>Applies to CFRA and CA Sick Leave-Non-Reg</i>
PTO Leave Buy-Back (p. 92)	Minimum of 80 hours of PTO used reduced to 40 hours used in the last 12 months to align with current practice
CA Non-Reg Sick Leave (p. 93)	Language Refined to match current practice; if an intermittent employee transfers from intermittent to regular Full-time or Part-time employee their Non-Reg Sick Leave is converted to Long Term Sick (not PTO)
Colorado FAMLI Leave (p. 94)	Language Added per new Law
Paid Leave Oregon (p. 94)	Language Added per new Law
Family Sick Leave (Kin Care) (p. 94)	New law change - Inclusion of "Designated Person" as eligible person (see above)
Non-Reg Sick Leave (p.95)	Change/clarification of current practice to identify 12 month period as Fiscal Year
Bereavement Leave - Law Change (p. 100)	Two additional days may be taken using existing leave or unpaid within 3 months of death. The total 5 days of leave do not have to be consecutive. Current Bereavement Leave will remain unchanged at 3 Paid Days of leave, with the additional 2 Leave Days available utilized from employees' accrued leave (PTO/CTE) or unpaid leave of absence (LWOP). Documentation requirements explained
CFRA (p. 101-103)	Inclusion of "Designated Person" as eligible person (see above)
Paid Family Leave (PFL) (p. 108)	Language Refined to show current practice from legislative change that went into effect July 2020 that expanded PFL from six to eight paid weeks of leave

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