

CPS HR Board of Directors
Board Meeting Agenda

Friday, June 9, 2023

9:30 AM PST – Closed Session

10:15 AM PST – Open Session

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
t: 916.263.3600 f: 916.263.3613
www.cps hr.us



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CPS HR Consulting Board Meeting Teleconference Locations June 9, 2023

Closed Session 9:30AM PST (12:30 PM EST)

Open Session 10:15AM PST (1:15 PM EST)

Click on the "Join Microsoft Teams Meeting" link in your meeting invitation or phone in to the toll-free number.

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

Mecklenburg County, 700 E. 4th Street, Charlotte, NC 28202

City of Plano, 1520 Avenue K, 1st Fl, Plano, TX 75074

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

City of Las Vegas, 495 S. Main Street, 1st 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 (last reviewed in Nov 18; starts in Nov 2020) – for info
- ◆ 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
- ◆ 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, 2024

- 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, 2024

- Vince Zamora, City of Las Vegas
- Linda Andal, City of Anaheim
- Vacant

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, June 9, 2023 – 9:30 a.m. PST (Closed Session)
10:15 a.m. PST (Open Session)

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

Action may be taken on any item on the Agenda

Board of Directors - Closed Session - 9:30 AM PST

1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Chief Executive Officer

CONFERENCE WITH LABOR NEGOTIATOR (Government Code §54957.6)
Agency designated representative: Board Chair
Unrepresented employee: Chief Executive Officer

Board of Directors Business Meeting – Open Session - 10:15 AM PST

Introduction of Board Members and Senior Staff
Report out from Closed Session

Oath of Office - Joannette Freeman, County of Mecklenburg, Alternate

I. Action Items

- | | |
|---|--------------|
| 1. Approval of Minutes – March 10, 2023 Board meeting | Attachment 1 |
| 2. Appointment of Board Sub-Committee Members | Attachment 2 |
| 3. Approval of FY24 Budget & Strategic Plan (<i>under separate cover</i>) | Attachment 3 |
| 4. Approval of Investment Policy for FY24 | Attachment 4 |
| 5. Approval of Class/Pay Plan (to meet CalPERS requirements) | Attachment 5 |
| 6. Action to modify Chief Executive Officer compensation and benefits (amendment 3) | |

II. Information Only

- | | |
|--|--------------|
| 7. FY23 Budget/Cash Flow Update | Attachment 6 |
| 8. CPS HR FY23 Performance Dashboard | Attachment 7 |
| 9. CPS HR FY23 Investment Update | Attachment 8 |
| 10. Review FY23 Strategic Plan & Business Unit Accomplishments | Attachment 9 |

CPS HR Consulting – Agenda
Board of Directors Meeting
Friday, June 9, 2023 – 9:30 a.m. PST (Closed Session)
10:15 a.m. PST (Open Session)

CPS HR Consulting
Grand Canyon Conference Room
2450 Del Paso Road, Suite 220
Sacramento, CA 95834

Board of Directors Meeting Continued –

Informational Items Only (Con't)

11. Annual Diversity Report
12. Review of Client Satisfaction Survey Data
13. Return to Board Funds – Update

Attachment 10
Attachment 11
Attachment 12

Public Comment on Matters Not on the Agenda



Minutes of Board of Directors Meeting

March 10, 2023

The Board of Directors of CPS HR Consulting met on Friday, March 10, 2023 at the CPS HR Consulting office located at 2450 Del Paso Rd, Suite 220, Sacramento, CA, 95834 in the Grand Canyon Conference Room.

Board members attending:

Fernando Yañez, Hayward Unified School District (Chair)
 LaShon Ross, City of Plano (Vice Chair, Secretary)
 Joseph Hsieh, County of Sacramento
 Kimberly Crum, County of Pinellas
 Vince Zamora, City of Las Vegas
 Keisha Young, County of Mecklenburg
 Carla Romine, City of Plano, Alternate

Staff attending:

Jerry Greenwell, CEO	Dana Henderson	Dave Rechs
Jeff Hoye	Sandy MacDonald-Hopp	Greg Roberson
Vicki Quintero Brashear	Geralyn Gorshing	

Staff attending online:

Megan Misasi-Randles	Cerri Mansfield	Veronica Lara-Lopez
Michelle Garbato	Heather Moore	Lynne Harris
Alan Tomassetti	Kimberly Sumagit	Elise Bowens
Eliza De La Cruz	Suzanne Ansari	Karina Mendez
Alan Winscott	Dejon Davis	Lisa Conner
Melissa Asher	Jhessyka Vergas	Karen Galvan
Ellen Wandell	Laura Lee	Dimple Patel
Andrew Zhu	Deanna Heyn	Kaeyln Gasper
Edward Sisson	Eric Brown	Ashley Jacobs
Brian Blunt	Amy Bigone	Holly Hatada

Board Members not attending:

Linda Andal, City of Anaheim
 Sue Brown, City of Las Vegas, Alternate

Open Session for Board Meeting

Fernando Yañez, Board Chair, called the meeting to order at 9:30AM PST.

Carla Romine was sworn in as the City of Plano, Alternate.

Action Items

Attachment #1 – Approval of Board of Directors Meeting Minutes

The minutes from the November 4, 2022 Board Meeting were presented for approval. There were no changes to the minutes.

The Board of Directors of CPS HR Consulting approved the November 4, 2022 Board Meeting Minutes.

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

Attachment #2 – Approval of Board Development Committee Minutes

The minutes from the Board Development Committee Meeting were presented for approval. There were no changes to the minutes.

The Board of Directors of CPS HR Consulting approved the February 14, 2023 Board Development Committee Meeting Minutes.

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

Attachment #3 - Approval of the Class/Pay Plan

The Class and Pay Plan was presented for approval. The change to the plan includes the addition of a new classification for the Business Intelligence Specialist position. The function of this role is

technical and research analysis.

The Board of Directors of CPS HR Consulting approved the Class and Pay Plan as presented in the March 10, 2022 board agenda.

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

Resolution # 23-01

For Information only

Attachment #4 - FY23 Budget/Cash Flow Update

Sandy MacDonald-Hopp presented the FY23 Budget and Cash Flow update to the board. 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 a 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.

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. 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.

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 the cash balance is \$9.8M. Based on a three-month Operating Expense average of \$851k the \$4M reserve would cover 141 days of operations.

Fernando asked about Chicago and their lack of payments. Vicki and Sandy explained that Chicago does pay, but they have been slow to pay their invoices. Vince asked if we have any information about the administration change in Chicago. Vicki answered that we expect our work to continue in Chicago with the two mayoral candidates being pro law enforcement.

Fernando also asked about the price increase in test rental. Vicki explained the price is going up \$1.00 for our paper and pencil test rental clients and we are raising the price because the shipping and printing rates are up, and we are trying to push them to online testing which is a better price. Vicki explained we offer pop-up testing centers, on-line proctor testing, or tests in a testing center. The most cost-effective way is to have the testing at the client location.

Attachment #5 – Performance Dashboard

Geralyn Gorshing gave an update on the Performance Dashboard. We are slightly behind our target goal of 700 qualified leads with 469 as of February 21, 2023. Our Overall Win Rate is at 76.4%. Last year at this same time our Win Rate was 62.7%. Limited Comp are proposals that come to us where they go to only a few different agencies. We are at 65.1%, which is ahead of last year's 43.3%. Our Sole Source Win Rate is at 93.4% vs. our goal of 90%. The Full & Open Win Rate is 56.5% vs. last year of 43.3%. There are currently 213 proposals in play, 188 for FY23 and 25 for FY22.

Attachment #6 – Investment Update

Sandy reviewed the investment update. Our portfolio value as of January 31, 2023 is **\$5,2258,880** (includes accrued interest of \$33.2k). We have 49% of our investment dollars in CDs that are FDIC insured.

Attachment #7 – FY23/24 Return to Board Funding

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.

Ideally, these funds support initiatives or trainings 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.

Attachment #8 – Employee Handbook Update

The handbook has been updated from time to time to apply changes in the laws and ensure compliance. Most handbook updates are minor; however, 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 the leave policies to comply with new laws.

Fernando asked if the referral incentive is taken out of the \$250K bonus pool, Sandy informed the board that it is taken from a separate pool of funds. Kimberly commented that Pinellas County changed their referral incentive from one day off to \$1,000, \$500 at 90 days and \$500 at the end of the year, and they have seen a 76% increase in referrals.

Board Development/Emerging Trends

Since Board members already reported out on their key challenges, no additional reporting is necessary, unless someone had something to add. There was no additional discussion on this item.

Having no other topics on the agenda to discuss, the board meeting was adjourned at 10:22AM PST.

Minutes prepared by:
Dana Henderson

Minutes reviewed by:
Jerry Greenwell

Respectfully Submitted:

Dated: 3/28/2023

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

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DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Dana Henderson, Executive Assistant
SUBJECT: Annual appointment of Board Subcommittee Members

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

Board Governance is an important element to the overall success of CPS HR Consulting. Roles and responsibilities within the Board ensure the governance role is effectively carried out.

DISCUSSION:

As part of the Annual Board Meeting in June, the CPS HR Board makes decisions about who will serve on Board Subcommittees for the next fiscal year.

See the duties of the Board Committee Members in the document that follows on page 3.

Committee Assignments

Two standing committees were formed in 2008: The **Executive** Committee and the **Board Development** Committee. The **Finance Audit Subcommittee** was formed as an Ad-Hoc Committee.

Current **Executive** Committee members will serve until June 30, 2024. The current Committee Members are Fernando Yañez, LaShon Ross, and Joseph Hsieh.

Current **Board Development** Committee members will serve until June 30, 2024. The current committee members are Linda Andal and Vince Zamora.

The **Finance Audit Subcommittee** is formed as an ad-hoc committee responsible each year for the CPS HR financial audit process and reporting of audit results. Committee members in 2022 were Linda Andal and Fernando Yañez. Two Board members are needed to serve as the 2023 Finance Audit Subcommittee.

RECOMMENDED ACTION:

Select members to serve on the following committees:

- Two Board Members for the Finance Audit Subcommittee for 2023. (This committee disbands after the 2023 audit is completed.)
- One Board Member to serve on the Board Development Committee until June 30, 2024

FISCAL IMPACT:

None

Board Executive Committee Responsibilities

- The Executive Committee is tasked with managing the Emergency CEO Succession Plan.

Board Development Committee Responsibilities

- Develop a recruitment plan, when needed, that takes into account the expertise, perspective, judgment and resources needed in new board agencies and members.
- Review potential board member agencies and candidates, and present nominees for the Board's approval.
- Periodically review the orientation program, including not only official briefings and printed materials, but also individual mentorship to make new members part of the culture of the Board.
- Review the talents and interests of current and new members and recommend to the Chair committee assignments most appropriate for their involvement.
- Recommend to the Board policies about expectations for members, reaching out to those whose commitment does not match expectations.
- Nominate members for officer positions.
- Encourage participation in special occasions, which bond trustees to each other and to the organization.
- Report to the Board of Directors at regular meetings of the Board in a manner determined by the Board.
- Assist in planning a one-day session of the 2-day annual March Board Meeting.

Revised 6.9.17

Board Audit Committee Responsibilities

The Finance Audit Subcommittee is formed as an ad-hoc committee responsible each year for the CPS financial audit process and reporting of audit results.

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DATE: June 9, 2023

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Jerry Greenwell, CEO and Sandy MacDonald-Hopp, CFO

SUBJECT: Fiscal Year 2024 Strategic Plan & Budget
(under separate cover)

ACTION REQUESTED:

Information Item

Approval and/or Authorization

Policy Change or Adoption

Closed Session Item

RELATIONSHIP TO BUSINESS PLAN:

The proposed FY2023-24 Strategic Plan and FY24 Budget documents outline the direction for our organization in the coming year. As in previous years the information is now presented in a one-page document that outlines the upcoming efforts to support our guiding values and our strategic objectives for FY2024.

DISCUSSION:

The budget process was an iterative process led by the Chief Financial Officer and occurring in the same time frame as our strategic planning process led by the Chief Executive Officer. Both processes engaged the entire Senior Leadership team along with unit/team leadership and staff as appropriate. The strategic plan and budget provide business units, and the organization, specific parameters to work toward and to be held accountable for in the next year. The strategic plan and budget assumptions are outlined in the document under separate cover.

FY24 Initiatives

The strategic plan for the upcoming year will continue to build upon our guiding values: Care for our Customers, Care for the Organization, and Care for Each Other. We have seen a surge in project work and have expectations that it will continue into the upcoming fiscal year.

The initiatives for FY2024 that emerged from our strategic planning process continue to be aligned under the following:

1. **Care for the Customer**
Develop and deliver quality products and services.
2. **Care for the Organization**
Achieve key financial and operational metrics.
3. **Care for Each Other**
Create an organization with a high level of employee engagement.

There are six distinct goals outlined with the associated tactics to achieve success. As we develop the key strategic initiatives for the next fiscal year, we will stay in the mode of less is better. It supports a more concentrated focus and clarity for the employees in understanding the direction of the organization and where our energy and efforts will be applied.

FY24 Budget

The budget as presented recognizes the challenge of aligning expenditures with revenues from short-term contracts and clients whose budgets are limited. Steady business with some declines means FY2024 revenue will be less than the FY2023 actual revenue and are reluctant to budget 100% of the anticipated revenue from a variety of sources in the coming year and believe the conservative approach has served us well. We are confident in our projections based on focused and disciplined sales and business development efforts, and an understanding of current economic trends and market analysis. Our stretch goals are reflected in our aggressive business development efforts. We budgeted for increased expenses to incorporate some technological enhancements to current product offerings, and reinvestment funds for increasing staff capacity and capability through development opportunities. Given these factors, we believe we can achieve better than a break-even budget for FY2024 considering our reinvestment funding. We believe this is a realistic budget projection based on historical trends and an analysis of market potential.

In the FY23-24 Strategic Plan and Budget document, the documents are organized to present:

- Overall organizational context
- FY23-24 Strategic Direction and FY24 Initiatives
- FY24 Budget

RECOMMENDATIONS:

- 1) The CPS HR Board of Directors approves the **Strategic Plan Initiatives** for FY2024 as presented in the FY 2023-24 Strategic Plan and Budget packet under separate cover.
- 2) The CPS HR Board of Directors approves the **Budget** for FY2024 as presented in the FY 2023-24 Strategic Plan and Budget packet under separate cover.

. DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Sandy MacDonald-Hopp, CFO
SUBJECT: Investment Policy for Fiscal Year 2024

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

The Investment Policy maximizes interest income while minimizing risk, thereby helping to ensure the financial success of CPS HR.

DISCUSSION:

The board approves this policy annually, often with no changes. For FY2024, there are no changes.

The current policy allows us sufficient discretion to shorten the portfolio's maturity as required by liquidity needs.

RECOMMENDED ACTION:

Approval of the investment policy for Fiscal Year 2024.

FISCAL IMPACT:

None

**CPS HR CONSULTING
INVESTMENT POLICY
JUNE 30, 2013**

- I. **SCOPE:** It is intended that this policy cover all funds and investment activities under the direct authority of Cooperative Personnel Services (CPS).
- II. **OBJECTIVES:**
- A. **Safety:** It is the primary responsibility of the Treasurer of CPS to protect, preserve, and maintain all cash and investments placed in his/her trust on behalf of CPS.
- B. **Liquidity:** An adequate amount of the investment portfolio is to be maintained in liquid, short-term securities that may be easily converted to cash, if necessary, to meet disbursement requirements.
- C. **Yield:** Yield should become a consideration only after the basic requirements of safety and liquidity have been met.
- D. **Market Average Rate of Return:** The investment portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account the agency's risk constraints and other influencing factors.
- E. **Diversification:** The investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions.
- F. **Prudence:** CPS adheres to the guidance provided by the "prudent man rule," which obligates a fiduciary to ensure that:
- "investment shall be made with the exercise of that degree of judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived."
- G. **Public Trust:** All participants in the investment process shall act as custodians of the public trust. The investment portfolio is subject to public review and evaluation and shall be designed and managed with a degree of professionalism worthy of the public trust. While occasional losses are inevitable, they are to be considered within the context of the overall portfolio's rate of return providing the requirement of adequate diversification has been met.
- III. **DELEGATION OF AUTHORITY:** The CPS Joint Powers Agreement designates the Chief Financial Officer as the Treasurer/Auditor of CPS. It further states that the Treasurer/Auditor shall be responsible for prudent investment of funds and be responsible for the safekeeping of all CPS money. All investments under this investment policy shall be made in accordance with the Joint Powers Agreement and provisions of Article 1 (commencing with Section 6500), Chapter 5, Division 7, Title 1 of the Government Code.

IV. **REPORTING:**

- A. Annually: Annual reports shall be submitted summarizing activity for the period covered.
- B. Every Board Meeting: The Treasurer shall submit an investment report to the Board of Directors, encompassing all required elements of the report as prescribed by Government Code Section 53646:
- a) Type of investment
 - b) Institution
 - c) Date of maturity
 - d) Deposit amount/cost
 - e) Current market value of long-term (12+ months) securities
 - f) Interest rate
 - g) Statement relating the report to the Investment Policy
 - h) Statement that there are sufficient funds to meet the next 30 days' obligations
 - i) Accrued interest
 - j) Earnings to date.

V. **INVESTMENT INSTRUMENTS:** Authorized investment instruments may include:

- a) Securities of the U.S. Government
- b) Debt issued by U.S. Government Agencies or U.S. Government Sponsored Enterprises
- c) Certificates of Deposit
- d) Negotiable Certificates of Deposit
- e) Banker's Acceptances
- f) Commercial Paper
- g) Sacramento County Pooled Investment Fund
- h) LAIF
- i) Cal/TRUST
- j) Passbook Deposits
- k) Mutual Funds
- l) Corporate Bonds
- m) Municipal Bonds

VI. **INTERNAL CONTROL:** A system of internal control shall be established and designed to prevent losses of public funds arising from fraud, employee error, unanticipated changes in financial markets, or imprudent actions by employees and officers of the agency.

VII. **MATURITIES:** Except for investments listed in section V.(a) and V.(b) above, the limitation on the term or remaining maturity at the time of investment for any debt security should be five years. Further, no investment stated in V.(a) and V.(b) should have a remaining maturity at the time of investment of greater than ten years. The total of investments with greater than five years remaining to maturity should be limited to not more than 50 percent of the portfolio."

VIII **BANKS AND SECURITIES DEALERS:** The Treasurer shall consider the credit worthiness of financial institutions being selected for deposit or investment of funds and shall continue to monitor the credit and financial history of said institutions throughout the

investment/deposit period. All bank deposits shall be secured with pledged securities in accordance with California Government Code Section 53651.

- IX. **RISK/TOLERANCE:** No individual investment transaction shall be undertaken which jeopardizes the total capital position of the overall portfolio. The Treasurer shall periodically establish guidelines and strategies to control risks of default, market price changes, and illiquidity. Prudence in selection of securities and portfolio diversification is employed to minimize risk. Short-term securities selected for investment shall have credit ratings at or above A-1 by Standard & Poor's, P-1 by Moody's, and, if available, F1 by Fitch, with the exception of short-term municipal obligations, which shall be at or above a short-term rating of SP-1 by Standard & Poor's, MIG1 by Moody's, and, if available, F1 by Fitch. All long-term securities selected for investment shall have credit ratings at or above A- by Standard & Poor's, A3 by Moody's, and if available, A- by Fitch. Security selection shall be in compliance with California Government Code Section 53600, et seq.
- X. **SAFEKEEPING AND CUSTODY:** All securities owned by the agency should be held by a third party except time-deposits in banks and savings and loans.
- XI. **STATEMENT OF INVESTMENT POLICY:** The Statement of Investment Policy shall be reviewed and submitted annually to the Board of Directors.

AMENDED JUNE 2003, DECEMBER 2003, JUNE 2007, JUNE 2008, JUNE 2009, JUNE 2012, AND JUNE 2013

DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Megan Misasi-Randles, 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 following:

ACTION	POSITIONS
Add Classification	Associate Bid and Proposal Coordinator*

***Note:** The Associate Bid and Proposal Coordinator position was part of the Business Development (BD) Unit reorganization from November 2021. This position was erroneously left off the Class and Pay Plan during the reorganization.

RECOMMENDED ACTION:

Approve the Class and Pay Plan as shown in the CPS HR Board Agenda for June 9, 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.

CPS HR Consulting
Classification – Compensation Pay Scale
Effective March 12, 2023

Approved 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	105	Chief Financial Officer	Sr Management	\$146,381	\$209,117
	109	Senior Practice Leader	Sr Management	\$146,381	\$209,117
	110	Products and Services Senior 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
Mid-Manager	114	Chief Human Resources Officer	Sr Management	\$146,381	\$209,117
	308	Practice Leader	Management	\$120,655	\$172,364
	501	Manager	Management	\$120,655	\$172,364
Tech Specialist	508	Contracts Manager	Management	\$120,655	\$172,364
	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	914	Business Intelligence Specialist	Professional	\$111,674	\$139,592
	1302	Principal Software Developer	Professional	\$101,522	\$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
Level 2 Professionals	1331	Business Development/HR Consultant	Professional	\$108,212	\$135,264
	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
Level 1 Professionals	1531	Inside Sales Representative	Professional	\$84,688	\$105,860
	1532	Senior Bid & Proposal Coordinator	Professional	\$84,688	\$105,860
	1533	Senior Contracts Coordinator	Professional	\$84,688	\$105,860
	1706	Accountant	Professional	\$67,575	\$84,468
	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
Clerical/Support	1724	Instructional Designer	Professional	\$79,983	\$99,979
	1725	HR Consultant (Non-CA)	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	Annual Minimum Salary	Annual Maximum Salary
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

CPS HR Consulting
Classification – Compensation Pay Scale
Effective March 12, 2023

Approved March 10, 2023

Pay Band	Class Code ID	NON- Regular Staff Non-Exempt – Hourly Job Titles	Occupational Group	Annual Minimum Salary	Annual Maximum Salary
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
9038		RA Expert Consultant	Professional	\$50.00	\$200.00
9021		RA Assistant Proctor*	Office/Allied	\$16.00	\$25.00
	9022	RA Chief Proctor	Office/Allied	\$18.00	\$35.00

*if necessary, adjust in accordance with local minimum wage

CPS HR Consulting
Classification – Compensation Pay Scale
Effective March 12, 2023

Approved March 10, 2023

CPS-HR Consulting
Classification and Compensation Pay Scale
Effective June 18, 2023

For Approval- June 9, 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	105	Chief Financial Officer	Sr Management	\$146,381	\$209,117
	109	Senior Practice Leader	Sr Management	\$146,381	\$209,117
	110	Products and Services Senior 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
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	\$99,980
	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
*NEW	1727	Associate Bid and Proposal Coordinator	Professional	\$65,354	\$81,693

CPS-HR Consulting
 Classification and Compensation Pay Scale
 Effective June 18, 2023

For Approval- June 9, 2023

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

CPS-HR Consulting
Classification and Compensation Pay Scale
Effective June 18, 2023

For Approval- June 9, 2023

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

CPS-HR Consulting
Classification and Compensation Pay Scale
Effective June 18, 2023

For Approval- June 9, 2023

DATE: June 9, 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

RELATIONSHIP TO BUSINESS PLAN:

The attached schedules depict unaudited financial performance for the month-ending April 30, 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 \$27.9 million for the fiscal year-to-date as of April 30, 2023 is \$1.5 million or 6% better than budget. This revenue represents 18% increase from year-to-date April 2022 in which CPS HR had \$4.3 million less in revenue. The year-over-year revenue change reflects a mix of most service lines having more work and significant City of Chicago testing. Year-to-date, Training, State, Emerging, and Federal Markets are all exceeding revenue budget.

Expense

Fiscal year-to-date through April 2023 direct expenses are exceeding budget by \$548k and the mix generated gross profit margin of 37.1% versus budgeted 35.5% as a percent of revenue. Operating expenses are \$1.1 million or 12% under budget due to staffing vacancies. OMS indirect expense, a component of total operating expense, is \$921k under budget. Average monthly operating expense is running \$944k per month versus FY22's \$762k monthly average. The FY2023 projected growth included adding staff and the timing of that has increased monthly operating expense while staying within budget.

Net Operating Income/Loss and Cash Flow

Year-to-date CPS has net operating income of \$1.8 million, which is \$2.1 million better than the budgeted operating loss thru April 2023. The positive net income figure of \$2.2 million equates to 7.2% of revenue and better than budgeted \$31k net income. 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, 2023 cash balance is \$9.4M. Based on three-month Operating Expense average of \$944k the \$4M reserve would cover 127 days of operations.

RECOMMENDATIONS: None, information only

FISCAL IMPACT: None, information only

CPS HR  CONSULTING
FY2023 Operating Budget
 June 2023 Update

	Comparable Period Prior Year	Fiscal Year-To-Date thru April 30, 2023			Full Year FY23 Budget
		Actual	Budget	Variance Fav. (Unfav.)	
Project Revenue	\$ 23,614,297	\$ 27,937,131	\$ 26,403,851	\$ 1,533,280	\$ 32,082,891
Direct Project Costs:					
Direct Labor	8,477,468	9,782,263	10,351,118	568,855	12,547,453
Sub/Contract Svcs	892,623	1,243,355	1,240,194	(3,161)	1,492,112
Other Direct Costs	4,580,498	6,541,068	5,427,411	(1,113,657)	6,558,720
Total Direct Project Costs	13,950,589	17,566,686	17,018,723	(547,963)	20,598,285
Gross Profit	9,663,708 40.9%	10,370,445 37.1%	9,385,128 35.5%	985,317	11,484,606 35.8%
Business Unit Overhead	3,026,776	3,075,228	3,303,307	228,079	4,004,214
Business Unit Op. Income	6,636,932	7,295,217	6,081,821	1,213,396	7,480,392
OMS Expense	4,927,241	5,463,511	6,384,202	920,691	7,719,579
Net Operating Income (Loss)	1,709,691	1,831,706	(302,381)	2,134,087	(239,187)
Net interest Income (Expense)	(187,318)	100,910	60,000	40,910	71,512
Other Income (Expense)	188,971	273,212	273,740	(528)	328,488
Net Income (Loss)	\$ 1,711,344	\$ 2,205,828	\$ 31,359	\$ 2,174,469	\$ 160,813

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



Fiscal Year-To-Date thru April 30, 2023			
	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 7,373,073	\$ 6,689,187	\$ 683,886
Direct Project Costs:			
Direct Labor	2,734,815	2,736,334	1,519
Subcontractors/Cont Svcs	132,759	188,797	56,038
Other Direct Costs	<u>2,224,676</u>	<u>1,520,652</u>	<u>(704,024)</u>
Total Direct Project Costs	<u>5,092,250</u>	<u>4,445,783</u>	<u>(646,467)</u>
Gross Profit	2,280,823 30.9%	2,243,404 33.5%	37,419
Operating Expenses	<u>177,927</u>	<u>290,139</u>	<u>112,212</u>
Operating Income (Loss)	<u>\$ 2,102,896</u>	<u>\$ 1,953,265</u>	<u>\$ 149,631</u>

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



Fiscal Year-To-Date thru April 30, 2023				
	Actual	Budget	Variance Fav. (Unfav.)	
Project Revenue	\$ 215,824	\$ 26,383	189,441	
Direct Project Costs:				
Direct Labor	66,189	12,421	(53,768)	
Subcontractors/Cont Svcs	17,704	-	(17,704)	
Other Direct Costs	14,413	750	(13,663)	
Total Direct Project Costs	98,306	13,171	(85,135)	
Gross Profit	117,518 54.5%	13,212 50.1%	104,306	
Operating Expenses	1,330	-	(1,330)	
Operating Income (Loss)	\$ 116,188	\$ 13,212	\$ 102,976	

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



**Fiscal Year-To-Date thru
April 30, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 11,262,937	\$ 11,856,042	\$ (593,105)
Direct Project Costs:			
Direct Labor	3,150,636	4,020,301	869,665
Subcontractors/Cont Svcs	677,654	992,705	315,051
Other Direct Costs	3,178,340	2,699,873	(478,467)
Total Direct Project Costs	7,006,630	7,712,879	706,249
Gross Profit	4,256,307 37.8%	4,143,163 34.9%	113,144
Operating Expenses	251,511	264,009	12,498
Operating Income (Loss)	\$ 4,004,796	\$ 3,879,154	\$ 125,642

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



**Fiscal Year-To-Date thru
April 30, 2023**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 3,487,357	\$ 3,053,607	\$ 433,750
Direct Project Costs:			
Direct Labor	1,473,586	1,381,435	(92,151)
Subcontractors/Cont Svcs	47,391	-	(47,391)
Other Direct Costs	349,301	364,343	15,042
Total Direct Project Costs	1,870,278	1,745,778	(124,500)
Gross Profit	1,617,079 46.4%	1,307,829 42.8%	309,250
Operating Expenses	131,780	127,856	(3,924)
Operating Income (Loss)	\$ 1,485,299	\$ 1,179,973	\$ 305,326

**Products and Services
FY23 Operating Budget
June 2023 Update**



Fiscal Year-To-Date thru April 30, 2023			
	Actual	Budget	Variance Fav. (Unfav.)
Test Rental	\$ 1,181,887	\$ 1,372,657	\$ (190,770)
Training	4,416,053	3,405,975	1,010,078
Project Revenue	\$ 5,597,940	\$ 4,778,632	\$ 819,308
Direct Project Costs:			
Direct Labor	2,357,038	2,200,627	(156,411)
Subcontractors	367,848	58,692	(309,156)
Other Direct Costs	774,336	841,792	67,456
Total Direct Project Costs	3,499,222	3,101,111	(398,111)
Gross Profit	2,098,718 37.5%	1,677,521 35.1%	421,197
Operating Expenses	2,512,680	2,621,303	108,623
Operating Income (Loss)	\$ (413,962)	\$ (943,782)	\$ 529,820

OMS
FY23 Operating Budget
June 2023 Update



Fiscal Year-To-Date thru
April 30, 2023

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ -	\$ -	\$ -
Direct Project Costs	-	-	-
Gross Profit	\$ -	\$ -	\$ -
Operating Expenses:			
Indirect Labor Costs	3,678,616	4,419,722	741,106
Facilities and Other	1,554,792	1,721,458	166,666
Depreciation & Amort.	230,103	243,022	12,919
Total Operating Expenses	5,463,511	6,384,202	920,691
Operating Income (Loss)	(5,463,511)	(6,384,202)	920,691
Net Interest Income (Expense)	100,910	60,000	40,910
Other Income (Expense)	273,212	273,740	(528)
Operating Income (Loss)	<u>\$ (5,089,389)</u>	<u>\$ (6,050,462)</u>	<u>\$ 961,073</u>

CPS HR  CONSULTING
Statement of Net Position

	Audited June 30, 2021	Audited June 30, 2022	Unaudited Apr 30, 2023
Asset			
Current Assets			
Cash and Cash Investments	4,258,976	7,553,008	7,056,409
Accounts Receivable	7,460,253	8,161,432	9,019,069
Unbilled Receivable	2,824,510	3,756,738	5,202,001
Interest Receivable	2,014	42,779	3,427
Prepaid Expenses	231,689	280,496	243,639
	<u>14,777,442</u>	<u>19,794,453</u>	<u>21,524,545</u>
Fixed Assets			
Depreciable Assets	10,944,108	10,933,240	10,737,761
GASB 87 Right-to-Use Lease Asset		7,284,900	7,284,900
Non-Depreciable Work in Process	117,086	259,845	-
Less Accumulated Depreciation	(8,978,196)	(9,231,086)	(8,950,616)
Less Accumulated Amortization		(892,032)	(892,032)
	<u>2,082,998</u>	<u>8,354,867</u>	<u>8,180,013</u>
Other Non-Current Assets			
Long Term Investments	5,617,271	3,511,615	2,296,778
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
	<u>9,741,734</u>	<u>13,700,695</u>	<u>12,485,858</u>
Total Assets	\$ 26,602,174	\$ 41,850,015	\$ 42,190,416
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	727,445
Accrued Payroll & Benefits	413,639	1,501,084	609,045
Accrued Vacation	761,831	807,571	800,205
Deferred Income	287,394	98,673	97,550
Lease Liability-Current	-	842,937	684,751
Provision for Liabilities	300,000	300,000	300,000
	<u>2,794,030</u>	<u>4,914,244</u>	<u>3,218,996</u>
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	8,792,023
	<u>937,951</u>	<u>9,027,123</u>	<u>8,792,023</u>
Net Position			
Investment in Capital Assets	2,082,998	8,354,867	8,180,013
Current Year Retained Earnings/(Loss)	(1,168,842)	4,971,498	2,205,828
Retained Earnings	19,401,016	18,232,174	23,203,672
	<u>18,232,174</u>	<u>23,203,672</u>	<u>25,409,500</u>
	\$ 29,080,148	\$ 43,526,814	\$ 43,867,214

CPS HR CONSULTING
Project Performance Report
FY2023 Operating Budget

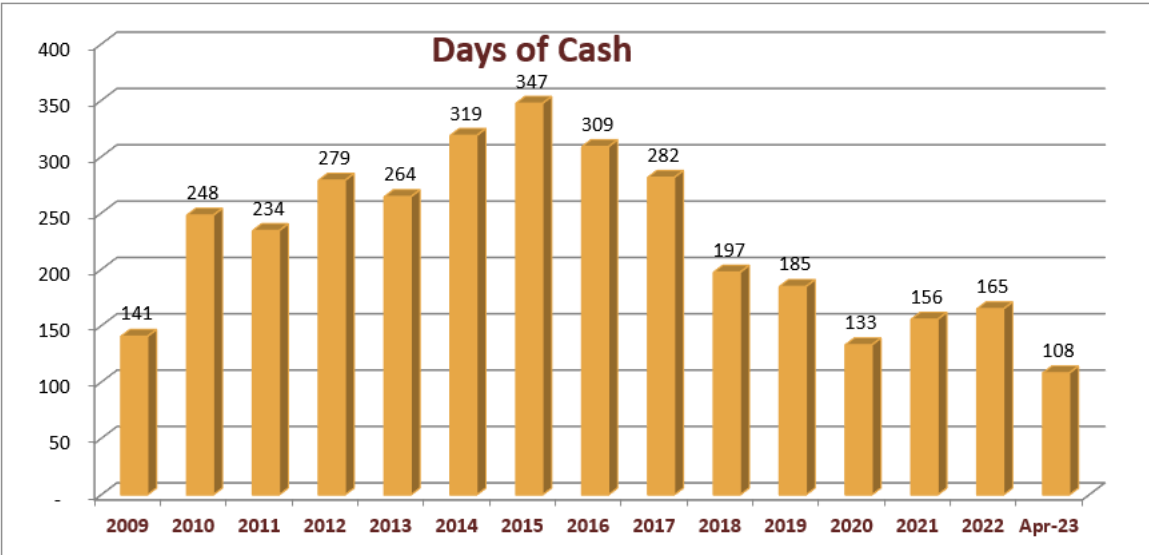
Rank	Project Name	Business Unit	YTD Revenue	% of Revenue	Cum. % of Revenue
Over \$127k Revenue thru Apr 2023					
1	A0200FY23 Notary 7/1/22 - 6/30/23	State Practice	\$ 1,518,999	5.4%	5.4%
2	S5626 CDCR-RS Branding/Talent Marketing	State Practice	\$ 1,422,399	5.1%	10.5%
3	A0800 Test Rental	Test Rental	\$ 1,170,613	4.2%	14.7%
4	S3926 CalHR-Comp & Skill Trng	Training	\$ 956,715	3.4%	18.1%
5	M1109HH Chicago-Police Detective Written Exam Part 1	Local Markets	\$ 866,395	3.1%	21.2%
6	M1109II Chicago-Police Detective Written Exam Part 2	Local Markets	\$ 838,062	3.0%	24.2%
7	M1109V Chicago-Amb Comm/Paramedic FC Oral	Local Markets	\$ 837,541	3.0%	27.2%
8	L3107 NYC-DOB	Local Markets	\$ 678,180	2.4%	29.7%
9	M1109Z Chicago-Police Officer Exam	Local Markets	\$ 644,450	2.3%	32.0%
10	S5166 HCD-Management Consultant	State Practice	\$ 581,597	2.1%	34.1%
11	S5384 DGS-FMD Building Study and Staffing Analysis	State Practice	\$ 499,348	1.8%	35.8%
12	M1109AA Chicago-Firefighter/EMT Exam	Local Markets	\$ 468,690	1.7%	37.5%
13	S2919 CDSS-Online Training	Training	\$ 434,619	1.6%	39.1%
14	M1109S Chicago-Fire Engineer Practical Exam	Local Markets	\$ 407,162	1.5%	40.5%
15	A1294 Open Registration Training	Training	\$ 333,669	1.2%	41.7%
16	S5355 HCD-Operational Management of AMD	State Practice	\$ 265,650	1.0%	42.7%
17	E4459 CA JPIA-Online Trng BBP&B	Training	\$ 250,500	0.9%	43.6%
18	A0278FY23 BSCC 7/1/22 - 6/30/23	State Practice	\$ 242,381	0.9%	44.4%
19	A2410 Unassigned Group Training	Training	\$ 219,094	0.8%	45.2%
20	M1109KK Chicago-Police Officer Exam	Local Markets	\$ 208,224	0.7%	46.0%
21	S5820 CDPH-Digital Marketing for Talent Recruitment	State Practice	\$ 196,981	0.7%	46.7%
22	S5501 HCD-HCD-HOME/NHTF/HOME-ARP	State Practice	\$ 180,473	0.6%	47.3%
23	S5788 CDCR-Succession Mgmt Planning Services	State Practice	\$ 166,931	0.6%	47.9%
24	L5561 City of Sacramento-Group Training	Training	\$ 152,246	0.5%	48.5%
25	E5587 Contra Costa Comm College Dist-HR Consulting	Emerging Markets	\$ 151,219	0.5%	49.0%
26	S5334 DIR-Labor Commissioner's Office	Training	\$ 144,226	0.5%	49.5%
27	M1109Y Chicago-Civilian Class and Comp (2022)	Local Markets	\$ 141,318	0.5%	50.0%
28	S5569 CA Secretary of State-Records Mgmt eLearning	Training	\$ 140,000	0.5%	50.5%
29	S5133 CDCR-CO Online Exam & Remote Proctoring	State Practice	\$ 134,847	0.5%	51.0%
30	S5766 CDCR-Workload Study & Orgl Assessment	State Practice	\$ 127,622	0.5%	51.5%
		Revenue <\$127k	\$ 13,556,980	48.5%	
		Total Revenue	\$ 27,937,131		



CASH FLOW PROJECTION
May 2023 - April 2024

	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024	FEB 2024	MAR 2024	APR 2024	TOTAL
BEGINNING BALANCE	9,500,000	9,790,552	10,110,909	10,275,220	10,070,772	10,174,129	10,204,129	10,484,129	10,764,129	11,044,129	11,324,129	11,604,129	11,884,129
Collections	2,995,000	2,717,000	2,500,000	2,500,000	2,500,000	2,500,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	32,212,000
Interest Income(Expense)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
TOTAL RECEIPTS	3,025,000	2,747,000	2,530,000	2,530,000	2,530,000	2,530,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	2,780,000	32,572,000
DISBURSEMENTS	-2,734,448	-2,426,642	-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	-30,187,871
NET CASH FLOW	290,552	320,358	164,310	-204,448	103,358	30,000	280,000	280,000	280,000	280,000	280,000	280,000	2,384,129
ENDING BALANCE	9,790,552	10,110,909	10,275,220	10,070,772	10,174,129	10,204,129	10,484,129	10,764,129	11,044,129	11,324,129	11,604,129	11,884,129	11,884,129

Minimum Cash Reserve: \$4M
Equates to ~127 Days of Cash Op Exp Only



CPS HR  CONSULTING
Fiscal Year 2023 Budget
Capital Spend Plan

Asset Class	Asset Description	Service Date	Useful Life (Yrs)	Capital Budget	Actual Capital Spend
<u>ISD Operations:</u>					
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				\$ 68,000	\$ 57,266

CPS HR  CONSULTING
POSITION CONTROL LIST as of May 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	4.00	0.00
ISD	6.00	6.00	0.00
Production	3.00	3.00	0.00
MARKETING	12.00	10.00	2.00
STATE	1.00	1.00	0.00
PRODUCTS & SERVICES	64.00	54.00	10.00
Test Rental	6.00	6.00	0.00
Training	4.00	4.00	0.00
CPS GRAND TOTAL	112.00	100.00	12.00

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DATE: June 9, 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

*Note - this is a dynamic file and reflects current data as of May 24, 2023

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

Opp Market	Received QL YTD FY23	QL Goal YTD FY23
Emerging Markets	216	30.86%
Local	288	41.14%
State	43	6.14%
Test Rental	6	0.86%
Training	122	17.43%
Total	675	96.43%

Overall Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	67.4%	89	\$2,354,396	26,453.89
Federal	100.0%	1	\$70,000	70,000.00
Local	69.5%	164	\$7,689,038	46,884.38
State	89.7%	26	\$3,547,091	136,426.58
Test Rental	100.0%	4	\$15,520	3,880.00
Training	75.0%	72	\$2,173,635	30,189.38
Total	71.5%	356	\$15,849,680	44,521.57

Full & Open Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	53.3%	8	\$244,000	30,500.00
Local	42.1%	24	\$620,165	25,840.21
State	100.0%	1	\$10	10.00
Training	50.0%	2	\$201,380	100,690.00
Total	45.5%	35	\$1,065,555	30,444.43

Limited Competition Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Emerging Markets	51.5%	35	\$988,880	28,253.71
Local	65.7%	67	\$5,255,457	78,439.66
State	62.5%	5	\$1,307,000	261,400.00
Test Rental	100.0%	2	\$14,510	7,255.00
Training	55.0%	22	\$432,205	19,645.68
Total	59.5%	131	\$7,998,052	61,053.83

Sole Source Win Rate by Market

Opp Market	Win Rate FY23	Won YTD FY23	Win Revenue FY23	Avg Win Bid Amt FY23
Local	94.8%	73	\$1,813,416	24,841.32
Training	92.3%	48	\$1,540,050	32,084.38
Emerging Markets	93.9%	46	\$1,121,516	24,380.78
Federal	100.0%	1	\$70,000	70,000.00
Test Rental	100.0%	2	\$1,010	505.00
Total	94.5%	190	\$6,786,073	35,716.17

71.5%

Win Rate FY23

\$15,849,680

Win Revenue FY23

In Play

FY23 FY22

205 13

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*:

432

Won via Award Date FY23

\$27,574,915

Win Revenue via Award Date FY23

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DATE: June 9, 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 April 30, 2023: **\$5,273,270** (includes accrued interest of \$33.1k)

Average Maturity years
Average S&P Rating

Performance	<u>1 month</u>	<u>YTD</u>	<u>Since Inception</u>
Period Total Return	0.36%	-0.37%	1.09%
Annualized Total Return	4.37%	0.61%	1.31%

RECOMMENDATIONS: None, for information only

FISCAL IMPACT: None, no expense will be incurred.



Schedule of Investments
As of April 30, 2023

1) Investment portfolio held at Wells Fargo Bank	\$ 5,273,270	(see attached)
2) Short-term investments held at Wells Fargo Bank	\$ 956,328	
3) Short-term investments held at LAIF / CalTrust	<u>\$ 3,123,589</u>	
Total	<u>\$ 9,353,187</u>	



Investment Portfolio: Account Positions As of 4/30/2023

<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>
GOLDMAN SACHS BK USA CD	FDIC	FDIC	2.21	7/3/2023	250,000.00	248,730.00
SYNCHRONY BANK CD	FDIC	FDIC	3.31	7/20/2023	250,000.00	249,010.00
BARCLAYS BANK CD	FDIC	FDIC	3.38	10/24/2023	250,000.00	248,125.00
FIDELITY FUNDS	FDIC	FDIC	4.65	12/31/2023	250,000.00	250,000.00
GOLDMAN SACH FINL	FDIC	FDIC	4.61	12/31/2023	250,000.00	250,000.00
FEDERATED HERMES	FDIC	FDIC	4.58	12/31/2023	275,000.00	275,000.00
CITIBANK NA	AA3	A+	3.69	1/23/2024	266,777.00	247,180.00
MORGAN STANLEY PVT BK CD	FDIC	FDIC	2.66	5/23/2024	250,000.00	244,125.00
FEDERAL HOME LOAN BANK	AAA	AA+	5.31	9/9/2024	182,229.41	161,609.60
MITSUBISHI UFJ FINL GRP	A1	A-	2.32	2/25/2025	341,705.00	331,058.00
BANK OF AMERICA	A2	A-	3.96	8/1/2025	180,286.00	161,399.70
FEDERAL HOME LOAN BANK	AAA	AA+	3.20	9/12/2025	269,901.09	244,290.00
NORSK HYDRO A/S	AA2	AA-	6.78	11/15/2025	122,217.00	105,433.00
DISCOVER BANK CD	FDIC	FDIC	5.08	3/23/2026	254,459.50	250,957.50
ENERBANK USA CD	FDIC	FDIC	0.85	6/19/2026	250,000.00	219,602.50
MORGAN STANLEY	A1	A-	6.02	8/9/2026	263,782.00	259,437.50
BANK OAKRIDGE CD	FDIC	FDIC	0.64	9/18/2026	250,000.00	216,032.50
SUMITOMO MITSUI FINL GRP	A1	A-	3.63	1/11/2027	247,942.10	232,718.15
FEDERAL HOME LOAN BANK	AAA	AA+	2.31	2/25/2027	344,445.50	325,514.00
TEXAS EXCHANGE BK SSB CD	FDIC	FDIC	1.17	6/25/2027	250,000.00	213,810.00
DEUTSCHE BANK NY	A1	A-	5.42	9/9/2027	241,564.50	247,727.50
TORONTO-DOMINION BANK	A1	A	5.10	1/10/2028	256,542.00	252,865.00
					Total CD/Bonds	\$5,234,624.95
WF ADV CASH INVEST Money Market						\$5,527.36
Accrued Interest						33,117.36
Total Market Value						<u><u>\$5,273,269.67</u></u>

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DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Jerry Greenwell, CEO and Dana Henderson, Executive Assistant
SUBJECT: FY23 Strategic Plan Progress Update and FY23 Accomplishments

ACTION REQUESTED:

Information 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 address our staffing capacity and infrastructure needs to continue the momentum from FY22. The plan has been built to ensure we achieve our mission and vision while adhering to our core organizational principles.

DISCUSSION:

We are closing out FY 2023 with this 4th quarter report. We have made sustained progress on our major initiatives. With project numbers continuing to exceed 400 per month we have begun the process of adding billable resources and expanding our project/intermittent consultant workforce. We continue to balance the addition of new staff with prudent management of the finances. Internal work on our systems and processes continues, and our products launched or reimagined during the pandemic continue to attract new customers and business. The 10-month financial reports are reflective of the additional business and reduced expenses we are seeking. Our focus on sole source and limited competition opportunities is paying dividends as our reliance on full and open RFPs has continued to decline. As shown in the financial reports we are realizing revenue figures that exceed our expectations and projections and are trending toward levels not seen in over a decade. We are still optimistic about our business development (sales) pipeline and understand that going forward the need to staff up in key areas to meet the needs of our customers is essential. Our challenges with capacity to take on additional work will continue 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 and to address efficiently onboarding additional resources.

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. Recruitment efforts for clients at all levels have continued, unbudgeted work for the City of Chicago, and a strong CA State market continue to bolster our finances and new client growth. We have sustained our momentum throughout the year and anticipate a strong finish to the year.

RECOMMENDATIONS: None, for information only.



Product and Service Excellence
(Care for our Customers)

- ✓ Develop quality products and services that improve organizational performance by 30th Jun 2023 - Vicki ... On Track ▼
 - ▶ 1.1 Conduct client assessment of product needs in each target market by 30th Nov 2022 - Jerry Greenw... Complete ▼
 - ▶ 1.2 Client outcome measurement system by 30th Jun 2023 - Vicki Brashear On Track ▼
 - ▶ 1.3 Prioritization of new product development efforts by 31st Mar 2023 - Jerry Greenwell On Track ▼
 - ▶ 1.4 Product(s) launched on cyclical basis by 30th Jun 2023 - Jeff Hoye On Track ▼
 - + Add
 - + Add
- ✓ Deliver quality products and services that meet or exceed client's expectations to 100% by 30th Jun 2023 ... On Track ▼
 - ▶ 2.1 Develop benchmarks for exceeding client expectations by 28th Feb 2023 - Melissa Asher Complete ▼
 - ▶ 2.2 Collect client satisfaction data: identify areas for improvement/implementation by 31st Dec 2023 - ... Complete ▼
 - ▶ 2.3 Link to project and consultant performance measures by 30th Apr 2023 - Melissa Asher Complete ▼
 - ▶ 2.4 Training to increase digital fluency and other necessary areas by 30th Jun 2023 - Melissa Asher On Track ▼

Organizational Growth and Operational Excellence (Care for the Organization)

- ✓ Grow year over year revenue, margin and financial services; manage organizational spend for reinvestm... On Track ▾
- > 3.1 Achieve the following additional goals: 80% utilization rate; Re-investment fund of \$1.2; OpEx to 80 by... On Track ▾
- > 3.2 Increase cross-selling efforts to further market penetration by 30th Jun 2023 - [Geraldyn Gorshing](#) On Track ▾
- > 3.3 Continue to reduce our response rate to full and open RFP's by 30th Jun 2023 - [Geraldyn Gorshing](#) On Track ▾
- > 3.4 Increase client satisfaction survey response rate from 20% to 50% by 30th Jun 2023 - [Geraldyn Gorsh...](#) On Track ▾
- + Add
- ✓ Streamline core business processes by 30th Jun 2023 - [Greg Roberson](#) On Track ▾
- > 4.1 Project Operations Flow from Contract Creation to Contract Close by 30th Jun 2023 - [Greg Roberson](#) On Track ▾
- > 4.2 Develop a comprehensive PC recruiting, onboarding and engagement program. by 30th Jun 2023 ... On Track ▾
- > 4.3 Implement a new LMS by 31st Jan 2023 - [Greg Roberson](#) Complete ▾
- > 4.4 Automate: Proctor timesheets; Standardize credit card processing; Class and Comp tech solutions ... On Track ▾

Create an organization with a high level of employee engagement (Care for Each Other)

- ✓ Focus on and improve the employee experience. by 30th Jun 2023 - [Jeff Hoyer](#) On Track ▼
- ✓ 5.1 Finalize new Employee Experience (EE) Assessment process with our IPSEE SME's by 30th Jun 2023 - [J...](#) On Track ▼
 - > 5.1.1 New employee engagement purpose/process/approach that defines the transition/evolvemen... On Track ▼
 - > 5.1.2 New employee experience (EEx) assessment process (includes new survey) by 30th Jun 2023 - ... On Track ▼
 - > 5.1.3 CPS FY23 EEx Roadmap by 30th Jun 2023 - [Jeff Hoyer](#) On Track ▼
 - + Add
- ✓ 5.2 Identify & empower EE Team of 6-8 CPS HR High Performers (annually) by 30th Jun 2023 - [Jeff Hoyer](#) On Track ▼
 - > 5.2.1 Process established to identify 6-8 high-performing staff to serve as the "Action-2-Results" (A2... Complete ▼
 - > 5.2.2 Process established to recruit and form A2R Team by 30th Jun 2023 - [Jeff Hoyer](#) On Track ▼
 - > 5.2.3 Established CPS EEx Teams site, with A2R guidelines, with defined roles & responsibilities by 30th... On Track ▼
 - > 5.2.4 EEx FY23 project plan to act by 30th Jun 2023 - [Jeff Hoyer](#) On Track ▼

- ✓ Focus on the talent growth, development and retention. by 29th Dec 2023 - Jaclyn Padilla On Track
- ✓ 6.1 Create workforce plan to support revenue goals by 30th Jun 2023 - Jaclyn Padilla On Track
 - > 6.1.1 Identify gaps between current workforce and needs for 2023 by 30th Jun 2023 - Jaclyn Padilla Complete
 - > 6.1.2 Use first quarter revenue of 23 to determine staffing needs by 30th Jun 2023 - Jerry Greenwell Complete
 - > 6.1.3 Survey business units for staffing needs in Q1 and Q3 by 30th Jun 2023 - Jerry Greenwell Complete
 - > 6.1.4 Craft customized recruitment and development plans for each business unit for 1/23; align with ... On Track
- + Add
- ✓ 6.2 Operationalize workforce plan outlined in 2.4 by 30th Jun 2023 - Jaclyn Padilla Not started
 - > 6.2.1 Support internal staff development projects (training, job rotation, job shadowing) for retention ... Not started
 - > 6.2.2 Outline career path for current staff and create new positions/bridge classes by 30th Jun 2023 ... Not started
 - > 6.2.3 Promote offerings and create opportunities for internal staff to train others by 30th Jun 2023 - J... Not started
 - > 6.2.4 Create o"CPS Showcase" to highlight and inform processes and projects in various business uni... Not started
 - > 6.2.5 Publish month HR metrics by 30th Jun 2023 - Jaclyn Padilla Not started

FY2023 Business Unit Accomplishments

Talent Acquisition and HR Services (TAHRS) (formerly Recruitment Solutions)

Talent Acquisition and HR Services (TAHRS) remained strong in Fiscal Year 2023 providing a variety of HR Services including recruitment and selection, policy development, review and updates of employee handbooks or personnel rules, on-demand and interim HR consulting, small classification studies/base salary studies, and workplace investigations.

We have seen a major increase and need in the areas of outreach, recruitment, and selection for middle management/specialized positions leading the unit to exceed our revenue goal by almost \$1 million. In order to keep up with the demand, we continued to build up our pool of interim Project Consultants, retaining **18** Project Consultants for our team.

Key Client Projects:

FEDERAL – Recruitment and Selection, Compliance, Assessment of HR Function

- **U.S. House of Representatives, Office of Legislative Council (3rd Renewal)**

Our project team was retained for a 3rd consecutive year by HOLC to assist with continued efforts to streamline their annual recruitment and selection process for Attorneys and Summer Associates. This year's contract included a separate scope to assess the Human Resource and Administration functions of their agency resulting in a recommendation that a designated Human Resources role is necessary. Next steps include drafting a classification specification and conducting a recruitment to fill this new position.

SPECIAL DISTRICT - Compliance

- **Metropolitan Water District of Southern California**

Metropolitan Water District of Southern California was audited by the California State Auditor on employee and workplace concerns that occurred between 2004 and 2021 and committed to addressing identified deficiencies within a specified timeframe. CPS HR was contracted in June of 2022 to assist with rectifying the deficiencies and helped by creating a compliant and transparent hiring procedure manual and creating and administering training to all supervisors and managers on the changes to the hiring procedures. CPS HR facilitated virtual training for over 300 supervisors and managers across 7 virtual training courses to ensure MWD met their audit commitment. Currently, CPS HR continues to collaborate with MWD through union negotiations and to address questions on revised hiring procedures. <https://www.bewaterwise.com/eo/>

SPECIAL DISTRICT – Multiple Recruitment and Selection Efforts

- **Citrus Heights Water District**

Our team was hired to conduct three hard-to-fill recruitments for Citrus Heights Water District: An Associate Civil Engineer, Accounting Manager, and Accountant/Senior Accountant. Our team conducted thorough outreach and placed targeted advertising to attract a robust and diverse pool of candidates. The Associate Civil Engineer yielded four candidates, the Accounting Manager yielded fifteen candidates, and the Accountant/Senior Accountant had thirty-two (32) candidates that met the minimum qualifications. Our team then developed interview questions for first and second round interviews, coordinated virtual and onsite interviews, and created evaluation materials for panel members. The outcome for this client was hires for all three positions.

COUNTY – Multiple Small Classification and Base Pay Studies

- **County of Sonoma**

The project team continues to work on a total of nine (9) classification and/or base pay compensation studies, varying in scope from single position classification studies to classification specification updates for a given series involving over 100 positions. Working with County Human Resources and Department leadership teams, the CPS HR project team has successfully navigated the numerous variables and complexities of these studies. The outcomes of this work ensure positions are appropriately classified/allocated, built upon a sound classification structure, and align with the County's compensation philosophy in consideration of internal equity.

SPECIAL DISTRICT – Ongoing HR Consultation

- **Ventura County Transportation Commission**

CPS HR contracted with Ventura County Transportation Commission in October of 2022 to provide ongoing human resource consultation for up to 12 hours per week. Since October of 2022, CPS HR has accomplished work in these areas: recruitment and selection; policy review and development; classification and compensation; performance management; and benefits, leave, and workers compensation management. Key highlights include:

- Review and overhaul Employee Onboarding experience.
- Review and update the entire policy and procedure manual.
- Assist in designing a timesheet to ensure compliance with FLSA to include documentation of start and end time as well as actual lunch time taken and "rounding".
- Research and provide guidance related to increase in the Employee CalPERS/PEPRA contribution rate to include related informational documents to all impacted staff.

Training & Development

In FY23, the CPS HR Training Center focused on implementation of a new learning management system, ExpertusOne, continuing to diversify and expand services beyond delivering training courses, and focusing on operational improvements resulting from the LMS implementation.

Operational Improvements

In FY22, the training center focused on maximizing technology tools and automation to improve efficiencies and evaluating impact of training programs over time. While there were several efforts the ones with the biggest impact included:

- Implementation of the ExpertusOne LMS
- Streamlining support for clients with LMS issues

Implementation of ExpertusOne (EO) Learning Management System. This effort initiated in August 2022 with the launch of the EO LMS on January 16, 2023. It was a collaborative effort between Training, Finance and ISD. Every aspect of training operations and business was affected by this change and led to improvements in the front-end user interface, a more sophisticated catalog including enhanced ability to bundle different training modalities, more efficient and less time-consuming billing process for open enrollment, and new functionality for Training Coordinators.

Streamline Support/Help for Issues with the LMS. We put in place a new system enabling one location for all LMS issues and support requests that shows tracking, types, and status of issues. Specific support email address substantially reduces the email in the general training center email

box. In addition, the HALP system notifies training center staff immediately when a ticket is posted, and clients can be served more efficiently.

New and Expanded Products and Services

eLearning Development. Two new eLearning projects were secured for FY24. **CalHR** Allyship and Equity eLearning and **Department of Consumer Affairs**, Board for Professional Engineers, Land Surveyors, and Geologists (BPELSG) license renewal.

HR Academy (HRA) Condensed. Since launching in late 2022, the HRA condensed has run four times and has been 100% full each time. HRA Condensed is comprised of the six courses in the HR Academy program but condensed into six half-day sessions run over three weeks. Piloted a Texas version of the program in May 2023.

Curriculum Program Planning and Learning Pathways. Program planning and learning pathways to support the professional development needs of the organization and build a pathway for success are underway with two organizations: the Port of Oakland and the Stanislaus Superior Court.

Expanding Training and Coaching Cadre. Instructor team has expanded with new instructors adding targeted expertise in new areas (e.g., ChatGPT, Ideal Team Player, Dare to Lead, Trauma Informed practice). The coaching cadre was expanded with ICF certified coaches.

Room Rentals. We have been renting our training rooms to a variety of organizations who need facilities ranging from 1 day to 1 week. While still relatively small, this is starting to become a welcome new revenue stream.

New and Expanded Business

In FY23, the Training Center expanded our client base and relationships with existing clients. Below is a small sample of new and expanded business relationships.

- **Port of Oakland** – Port wide implementation of the management model and program pathways; curriculum development
- **CDCR** – Extended contracts for three-years; Implicit Bias T4T, Analyst Academy, Project Management
- **CalHR** – Allyship eLearning; New Leader Assimilation event
- **Caltrans** – extended agreement for Implicit Bias eLearning for 3-years; all staff will be required to complete it; all managers completed in FY23.
- **City of Menifee** – supervisor/leadership training; consulting to develop a citywide customer service plan/framework.
- **City of Clovis** – coaching
- **Walnut Valley Water District** – DEI/CI series; performance management

Talent Marketing

The Talent Marketing service line continued to grow and evolve in fiscal year 2023 with continuing and new clients. While law enforcement positions are a mainstay, we have branched out into more medical positions, firefighters, investigators, and general classifications. The table below illustrates continuing clients in yellow followed by new clients/projects.

Agency	Position/Branding
California Department of Corrections	Correctional Officer
California Department of State Hospitals	Hospital Police Officer
California Correctional Health Care Services	Various medical positions
City of Anaheim, CA	Overall agency branding
City of Oakland, CA	Police Officer

City of Richmond, CA	Police Officer and Dispatcher
City of Sparks, NV	Firefighter Paramedic
California Department of State Hospitals	Clinical positions
City of El Cerrito, CA	Police Officer
City of Oakley, CA	Police Officer
California Government Operations Agency	Various
California Department of Toxic Substances Control	Investigators

Notable outcomes include:

California Department of Corrections and Rehabilitation (CDCR) – The ongoing recruitment campaign for Correctional Officer has produced a remarkable **65% increase in 2023 applications over 2022, averaging 3200+ applications per week through April**. This pace is helping to fill the large number of vacancies across the state and improvements to shorten the hiring process have been implemented to further increase the application to hire percentage which is low.

California Government Operations Agency – CPS HR partnered with the State of California on their Work4California campaign to build awareness about the myriad of job opportunities with the state. Using Facebook and LinkedIn, both organic and paid posts/advertisements, we were able to **reach 900K+ viewers, had 43K+ clicks on the Work4California webpage and generated 5,644 registrations for five virtual job fairs**. Of those almost 1,800 people attended and 89% reported having applied or planning to apply for a State of California job, leading to a spike in overall applications for the time period.

City of Richmond Police Department - CPS HR partnered with the City of Richmond Police Department to help build awareness for the organization and to recruit police officers, dispatchers, and professional staff to join their elite team. Using Facebook, Instagram and Google paid advertisements, Richmond PD messages have been viewed more than 6,155,277 times, generating 5,247 leads (1,698 police officers, 3,229 dispatchers and 320 professional staff) between Sept. 2022-May. 2023. CPS HR also worked alongside Richmond PD to implement an easy-to-use CRM system, allowing the Richmond PD recruitment staff to email, text and call all 5,247 leads in a timely and personal manner. As a result, the organization has received more than 154 police applications with 14 currently in backgrounds and 16 in the academy/hired. Additionally, 5 dispatchers are currently in background or have been hired, and 9 professional staff candidates are in background or have been hired.

Executive Search

The demand for Executive Search services has remained strong with the Search team initiating more than 150 recruitments this fiscal year for executive positions in every facet of local government and special district. The number of searches undertaken by the team is a major accomplishment as they lost two FT recruiters during the fiscal year. The development of two Associate Recruiters and the addition of two new project consultants has greatly assisted in the teams' ability to carry this book of work. Several complex and high-profile recruitments were completed, including the Police Chief, City of Cincinnati OH; Executive Director, Metropolitan Transportation Commission; Fire Chief, City of Aurora CO; County Counsel, County of San Joaquin CA; Chief Executive Officer, Special District Risk Management Authority; City Auditor,

City of Fort Worth TX and the Director of the Office of Environment and Executive Director, Ethics Commission for the City/County of San Francisco. Our work in Texas has continued to grow with our resident Texas recruiter and we continue to make inroads in the mid-west. In addition, we continue to be strong in Arizona where we completed several department head recruitments for the cities of Tucson and Apache Junction. We are currently conducting three executive recruitments for Phoenix including both Assistant and Deputy City Manager roles and have just begun work for the City of Mesa.

We continued our efforts to provide services nationally and conducted recruitments in 17 states this year:

<ul style="list-style-type: none"> • Arizona • California • Colorado • Florida • Kansas • Maryland • Missouri • Montana • New Mexico 	<ul style="list-style-type: none"> • Nevada • Ohio • Oklahoma • Oregon • Texas • Utah • Washington • Wyoming
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Some of our more noteworthy current recruitments include: Executive Director, San Diego Association of Governments; Fire Chief, City of Cincinnati OH; City Attorney, City of Golden CO; and Public Works Director for the City of San José CA.

Test Rental

- Based on client feedback and general best practices, the TR team undertook a project to analyze the time allowance of our entry fire stock test series. After reviewing performance and usage data, the TR team determined that an extended time allowance on these tests may be beneficial to candidates and clients by allowing additional time to work through complex test content. All entry fire stock test products were updated with the new, extended time and this change was communicated to clients. (TR has also maintained the ability to continue to offer the entry fire stock test products at the original time allowance for any clients who do not wish to make this change.) Performance data on this stock test series continues to be monitored and is showing positive trends for average scores.
- TR's custom test services remain in high demand as this part of our business continues to grow year after year. The custom test process is different from other TR orders due to the amount of communication, time, and coordination that these longer-term projects require. The TR team developed a FAQ document that addresses some of the considerations that clients should take into account when placing a custom test order. Some topics addressed include (1) information on when a custom test might be the right option for the client's position, (2) subject matter expert (SME) involvement in test development/review and other local validation recommendations, (3) custom test project timelines, and (4) costing. This FAQ document will be used to guide clients in understanding the custom test process and communicating important information.
- Worked with Washoe county client to make edits to HH5139 Eligibility Worker and developed A version based on full review of performance data and client feedback.

- Completed revision of Courtroom Clerk stock test to address potential client compromise of test.
- Created TR Custom test FAQ client guidelines
- Revised ProctorU client communications/docs to provide ongoing best practice education & guidance
- Developed case studies for use by Marketing.
- Test Rental obtained 12 new clients in FY 2022/23
 - City of Oak Ridge
 - City of Norco
 - Gallia County Sheriff's Office
 - Manteca Police Department
 - Sewer Authority Mid-Coastside (SAM)
 - City of San Dimas
 - Tubac Fire District
 - City of Ephrata
 - Parker County Emergency Services District No. 8
 - LA County West Vector Control District
 - City of Colville
 - City of Goleta

Assessment Centers

- The assessment team continues to grow and worked on 73 different assessment center projects in FY 2023/24, 40 customized written exams, and the development of four customized oral interviews. As of the Revenue Matrix through April 2023, the assessment center team has a gross margin of 46.3%.
- New assessment center clients include:
 - Farmers Branch Police Department
 - El Monte Police Department
 - Torrance Police Department
 - Pleasanton Police Department
 - Fremont Police Department
 - Las Vegas Department of Public Safety
 - South Metro Fire Rescue
 - Laguna Beach Police Department

Job Analysis/Selection Tool Development

- Awarded a new multi-year contract with the CA Department of Parks and Recreation, with over thirty titles for job analyses completed under the previous long term contract, with six to-date under the new contract and four more currently underway.
- Continuing to provide psychometric services for the Board of State and Community Services (BSCC)'s Adult Corrections Officer, Juvenile Corrections Officer, and Probations Officer for BSCC.
 - Additional service amendments to the contract have been awarded this FY and work underway.
- Continuing to provide services on a multi-year contract with options to renew with Roswell Park Cancer Institute (RPCI) to conduct various job analytic and examination development activities for the Institute's 400+ class titles.
 - Twelve S.O.W.'s awarded under this contract to-date, with four S.O.W.'s currently underway.
- Continued work with CalPERS to conduct job analyses for two high level positions.

- Multiple contracts completed during the past FY, some of which include:
 - City of Dallas for three City-wide job-analyses.
 - Six job analyses and examinations developed for the Housing and Community Development (HCD).
 - Three job analyses and examinations developed for the California Department of Insurance (DOI).
 - City of Pinole for a job analysis and exam development contract for their Assistant to the City Manager position.
 - County of San Benito job analysis for their Mental Health Clinician II classification title.
- Continuing work with the California Board of Equalization to conduct job analyses and development minimum qualifications for the eight classifications in the Property Appraiser series.
- Developed testing tools for the US House of Representatives Office of Legislative Council.
- Completed work with two Colorado fire departments (Arvada Fire District and Berthoud Fire District) to develop their succession planning processes.
- Completed work with the City of Bridgeport CT to develop and administer a hiring process for Personnel Director. Currently working with this client on the hiring process for Tax Assessor.

Test Development and Administration (TDA)

TDA's testing programs have been busy the last several years and FY23 proved to be no exception. We continued to offer a wide array of modalities across testing clients including paper and pencil, computer-based, remotely proctored, and practical exams.

Our long-standing Notary contract with the California Secretary of State's Office has been steady this year, with growth leveling out as a side effect of the California real estate market. We are scheduled to provide Test Administration and Development services for an estimated 60,000 candidates this year and are currently working with the client to streamline processes to improve efficiencies within their office.

We had a vigorous year of project planning and execution with the City of Chicago. We successfully administered a plethora of written exams, computer-based oral exams, and practical exams at various locations throughout Chicago. We tested nearly 14,450 candidates at 29 exam administrations for the following ranks: Firefighter/EMT, Fire Engineer, Ambulance Commander, Paramedic Field Chief, Fire Lieutenant (makeups), Fire Captain, Battalion Chief, Police Detective, Police Sergeant (makeups), and Police Officer.

We began providing services to a new client, Accessibility Professionals Association (APA). We conducted a job analysis for the Accessibility Professional position, determining a valid and legally defensible exam plan for the National Accessibility Professional Certification (NAPC) exam, wrote new questions to fulfill their existing item bank, developed the NACP written exam, piloted their new exam at their annual conference in January 2023, and are now on the brink of debuting the exam (computer-based format) via Pearson VUE within the coming weeks.

We started work this fiscal year with the Department of Industrial Relations (DIR). We were contracted by DIR to conduct a thorough content review and psychometric analyses of their Farm

Labor Contractor exams and Garment Manufacturer exams, as well as their associated candidate handbooks. The Farm Labor Contractor exam has two language versions (English and Spanish), and the Garment Manufacturer exam has three (English, Spanish, and Korean). The content review was intended to identify if the exams are culturally appropriate and free from implicit bias, while the psychometric analyses are intended to evaluate the overall performance of the exams and the individual items (questions), as well as identify and revise poorly performing items in the five exam forms.

Lastly, we began working with the California Department of Food and Agricultural (CDFA) to assist them with two of their licensure programs by providing job analysis and item writing services for the County Agricultural Commissioner/County Sealer of Weights and Measures and the Deputy County Agricultural Commissioner/Deputy County Sealer of Weights and Measures licensure exams.

Upon the impending conclusion of our decade-long partnership with the City of New York Department of Buildings (NYC DOB) in September, we effectively engaged in comprehensive preparations towards a newly announced RFP. Subject to the potential awarding of this contract, our team stands ready to extend our proficient support to DOB in managing and supervising its 14 licensure programs over an extended duration of 15 years. The proposed activities are aimed towards enhancing the validity, reliability, and relevance of the licensure exams, contributing to the overall quality and integrity of the licensure programs managed by NYC DOB.

Classification and Compensation

Throughout the year, the Classification and Compensation Division has achieved significant outcomes in delivering exceptional services to our clients. By leveraging our expertise and innovative approaches, we have successfully contributed to improving the efficiency, fairness, and effectiveness of classification and compensation systems. Our commitment to outcomes has resulted in tangible benefits for our clients, enabling them to attract and retain top talent, enhance employee satisfaction, and optimize organizational performance.

- Developed and implemented comprehensive job classification frameworks, resulting in streamlined organizational structures and increased clarity in job roles and responsibilities. This year, we conducted thirty-five classification studies across twenty-nine clients.
- Conducted extensive market research and analysis to provide tailored compensation recommendations, leading to improved competitiveness in the labor market and enhanced employee retention. This year, we conducted twenty-three base salary studies across nineteen clients and eighteen total compensation studies across seventeen clients.
- Collaborated with an agency to design and implement a performance-based pay system, resulting in consistent, fair rewards and enhanced motivation and performance among employees.
- Designed and delivered client-facing training programs, webinars, and internal training on classification and compensation best practices, empowering HR professionals (and our own staff) to make informed decisions and improve internal capabilities.
- Implemented technology-driven solutions, resulting in increased efficiency, reduced administrative burden, and improved data accuracy. Implemented a SharePoint driven

job matching tool for internal project team use to collect and house compensation data. Developed and implemented a client-facing SharePoint data delivery system to provide preliminary matching data to client for review and approval. Launched a data import tool for our CompCalc system which eliminated the need to hand key data into the system – eliminating redundancy, numerous quality control steps, and increased the ability to deliver the final client deliverable by as much as two weeks.

- Conducted comprehensive pay equity analyses to identify and address any disparities, promoting fairness and equal opportunities for fifteen clients.
- Continued our practice of incremental process improvement to ensure we are increasing quality and efficiency.
- Filled two long-standing vacancies [Manager and Senior HR Consultant] with highly qualified, experienced individuals (Ellen Wandell and Ashley Jacobs), increasing our capacity, capability, and providing key leadership to the division.

Organizational Strategy

Products / Services Offered: organizational assessment, workload analysis, succession management, workforce planning, process improvement, fee studies, and various survey and data analytics services.

- Completed 16 workload assessment reports for DGS-FMD. Each report functions as a stand-alone workload assessment. Total contract value: \$993,600. Project is ongoing.
- Completed 12 workload assessment reports for the California Workforce Development Board (CWDB). Total contract value: ~\$125K. Project is ongoing.
- Completed a workload study for the Nevada County Office of Emergency Services. Total contract value: ~\$50K.
- Completed a fee study for the Bureau of Household Goods and Services (BHGS). Total contract value: ~\$100K.
- Engaged with the CA Department of Corrections (employee size – approximately 66,000 staff members) on four, high-profile projects.
 - Strategic Planning: Worked with the Department Secretary and Cabinet. The plan has been submitted to the Governor's office, awaiting approval. Total contract value: ~\$65K.
 - Succession Planning Project: Current project completion date is June 30, 2023. This first phase of the contract is to provide recommendations to close the gap between various area demand and a supply of needed developmental paths. Total contract value: ~\$371K.
 - Office of Business Services: Process improvement study with the main aim to improve the contracting process. Total contract value: ~\$143K.
 - Correctional Officers Hiring Process: Designed to improve the percentage hired by 33-50%. Project on track to achieve nearly a 50% improvement. Total contract value: ~\$65K.
- Created a new performance management system for the Harris County Texas Department of Education. In addition to creating a process and structure that better utilizes its current performance management platform, we've been asked to contract for training on the new system and counsel on how to link employee engagement to the new system. Total contract value: ~\$55K.

DEI

Products / Services Offered: DEIB Consultation and Coaching, DEI Assessments, DEI Focus Groups, DEI Learning and Education, DEIB Comprehensive Policy Analysis, HR/Equity Analysis, DEI Strategic Planning

- Major win: Won the CA Department of Social Services 2-year statewide REIB contract.
- Fully staffed in May, 2023, with 4 FTEs.
- Overcoming a change in DEI leadership and seeking to fully bring a new product / service to market, we expect to achieve our targeted contract goal.
- Major achievement: Completion of our First Comprehensive DEIB Enterprise Engagement with the City of Loveland, CO, and Contract Renewal.
- Converting City of Northglenn, City of Claremont, City of Durango, and City of Martinez to DEI Enterprise Engagements.
- Two major presentations during the year: National Forum for Black Public Administrators; and for the Second Year in a Row at the Moreno Valley College Annual Diversity Summit
- Successful publication of our DEI thought leader Jacques Whitfield's book, "How to Engage in Difficult Conversations around Identity, Race and Politics in Higher Education."

Institute for Public Sector Employee Engagement (IPSEE)

Products / Services Offered: Employee Surveys, Action Planning, Leadership Coaching

- Surveyed 40,000 government employees, received 22,000 responses, for an overall response rate of 55%.
- Completed 19 survey projects, 12 for repeat clients, and 7 for new clients.
- Awarded a multi-year contract with Dallas Area Rapid Transit (DART) valued at \$77,000, in addition to five other multi-year contracts, with a total value of \$1,023,000. We also revised our pricing tool so that all proposals now include quotes for multi-year surveys.
- Hired and trained new staff member HR Consultant Jose Gonzalez to serve as a Project Lead, along with Principal Consultant and IPSEE Co-Founder, Janelle Callahan. A Project Lead manages all aspects of the project, including preparing all deliverables, managing timelines, and budgets.
- Created a new model for IPSEE service delivery with Senior Project Consultants (PC), who are former government leaders themselves, to deliver presentations and guide leadership teams to take action on survey results. Previously serving in this role was Bob Lavigna, the Director and Co-Founder of IPSEE, who left in 2022. Highlights of our Senior PCs include:
 - Judy England Joseph, a former federal government executive and IPSEE PC since 2017, works with several clients, including San Diego County. She presented the results to the Board of Supervisors in February. She is also helping Alameda County Water District implement action plans.
 - Don Schutt, PhD, former HR leader at the University of Wisconsin-Madison and IPSEE PC since 2017, will be delivering results to the City of San Antonio and briefing all department leaders on their results.

- David Etheridge, former CPS HR Board Member, and long-time HR leader will serve as a Special Advisor and PC to DART.
- Developed a new approach to understand the employee experience with CPS HR's new Employee Experience Council. Janelle Callahan facilitated weekly meetings and created ad hoc anonymous surveys in response to the conversations. This method may be used in the future with a client organization that wants to have an employee-driven and iterative way of bringing recommendations to light.
- Expanded our use of Clickup, a project management tool, so that clients can see the current status of a task at any time. Clients can also collaborate with us in Clickup if they choose.

ISD and Production

- **Implementation of ExpertusOne Learning Management System** - Enables our Training business unit to continue delivering blended modalities of content for clients and also provides a modernized platform for training and continuous development for full time CPS HR staff and project consultants.
- **Technology Solutions for Chicago Police and Fire Exams and Assessments** - Providing a myriad of technology solutions for small scale and large-scale engagements including 200+ Chromebook stations for oral examinations, check-in and scanning stations for written examinations, and deployment of Chromebooks to accept entry level exam applications.
- **Implementation of Integrity HRP for HR Management** - Microsoft Talent was no longer being supported and the move to Integrity HRP for HR Management streamlined our payroll and benefit management processes and also provides a method to manage asset assignment to employees. Our new Chief HR Officer and her team are reviewing Integrity HRP and its capabilities for onboarding and performance management.
- **Use of Single Sign On (SSO) for Software License Management** - Centralized control of software license management is a best practice and ensures proper use and access. We have moved Adobe, Alchemer, Bullhorn, Webflow, Zapier, and Zoom to utilize SSO and have made SSO a requirement for any new license agreement.
- **Right-Sizing our Technology Footprint** - With a majority of staff working remotely, we have adjusted the technology footprint at our Sacramento office to minimize spend and maximize access for remote workers. We have also updated policies for technology distribution to full time employees and deployed web-based platforms for project consultants so they can use their own devices to access CPS HR assets securely.

Human Resources

The HR team is now fully staffed with the Chief Human Resources Officer and three Senior HR Consultants.

- The HR Team continues its work with the DEI team and Org Strat to further build out the internal CPS HR DEI initiatives.
- The HR team offered 15 presentations this past year to highlight our benefit offerings.

- Increased employee engagement and morale through a variety of online and in-person Livewell opportunities. This included a mix of social engagements, de-stressing/mental health presentations, celebrations, and recognition opportunities.
- Created companywide organization charts.
- Presented Payroll, Roles and Responsibility training for supervisors and managers.
- Launched the first HR Newsletter titled “In the Loop”.

Finance Department

- FY2023 was a busy year for the Finance team supporting the increased revenue activities with more contracts, invoices, subcontractor and vendor agreements and payments than prior fiscal years.
 - Contract volume is up to 900 contracts this fiscal year in comparison to 800 in FY2022.
 - Accounts Receivable Invoiced 968 different clients on 7,400 invoices versus 6,300 in FY2022.
 - Accounts Payable issued 2,409 checks/EFT/online payments in addition to high volume of credit card processing.
- Efficiency improvements this year include moving from decades-old Excel expense reimbursement process to online Business Central Expense module reducing data entry and email approval process.
- Updated the Project Consultant project notice process from manual data input AdobeSign process to power app auto-generated project notice for quicker flow and easier tracking.
- Supported the Training group on ExpertUsOne implementation as it impacted high volume of open enrollment and group training invoicing.
- Collaborated with HR group on Integrity HRP implementation for employee processing and payroll deduction integration. Payroll activity included paying 427 employees this fiscal year and issuing 400 W-2s, down from 475 for 2021. Reduced the number of states requiring tax filing for \$12k annual savings.
- Annual Audit activities for workers comp involved adding new classification for remote workers. Other successful audit activities related to annual financial audit by outside CPA and responding to various client requests.

State Practice

Current trends in the market

The budget deficit of \$31.5 billion is still a big concern as it may impact business from our state clients. The State Practice has seen an uptick in executive search requests and coaching requests and our branding service continues to spark interest from state departments. We continue to see demand for supplemental staffing at executive levels and some organizational assessments. *(See accomplishments in other Product and Services areas within the State of CA market)*

Projects Won: (Past 30 days.)

- **\$600,000 – HCD – Project management and project coaching.**

Activity Update: (What's happening in the region.)**Various Ongoing Work with:**

- HCD
- CDCR
- DGS
- DIR

Pipeline Update (What's in the funnel?)**Master Contracts:**

- DIR
- Child Support Services
- CalPERS

The Way Forward (What are we going to do in the next month to achieve goals?)**Develop new business/new clients**

- HiPER Solutions
- Apprenticeship Connections
- NxtGov

Grow business with existing clients/cross selling

- Labor and Workforce Development Agency Partnership
- Caltrans
- CalFire
- EDD
- DIR
- SCO
- Earthquake Authority

Marketing and Business Development

Business Development

To date, CPS HR has acquired 154 new clients for FY23 which is a 30% growth during the same period in FY22.

- **CA Market**
 - Business Development revenue (direct BD involvement) is \$4M versus a goal of \$3M.
 - Acquired 73 new clients through May 2023.
 - Entered into a 3-year contract with the County of Los Angeles for a DEI initiative and Riverside Community College for a 1-year DEI engagement.
 - Entered into a 1-year contract with Eastern Municipal Water District (the state's 2nd largest water district with a multi-million-dollar budget) for Succession Planning.
 - Became a CALCCA (a multi-billion-dollar clean energy trade organization) "Select Partner" and the only HR organization to serve California CCAs.

- Colorado Market
 - Business Development revenue (direct BD involvement) is 1,046,688 versus a goal of \$1M for the year. Total revenue for CO is currently \$1,411,412.
 - Acquired 23 new clients exceeding our goal of 15 new clients for FY23.
 - Leveraged partnerships with legal firms and Colorado Special District Property and Liability Pool to obtain 6 new clients.
- Texas Market
 - Total revenue for TX is currently \$570k (includes all TX activities).
 - Acquired 21 new clients.
 - Introduced new training programs (supervisor training and HR Academy) to meet market needs.

Business Intelligence

- During Fall 2022, top customers across a selection of products, services, and markets were identified and interviewed by CPS HR representatives to gain insight on how best to exceed their expectations. Themes and opportunities arising from over 30 interviews were used to create a “perfect customer interaction” profile, and more importantly, define client satisfaction metrics that could be used to improve client relationships and increase engagement.
- Beginning November 2022 and continuing through Summer 2023, a Power BI reporting tool was created to help uncover opportunities on pricing and marketing strategy for Test Rental. The information can be segmented in a variety of ways to uncover which agencies are renting which tests and where revenue is coming from. The information can be pulled based on agency factors (e.g., population served, market, etc.) or exam factors (e.g., platform, type, category, etc. relevant).

Marketing

To market products and services, promote thought leadership and generate new business, the following results occurred:

- Scheduled a total of 21 webinars for FY23 and to date, the webinars generated 5,669 registrations.
- From 7/1/22 – 4/30/23, CPS HR distributed 78 HTML email campaigns accounting for 1,293,543 individual emails sent to clients and prospects.
- Added more than 30 blogs to the website.
- Exhibited at 25 industry-related conferences throughout the U.S.

Social Media - July 1, 2022 – April 30, 2023

Facebook:

- There were 7,242 organic impressions and 180 total engagements from the 116 posts from 7/1/22 to 4/30/23. CPS HR’s Facebook audience increased by 5% and now consists of 1,912 followers.

LinkedIn:

- CPS HR’s audience grew by 940 new followers from 7/01/2022 – 4/30/2023. Total page followers are now 4,960 – a 20% increase for the year.
- There were 116 posts with a total of 3,639 engagements, and 68,377 impressions throughout the time period.

Proposals

- As of 5/23/23, 1125 requests have been received and 751 proposals have been produced and submitted. Most requests under specific products & services lines remained steady with increases in requests over FY22 for HR Outsourcing 7% and Training 34%.
- As of 5/23/23, CPS HR's proposal win rate is at 71.7%. Proposals awarded during FY23 have encumbered ~\$27.5M to date from 429 opportunities.

Client Satisfaction

- CPS HR's overall Client Satisfaction (CSAT) score has registered 4.38 on a 5-point scale, exceeding our goal of 4.3. This fiscal year we implemented process improvements to meet an aggressive FY23 participation goal to improve CSAT responsiveness from 22% to 50%. Client feedback participation climbed throughout the year and has remained steady between 48% and 50% since February 2023.

DATE: June 9, 2023

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Megan Misasi-Randles, Sr. HR Consultant

SUBJECT: Diversity Report

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

CPS HR values diversity of people and ideas and believes that a diverse workforce can enhance our ability to provide quality products and services to our clients.

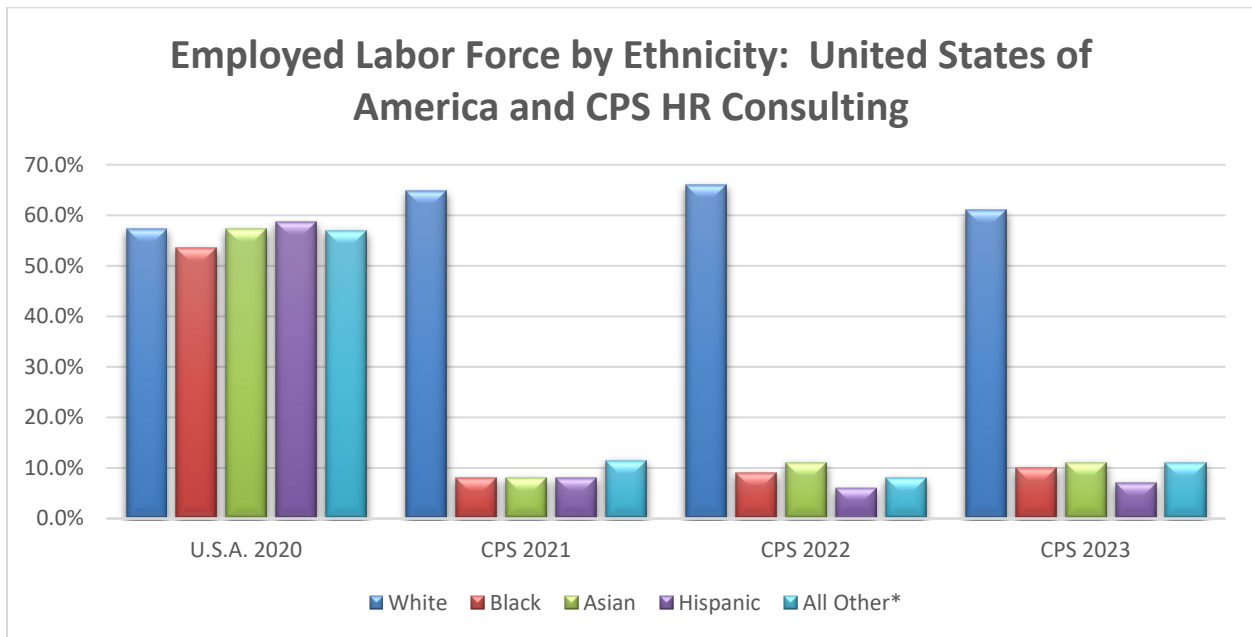
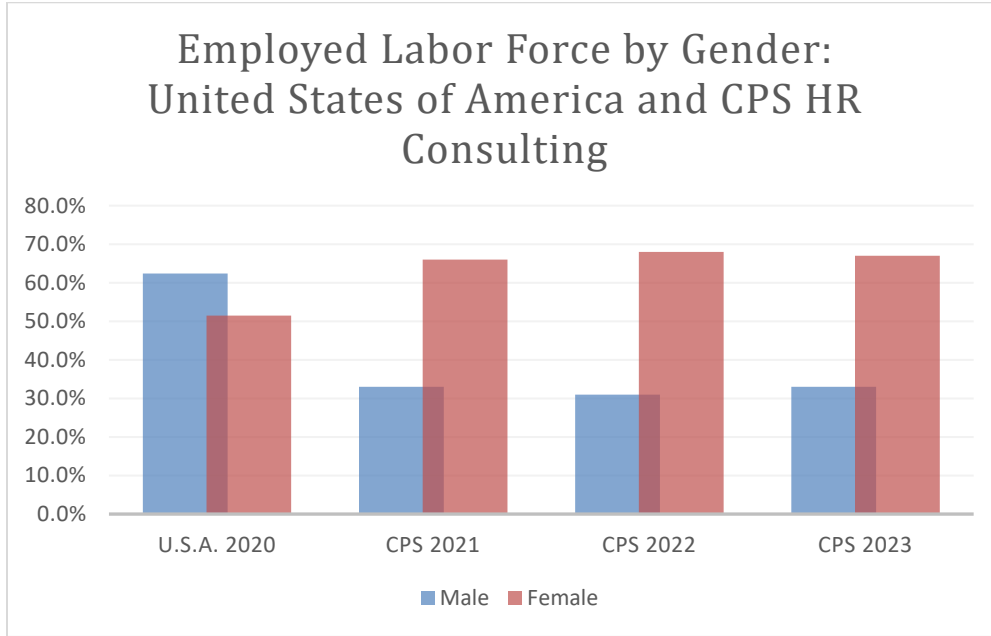
DISCUSSION:

In June of each year, the Board receives an updated look at the demographics of the CPS HR workforce. This report provides CPS HR workforce data, as well as comparative information on the collective civilian labor force for 2020 obtained from the U.S. Department of Labor. (**Please note:** this is the most current data available). Details are displayed on the following pages.

The CPS HR workforce continues to be predominantly female (67%) and white (61%). Year over year, targeted outreach efforts have translated into diversifying the workforce. Sustaining outreach efforts will certainly factor into achieving workforce diversity.

Below is a comparison of CPS HR against the most recently available U.S. data:

	U.S.A. 2020	CPS 2021	CPS 2022	CPS 2023
Male	62.4%	33.0%	31.0%	33.0%
Female	51.5%	66.0%	68.0%	67.0%
White	57.3%	64.8%	66.0%	61.0%
Black	53.6%	8.0%	9.0%	10.0%
Asian	57.3%	8.0%	11.0%	11.0%
Hispanic	58.7%	8.0%	6.0%	7.0%
All Other*	56.9%	11.4%	8.0%	11.0%



*Includes those identifying as the categories of American Indian, Native Hawaiian, or other Pacific Islander, Two or more Races, and Decline to Answer.

Additional charts are on the pages that follow.

RECOMMENDATIONS: None, for information only.

FISCAL IMPACT: There is no fiscal impact associated with this informational item.

CPS HR CONSULTING DEMOGRAPHICS AS OF JUNE 9, 2023

CPS - Males											
Job Category	Total Males	Hispanic		White		Black		Asian		All Other*	
		#	%	#	%	#	%	#	%	#	%
Officials & Managers	5	0	0%	4	4%	1	1%	0	0%	0	0%
Professional	21	1	1%	14	14%	2	2%	2	2%	2	2%
Operatives	0	0	0%	0	0%	0	0%	0	0%	0	0%
Office/Admin	3	0	0%	0	0%	1	1%	1	1%	1	1%
Totals:	29	1	1%	18	18%	4	4%	3	3%	3	3%

CPS – Females											
Job Category	Total Females	Hispanic		White		Black		Asian		All Other*	
		#	%	#	%	#	%	#	%	#	%
Officials & Managers	15	2	2%	11	11%	0	0%	1	1%	1	1%
Professional	41	6	6%	25	25%	3	3%	4	4%	3	3%
Operatives	0	0	0%	0	0%	0	0%	0	0%	0	0%
Office/Admin	15	0	0%	7	7%	1	1%	4	4%	3	3%
Totals:	71	8	8%	43	43%	4	4%	9	9%	7	7%

CPS – Overall Workforce										
Total Employees	Hispanic		White		Black		Asian		All Other*	
	#	%	#	%	#	%	#	%	#	%
100	9	9%	61	61%	8	8%	12	12%	10	10%

**All Other includes the categories of American Indian, Native Hawaiian, or other Pacific Islander, Two or More Races, and Decline to Answer

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DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Dana Henderson, Executive Assistant
SUBJECT: Client Satisfaction Update

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

CPS HR Consulting strives to provide exceptional products and services that exceed client expectations. To measure success in the area of Care for Our Customers, one of our three Guiding Values, CPS HR Consulting conducts a client satisfaction survey following every client engagement. The surveys give customers a chance to voice their concerns or sing our praises. The information garnered from the surveys is used for corrective action and on-going continuous improvement.

DISCUSSION:

CPS HR Consulting set an aggressive goal of a 4.3 client satisfaction rating. At the request of the board, client satisfaction survey results are provided below.

Federal	4.40
State	4.46
Local	4.30
Emerging	4.43
Test Rental	4.39
Training	5.0

Overall client satisfaction rating 4.38

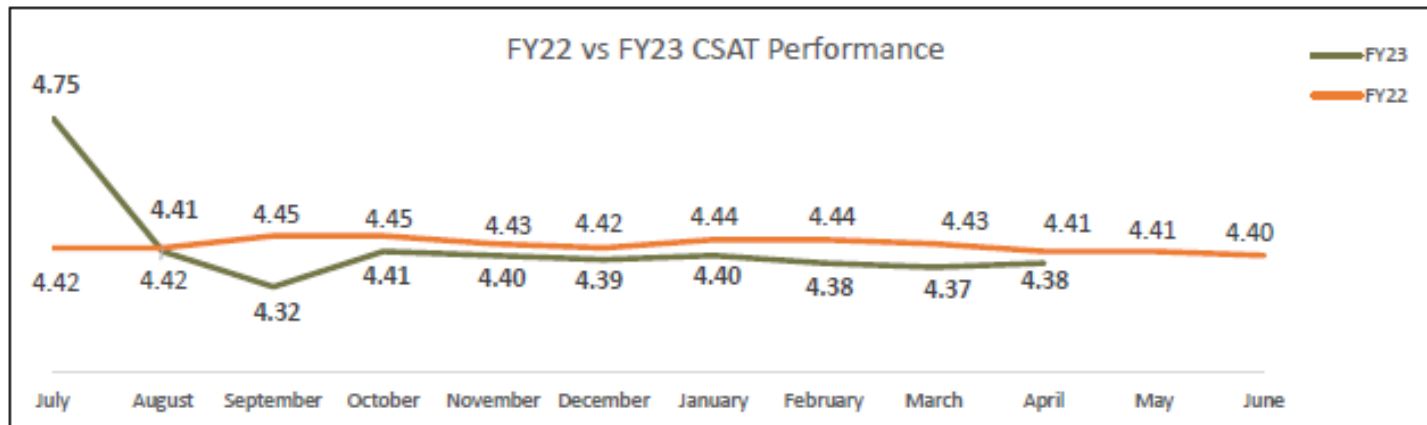
RECOMMENDATIONS: None, for information only.

FISCAL IMPACT: None, no expense will be incurred.

Client Satisfaction Dashboard

Timeframe: 7/1/2022 through 4/30/2023

	Surveys			Average Scores					Composite Average	Top Scoring: % of Straight 5's	Avg Score across non-Top Scoring Clients
	Sent	Returned	% returned	Willing to Recommend	Quality of relationship	Satisfied w/ Expertise	Quality of Service	Price = Value			
Federal	5	2	40%	4.50	5.00	4.50	4.00	4.00	4.40	0%	4.40
State	14	7	50%	4.57	4.86	4.43	4.43	4.00	4.46	43%	4.05
Local	158	77	49%	4.32	4.53	4.36	4.26	4.05	4.30	34%	3.95
Emerging	101	50	50%	4.44	4.50	4.52	4.48	4.20	4.43	40%	4.05
Test Rental	495	244	49%	4.43	4.56	4.49	4.43	4.03	4.39	32%	4.10
Training	14	4	29%	5.00	5.00	5.00	5.00	5.00	5.00	100%	
CPS OVERALL	787	384	49%	4.42	4.56	4.47	4.40	4.07	4.38	34%	4.11



DATE: June 9, 2023
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Dana Henderson, Executive Assistant
SUBJECT: 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

Each Board member agency has \$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				