

CPS HR Board of Directors Meeting Agenda

Thursday, March 7, 2024

8:30 AM

&

Friday, March 8, 2024

9:30 AM

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

www.cpsr.us



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CPS HR Board Meeting Dates/Locations

Date

Location

March 7 - 8, 2024

CPS HR Office, Sacramento, CA

June 7, 2024

Remote teleconference

November 8, 2024

Remote teleconference

The CPS Board Year

Revised June 2023

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

Every Meeting

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

November

- ◆ Review CPS HR cash minimum every two years. (Next review Nov. 2024) –For information
- ◆ Annual Financial Audit Report – discussion/approval
- ◆ Salary market survey results/class and pay plan implementation – discussion/approval
- ◆ Meeting dates/locations for following year’s Board Meetings – for approval
- ◆ Disclosure of reimbursement for special districts – for information (no report out)
- ◆ Board Member Meeting Attendance Cost Summary – annual report – for information (no report out)
- ◆ Board Development Activity (new in 2011)

March

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

June

- ◆ Next Fiscal Year Budget and Strategic Plan – for approval
- ◆ Election of Board Officers (every 2 years) – upcoming in 2024, 2026, etc. or as needed – for approval
- ◆ Annual appointment of Board Development Committee, Executive Committee and Financial Audit Committee members – for approval
- ◆ Investment Policy for Next FY – for approval
- ◆ Delegation of Authority/Authority to Contract (approval) if needed
- ◆ FY Strategic Plan and Accomplishments – for info and discussion (variances only)
- ◆ Annual Diversity Report – for information (year to year performance)
- ◆ Client Satisfaction Survey Data (for information)
- ◆ Emergency Succession Plan – Review and update for approval by the Board every two years starting in 2018.
- ◆ Executive Performance Plan Accomplishments – discussion/closed session
- ◆ Executive Performance Plan for Next FY – discussion/acceptance/closed session

As Needed

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

CPS HR Board Committee Appointments

Board Executive Subcommittee (standing committee)

July 1, 2022 – June 30, 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
- LaShon Ross, City of Plano

Board Financial Audit Subcommittee (ad-hoc committee)

2023 members:

- Vince Zamora, City of Las Vegas
- Vacant

CPS HR Consulting – Agenda
Board of Directors Development / Planning Meeting
Thursday, March 7, 2024– 8:30 a.m.
CPS HR Consulting – Grand Canyon Conference Room
2450 Del Paso Rd., Suite 220
Sacramento, CA 95834

Open Session

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

8:30 AM

Breakfast

9:00AM -
12:00PM

Board Learning/Professional Development
Managing Organizational Chaos

12:00 PM –
1:00 PM

Lunch

1:15 PM –
2:15 PM

Board Learning/Professional Development
Artificial Intelligence in the Workplace

2:15PM –
3:30PM

CPS HR Strategic Plan – Jerry & Sr. Leaders
Brief status update on FY24 Strategic Plan progress
Update on FY25 Strategic Plan

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

CPS HR Consulting – Agenda
Board of Directors Business Meeting
Friday, March 8, 2024 – 9:30 a.m.
CPS HR Consulting – Grand Canyon Conference Room
2450 Del Paso Rd., Suite 220
Sacramento, CA 95834

Breakfast available at the office starting at 8:45 AM

Action may be taken on any item on the Agenda

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

I. Action Items

- | | |
|--|--------------|
| 1. Approval of Minutes - November 3, 2023, Board Meeting | Attachment 1 |
| 2. Approval of Minutes – January 29, 2024, Board Dev. Comm. | Attachment 2 |
| 3. Approval of Class/Pay Plan (to meet CALPERS requirements) | Attachment 3 |

II. Information Only

- | | |
|---------------------------------|--------------|
| 4. FY24 Budget/Cash Flow Update | Attachment 4 |
| 5. CPS HR Performance Dashboard | Attachment 5 |
| 6. CPS HR Investment Update | Attachment 6 |
| 7. Return to Board Funds Update | Attachment 7 |

Public Comment on Matters Not on the Agenda

End of Open Session

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Minutes of Board of Directors Meeting

November 3, 2023

The Board of Directors of CPS HR Consulting met on Friday, November 3, 2023 via teleconference.

Board members attending:

Fernando Yañez, Hayward Unified School District, CA (Chair)
 Vince Zamora, City of Las Vegas, NV
 Keisha Young, County of Mecklenburg, NC
 Joseph Hsieh, County of Sacramento, CA
 Linda Andal, City of Anaheim, CA
 Carla Romine, City of Plano, TX (Alternate)
 Peggy Rowe, County of Pinellas, FL
 Maria Ciro, County of Pinellas, FL

Board Members not attending:

LaShon Ross, City of Plano, TX (Vice Chair/Secretary)
 Sue Brown, City of Las Vegas, NV (Alternate)
 Joannette Freeman, County of Mecklenburg, NC (Alternate)

Staff attending:

Jerry Greenwell, CEO	Melissa Asher	Dana Henderson
Jeff Hoye	Sandy MacDonald-Hopp	Geralyn Gorshing
Vicki Quintero Brashear	Greg Roberson	Baron Brown
Jaclyn Padilla	Lynne Harris	Roxana Durbin
Cerri Mansfield	Kaelyn Gasper	Megan Misasi-Randles
Kristin Holden	Kale Brinley	Ome Enebeli
Heather Moore	Eliza De La Cruz	Stacey Heckler
Dimple Patel	Vickie Legkiy	Ivory Tran
Veronica Lara-Lopez	Ana Costa	Laura Lee
Edward Sisson	Karina Mendez	Layla Mansfield
Suzanne Ansari	Chelle Ramon	Lisa Conner
Dave Rechs	Michelle Garbato	Kimberly Sumagit
Sophia Farrington	Karen Galvan	Acacia Fuller
Ashley Jacobs	Jody Lecheler	Kevin Nicholson
Abby Ackers	Deanna Heyn	David Krolikowski
Ellen Wandell	Christina Peacock	Sarah Jansen
Kyle Wilson	Karen Evans	Guadalupe Mar
Igor Shegolev	Alan Tomassetti	Kinsey Mitchell
John Freeburn	Lynette Conn	Andrea Rumbaua
Tiffany Bose	Amy Bigone	Andrew Zhu

Others attending:

Pam Sailor, Gilbert CPAs

Open Session for Board Meeting

Fernando Yañez, Board Chair, called the meeting to order at 9:03am PST and welcomed all attendees.

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

Peggy Rowe and Maria Ciro took the Oath of Office and were sworn in as representatives for the County of Pinellas, FL.

Action Items

Attachment #1 – Approval of CPS HR Annual Financial Statements

The CPS audited financial statements for the fiscal year ending June 30, 2023 were provided under separate cover from our independent auditor. Pam Sailor with Gilbert CPAs presented, and summarized their Independent Auditor’s Report and gave an unmodified opinion which is the best opinion they can provide.

Vince commented that he and Keisha were on the Audit Finance Subcommittee, and he wanted to thank staff and Gilbert CPAs for their work on the audit.

Fernando asked if CPS HR will continue to work with Gilbert CPAs, or if we will change firms after a few years. Sandy answered that we switch between partners who review the audit every few years. Pam Sailor confirmed it is recommended that if you stay with the same firm that you have different people review the audit.

The Board of Directors of CPS HR Consulting approved the audited financial statements for FY2022-2023.

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

Resolution # 23-09

The Board of Directors of CPS HR Consulting agreed to disband the ad-hoc Finance Audit Subcommittee, to be reconstituted for the fiscal year 2023-2024 financial audit.

Motion:	Yañez, Hayward USD
Second:	Zamora, City of Las Vegas

Vote:

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

Resolution # 23-10

Attachment #2 – Approval of Minutes from the June 9, 2023 Board Meeting

Joseph noted on page 5 of the minutes it says City of Sacramento instead of County of Sacramento and this needs to be corrected. There were no other changes to the minutes. The Board of Directors of CPS HR Consulting approved the minutes from the June 9, 2023 Board Meeting.

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

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

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

Jerry introduced this item and stated that part of our strategy this year with our strategic plan was to take a look at our structure, and our compensation and pay plan. Jerry said one of the recommendations is to adjust our pay bands. Currently they are too narrow, and do not allow for the flexibility we need in terms of movement and the development of our staff. Another recommendation is to look at our market comparables. We are adjusting the salary survey methodology to include three data sources: ERI (Economic Research Institute) Public Sector (30%), ERI Private Sector (30%) and Regional Labor Market Agencies (40%). We also switched one benchmark classification from CFO to CHRO. We determined we could never find an adequate match for CFO but looking at CHRO, we found comparable options.

Jerry received a question during pre-boards if any other public agencies are using private sector data. Vicki Quintero Brashear answered that while it is not a huge percentage of clients, it is growing, and she would estimate around 30% are asking to collect private sector data. Vicki says there is a lot of pressure in the market to compete with private sector wages in jobs that are influenced by functional areas like IT, finance, trades, and things of that nature. Another question asked was if we are evaluating total comp.

Jaclyn Padilla answered that her team is looking at our current benefit offerings, and while there are no significant changes to the current plans we are offering, they are looking at additional

employee elected benefits that could be added to our package like PTO and additional holidays and they hope to have something to propose by the end of the year.

Jerry says the next step, which is already in process, is soliciting data from employees for the equity study to determine placement in the range. Linda asked what the current budget is in terms of our ability to move individuals, and what is the cap on the movement. Sandy responded we have an \$800K salary budget for these increases. Jerry added that we would only use what we have budgeted for this movement, and if the budgeted funds were not sufficient, we would spread the increases over a longer period of time. We will not move reserve funds to cover any shortfalls.

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

1. Expand pay bands from 25% to 40-50%, with the rationale presented in the CPS HR Board Agenda.
2. Authorize the implementation of the new three-pronged market survey methodology.
3. Approve the change in the benchmark role to CHRO.
4. Approve the salary schedule from June 2023 and Approve the new salary schedule – the 2023 Class/Pay Plan Schedule reflecting the classification range adjustments to be implemented and effective December 17, 2023.
5. Authorize the CEO to proceed with the next steps, including implementation of Proposed Class/Pay Plan, effective December 17, 2023.

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

Resolution # 23-11

Attachment #4 – Approval of 2024 Proposed Board Meeting Dates & Locations

The proposed Board Meeting Schedule for 2024 was reviewed. All the proposed dates were agreed to. Carla volunteered the City of Plano to host the March board meeting. Jerry also suggested the board members could come back to Sacramento. The Board agreed to leave the decision of the March board meeting location up to Jerry after looking at costs of Plano vs. Sacramento.

The Board of Directors of CPS HR Consulting approved the 2024 Board Meeting Dates and Locations as listed below:

- March 6-8, 2024 – TBD
- June 7, 2024 – Sacramento/Remote teleconference
- November 8, 2024 - Sacramento/Remote teleconference

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

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

Resolution # 23-12

For Information Only

Attachment #5 – FY2024 Budget and Cash Flow Update

Sandy MacDonald-Hopp gave an overview of the FY2024 budget and cash flow. The total CPS revenue of \$8.5 million for the fiscal year-to-date as of September 30, 2023 is \$1 million or 14% better than budget. This revenue represents 8% increase from year-to-date September 2022 in which CPS HR had \$642k less in revenue. Year-to-date, Test Rental, Training, State, and Emerging Markets are all exceeding revenue budget.

Fiscal year-to-date through September 2023 direct expenses are exceeding budget by \$213k and the mix generated gross profit margin of 41.5% versus budgeted 36.5% as a percent of revenue. Operating expenses are \$266k or 9% under budget due to staffing vacancies. Average monthly operating expense is running \$888k per month versus FY23’s \$901k monthly average.

Year-to-date CPS has net operating income of \$863k, which is \$1.1 million better than the budgeted operating loss thru September 2023. The positive net income figure of \$1 million equates to 11.9% of revenue and better than budgeted \$76k net loss. Minimum cash reserve balance of \$4M was established in November 2018 and as of September 30, 2023 cash balance is \$13M. Based on three-month Operating Expense average of \$888k the \$4M reserve would cover 135 days of operations.

Fernando asked how much longer we have the lease at our CPS HR office. Sandy answered we are signed through August 2029.

Attachment #6 – Performance Dashboard

Geralyn Gorshing explained the purpose of the Performance Dashboard is to provide the Board with a high-level overview of the performance of the organization at a glance. The Senior team and staff monitor these indicators to assess organizational performance as tracked to goals. Our Qualified Leads to date are slightly under target with 190. Our overall win rate for FY24 is at 70.8% and we have 138 proposals currently in play for this fiscal year.

Attachment #7 - FY24 Strategic Initiatives – Progress Update

The FY24 strategic goals are aligned with the FY2024 Strategic Direction as approved by the board in June 2023. The goals were designed to move us toward re-establishing our market presence and improving our sustainability as an organization post-pandemic. The plan has been

built to ensure we achieve our mission and vision while adhering to our core organizational principles.

Jerry presented the strategic initiative graphic and pointed out that we use Cascade to track the progress of each initiative and goal. Most of the initiatives are on track or ahead of schedule with a few exceptions.

Attachment #8 - Investment Update

Sandy reviewed the investments. Our portfolio value as of September 30, 2023 is **\$6,076,357** (includes accrued interest of \$35.7k). We have 53% of our investment dollars are CDs that are FDIC insured.

Attachment #9 - Disclosure of Reimbursement for Special Districts

Governmental agencies are required to disclose information related to reimbursements of employee travel and expenses. CPS HR prints a list of all checks as part of the check run process and all lists are kept in the Finance department located in the home office in Sacramento. Employee travel and expense related reimbursements are included in each check run. The documents are public information and available for viewing by interested parties.

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

This is an annual agenda item, providing the expense reimbursement disclosure for the Board meetings for the previous year. Since COVID-19, we have had very few board meeting expenses since the meetings have been remote up until March 2023.

Attachment #11- Return to Board Funds Update

These funds are part of the investment CPS HR makes in our Board Member agencies. Funds go toward improvement of management, culture, or HR functions of the organization. Jerry reminded the board that each agency has been given \$5,000 to use until March 1, 2024. Sacramento County has used all their funds on a recruitment, and Mecklenburg County has used almost half of their funds on employee recognition. Joseph commented that he was very thankful to Melissa Asher for the Risk Manager and Liability Analyst recruitment help, and they were able to hire the individuals they needed.

Fernando concluded the meeting, having no other questions or business to discuss, the meeting was adjourned at 10:22am PST.

Minutes prepared by:
Dana Henderson

Minutes reviewed by:
Jerry Greenwell

Respectfully Submitted:

Dated: 11/17/2023

Signed: Fernando Yañez
Fernando Yañez, Hayward USD
CPS HR Board Chair



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

Board Development Committee

January 29, 2029

The Board Development Committee members met via conference call on Monday, January 29, 2024.

The meeting was called to order at 10:03 am PST with the following in attendance:

- Jerry Greenwell, CEO, CPS HR Consulting
- Dana Henderson, Executive Assistant, CPS HR Consulting
- Linda Andal, Board Member, City of Anaheim, CA
- LaShon Ross, Vice Chair, City of Plano, TX
- Vince Zamora, Board Member, City of Las Vegas, NV

Jerry stated that the purpose of the meeting was to discuss the board development and learning activities to engage in at the Thursday, March 7, 2024, Board of Directors Development and Planning Meeting.

Potential topics brought up for discussion by committee members were mental and emotional wellness, and the impact of artificial intelligence (AI) in today’s workplace. LaShon brought up the topic of “fragility” and how organizations and HR specifically must prepare for addressing this emerging issue in problem resolution and negotiations with stakeholders. The committee agreed a discussion around both mental wellness and AI would be beneficial to discuss in the board development meeting.

Jerry said he will plan an agenda around these subjects for the March 7th meeting.

There being no further business, the meeting adjourned at 10:30 am PST.

Minutes prepared by: Dana Henderson

Minutes reviewed by: Jerry Greenwell

Dated: 2/22/2024

Signed: Linda Andal
Linda Andal, CPS HR Board Member

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DATE: March 8, 2024
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Jaclyn Padilla, CHRO
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.

There have been no changes to the Class & Pay Plan from the November 2023 Board Meeting.

RECOMMENDED ACTION:

Approve the Class and Pay Plan as shown in the CPS HR Board Agenda for March 8, 2024.

FISCAL IMPACT:

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

ATTACHMENT A

CPS HR Consulting
Classification and Compensation Pay Scale
Approved November 3, 2023
Effective December 17, 2023

Occupational Series	Class Code ID	Job Titles	Occupational Group	FLSA Status	Annual Minimum Salary	Annual Midrange Salary	Annual Maximum Salary
Executive	101	Chief Executive Officer	Executive	Exempt	\$311,084	\$311,084	\$311,084
Senior Level	105	Chief Financial Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	114	Chief Human Resources Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	110	Products and Services Senior Leader	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	109	Senior Practice Leader	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	113	Chief Information Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	112	Director of Marketing & Business Development	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
Mid-Manager	308	Practice Leader	Management	Exempt	\$124,337	\$155,421	\$186,505
	501	Manager	Management	Exempt	\$124,337	\$155,421	\$186,505
Specialist	910	Technical Specialist	Professional	Exempt	\$107,798	\$134,748	\$161,698
	914	Business Intelligence Specialist	Professional	Exempt	\$102,409	\$128,011	\$153,613
HR Consultant Series	1327	Principal HR Consultant	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1527	Senior HR Consultant	Professional	Exempt	\$85,216	\$106,520	\$127,824
	1717	HR Consultant	Professional	Exempt	\$72,434	\$90,542	\$108,650
	1726	Associate HR Consultant	Professional	Exempt	\$65,208	\$81,510	\$97,812
Program Coordinator Series	1330	Principal Program Coordinator	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1522	Senior Program Coordinator	Professional	Exempt	\$85,216	\$106,520	\$127,824
	1714	Program Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
Contracts Series	508	Contracts Manager	Management	Exempt	\$124,337	\$155,421	\$186,505
	1533	Senior Contracts Coordinator	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1722	Contracts Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Accountant Series	1332	Principal Accountant	Professional	Exempt	\$84,524	\$105,655	\$126,786
	1512	Senior Accountant	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1706	Accountant	Professional	Exempt	\$68,469	\$85,586	\$102,703
	1719	Accounting Coordinator	Professional	Exempt	\$62,244	\$77,805	\$93,366
	2105	Accounting Technician	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Information Technology	912	IT Technical Specialist	Professional	Exempt	\$122,462	\$153,078	\$183,694
	913	IT Business Program Manager	Professional	Exempt	\$122,462	\$153,078	\$183,694
	1302	Principal Software Developer	Professional	Exempt	\$111,330	\$139,162	\$166,994
	1328	Principal Business Solutions Analyst	Professional	Exempt	\$111,329	\$139,162	\$166,994
	1507	Senior Software Developer	Professional	Exempt	\$96,808	\$121,010	\$145,212
	1508	Senior Network Administrator	Professional	Exempt	\$96,808	\$121,010	\$145,212
	1509	Senior Desktop Administrator	Professional	Exempt	\$96,808	\$121,010	\$145,212
	2107	Helpdesk Technician ¹	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Marketing	1331	Business Development/HR Consultant	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1529	Senior Marketing Analyst	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1530	Marketing and Communications Specialist	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1531	Inside Sales Representative	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1532	Senior Bid and Proposal Coordinator	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1718	Bid and Proposal Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1720	Client Operations Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1727	Associate Bid and Proposal Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Training	1721	Training Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1724	Instructional Designer	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1723	Associate Training Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Technician	2106	Executive Administrative Assistant	Technician	Hourly ²	\$67,925 \$32.66	\$81,510 \$39.19	\$95,095 \$45.72
	2101	Administrative Technician	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Print Shop	2201	Digital Print Specialist	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
	2202	Order Fulfillment Specialist	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Clerical/Support	2303	Senior Office Assistant	Office/Allied	Hourly ²	\$46,720 \$22.46	\$56,064 \$26.95	\$65,408 \$31.45
	2302	Office Assistant	Office/Allied	Hourly ²	\$42,473 \$20.42	\$50,967 \$24.50	\$59,462 \$24.50

ATTACHMENT A

CPS HR Consulting
 Classification and Compensation Pay Scale
 Approved November 3, 2023
 Effective December 17, 2023

Pay Band	Class Code ID	INTERMITTENT STAFF EXEMPT - Hourly	NON 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
	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
Retired Annuitant - Office/Allied	9036	RA Trainer/Coach		Professional	\$40.00	\$200.00
	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

Notes¹NEW²FLSA Hourly employees's annual compensation computed using assumption of 2080 hours worked

*if necessary, adjust in accordance with local minimum wage

Abolished HR Consultant (Non-California)

ATTACHMENT A

CPS HR Consulting
 Classification and Compensation Pay Scale
 Approved November 3, 2023
 Effective December 17, 2023

Class Code ID	INTERMITTENT STAFF NON EXEMPT - Hourly Job Titles	Maximum Hourly Rate	Regular Position Linkage for CalPERS Compensation Limit	Maximum Hourly Rate
Class Code ID		Maximum Hourly Rate		Maximum Hourly Rate
9001	Assistant Proctor	\$25.00	Office Assistant	\$28.59
9002	Chief Proctor	\$35.00	Office Assistant	\$28.59
9004	Subject Matter Expert I	\$45.00	Principal HR Consultant	\$70.67
9006	Consulting Assistant / Bid & Proposal Writer	\$35.00	Administrative Technician	\$41.56
9007	Project Consultant I	\$65.00	Technical Specialist	\$77.74
9008	Project Consultant II	\$85.00	Technical Specialist	\$77.74
9009	Trainer	\$200.00	Technical Specialist	\$77.74
9010	Trainer/Project Consultant	\$150.00	Technical Specialist	\$77.74
9011	Investigator	\$100.00	Technical Specialist	\$77.74
9014	Project Consultant III	\$125.00	Technical Specialist	\$77.74
9015	Project Consultant IV	\$185.00	Technical Specialist	\$77.74
9016	Expert Consultant	\$225.00	Technical Specialist	\$77.74
9018	Business Development Associate	\$50.00	Senior Marketing Analyst	\$55.31
9019	General Office Clerk	\$24.00	Office Assistant	\$28.59
9020	Employment Law Advisor	\$125.00	Technical Specialist	\$77.74
9031	Subject Matter Expert II	\$85.00	Technical Specialist	\$77.74
9032	Subject Matter Expert III	\$125.00	Technical Specialist	\$77.74
9033	Subject Matter Expert IV	\$150.00	Technical Specialist	\$77.74
9034	Trainer/Coach	\$150.00	Technical Specialist	\$77.74
9037	Business Development Associate II	\$90.00	Technical Specialist	\$77.74

ATTACHMENT B

CPS HR Consulting
 Classification and Compensation Pay Scale
 For Board Approval March 8, 2024
 Effective March 10, 2024

Occupational Series	Class Code ID	Job Titles	Occupational Group	FLSA Status	Annual Minimum Salary	Annual Midrange Salary	Annual Maximum Salary
Executive	101	Chief Executive Officer	Executive	Exempt	\$311,084	\$311,084	\$311,084
Senior Level	105	Chief Financial Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	114	Chief Human Resources Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	110	Products and Services Senior Leader	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	109	Senior Practice Leader	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	113	Chief Information Officer	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
	112	Director of Marketing & Business Development	Sr Management	Exempt	\$155,421	\$194,276	\$233,131
Mid-Manager	308	Practice Leader	Management	Exempt	\$124,337	\$155,421	\$186,505
	501	Manager	Management	Exempt	\$124,337	\$155,421	\$186,505
Specialist	910	Technical Specialist	Professional	Exempt	\$107,798	\$134,748	\$161,698
	914	Business Intelligence Specialist	Professional	Exempt	\$102,409	\$128,011	\$153,613
HR Consultant Series	1327	Principal HR Consultant	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1527	Senior HR Consultant	Professional	Exempt	\$85,216	\$106,520	\$127,824
	1717	HR Consultant	Professional	Exempt	\$72,434	\$90,542	\$108,650
	1726	Associate HR Consultant	Professional	Exempt	\$65,208	\$81,510	\$97,812
Program Coordinator Series	1330	Principal Program Coordinator	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1522	Senior Program Coordinator	Professional	Exempt	\$85,216	\$106,520	\$127,824
	1714	Program Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
Contracts Series	508	Contracts Manager	Management	Exempt	\$124,337	\$155,421	\$186,505
	1533	Senior Contracts Coordinator	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1722	Contracts Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Accountant Series	1332	Principal Accountant	Professional	Exempt	\$84,524	\$105,655	\$126,786
	1512	Senior Accountant	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1706	Accountant	Professional	Exempt	\$68,469	\$85,586	\$102,703
	1719	Accounting Coordinator	Professional	Exempt	\$62,244	\$77,805	\$93,366
	2105	Accounting Technician	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Information Technology	912	IT Technical Specialist	Professional	Exempt	\$122,462	\$153,078	\$183,694
	913	IT Business Program Manager	Professional	Exempt	\$122,462	\$153,078	\$183,694
	1302	Principal Software Developer	Professional	Exempt	\$111,330	\$139,162	\$166,994
	1328	Principal Business Solutions Analyst	Professional	Exempt	\$111,329	\$139,162	\$166,994
	1507	Senior Software Developer	Professional	Exempt	\$96,808	\$121,010	\$145,212
	1508	Senior Network Administrator	Professional	Exempt	\$96,808	\$121,010	\$145,212
	1509	Senior Desktop Administrator	Professional	Exempt	\$96,808	\$121,010	\$145,212
	2107	Helpdesk Technician ¹	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Marketing	1331	Business Development/HR Consultant	Professional	Exempt	\$97,998	\$122,498	\$146,998
	1529	Senior Marketing Analyst	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1530	Marketing and Communications Specialist	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1531	Inside Sales Representative	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1532	Senior Bid and Proposal Coordinator	Professional	Exempt	\$76,694	\$95,868	\$115,042
	1718	Bid and Proposal Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1720	Client Operations Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1727	Associate Bid and Proposal Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Training	1721	Training Coordinator	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1724	Instructional Designer	Professional	Exempt	\$73,499	\$91,874	\$110,249
	1723	Associate Training Coordinator	Professional	Exempt	\$65,208	\$81,510	\$97,812
Technician	2106	Executive Administrative Assistant	Technician	Hourly ²	\$67,925 \$32.66	\$81,510 \$39.19	\$95,095 \$45.72
	2101	Administrative Technician	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Print Shop	2201	Digital Print Specialist	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
	2202	Order Fulfillment Specialist	Technician	Hourly ²	\$61,750 \$29.69	\$74,100 \$35.63	\$86,450 \$41.56
Clerical/Support	2303	Senior Office Assistant	Office/Allied	Hourly ²	\$46,720 \$22.46	\$56,044 \$26.95	\$65,408 \$31.45
	2302	Office Assistant	Office/Allied	Hourly ²	\$42,473 \$20.42	\$50,967 \$24.50	\$59,462 \$24.50

ATTACHMENT B

CPS HR Consulting
 Classification and Compensation Pay Scale
 For Approval March 8, 2024
 Effective March 10, 2024

Pay Band	Class Code ID	INTERMITTENT STAFF EXEMPT - Hourly	NON 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
	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
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	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	\$25.00
	9022	RA Chief Proctor		Office/Allied	\$18.00	\$35.00

Notes

¹FLSA Hourly employees's annual compensation computed using assumption of 2080 hours worked
 *if necessary, adjust in accordance with local minimum wage

ATTACHMENT B

CPS HR Consulting
 Classification and Compensation Pay Scale
 For Approval March 8, 2024
 Effective March 10, 2024

Class Code ID	INTERMITTENT STAFF NON EXEMPT - Hourly Job Titles	Maximum Hourly Rate	Regular Position Linkage for CalPERS Compensation Limit	Maximum Hourly Rate
Class Code ID		Maximum Hourly Rate		Maximum Hourly Rate
9001	Assistant Proctor	\$25.00	Office Assistant	\$28.59
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9006	Consulting Assistant / Bid & Proposal Writer	\$35.00	Administrative Technician	\$41.56
9007	Project Consultant I	\$65.00	Technical Specialist	\$77.74
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9009	Trainer	\$200.00	Technical Specialist	\$77.74
9010	Trainer/Project Consultant	\$150.00	Technical Specialist	\$77.74
9011	Investigator	\$100.00	Technical Specialist	\$77.74
9014	Project Consultant III	\$125.00	Technical Specialist	\$77.74
9015	Project Consultant IV	\$185.00	Technical Specialist	\$77.74
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9018	Business Development Associate	\$50.00	Senior Marketing Analyst	\$55.31
9019	General Office Clerk	\$24.00	Office Assistant	\$28.59
9020	Employment Law Advisor	\$125.00	Technical Specialist	\$77.74
9031	Subject Matter Expert II	\$85.00	Technical Specialist	\$77.74
9032	Subject Matter Expert III	\$125.00	Technical Specialist	\$77.74
9033	Subject Matter Expert IV	\$150.00	Technical Specialist	\$77.74
9034	Trainer/Coach	\$150.00	Technical Specialist	\$77.74
9037	Business Development Associate II	\$90.00	Technical Specialist	\$77.74

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DATE: March 8, 2024
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Sandy MacDonald-Hopp, CFO
SUBJECT: FY2024 Budget and Cash Flow Update

ACTION REQUESTED:

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

RELATIONSHIP TO BUSINESS PLAN:

The attached schedules depict unaudited financial performance for the month-ending January 31, 2024, in comparison to the budget. These schedules depict the organization in its' component groups of State, Local, Emerging Markets, Products & Services, and Operation Management Services.

DISCUSSION:**Revenue**

The total CPS revenue of \$18.1 million for the fiscal year-to-date as of January 31, 2024, is \$592k or 3.4% better than budget. This revenue represents a 6% decrease from year-to-date January 2023 in which CPS HR had \$1.2 million more in revenue. The year-over-year revenue change reflects mix of growth in class & comp, DEI, and talent marketing increased revenue offset by other service lines contracting. Year-to-date, Training, State, and Emerging Markets are all exceeding revenue budget.

Expense

Fiscal year-to-date through January 2024, direct expenses are underrunning budget by \$342k and the mix generated gross profit margin of 40.5% versus budgeted 36.6% as a percent of revenue. Operating expenses are \$16k or 0.2% under budget due to staffing vacancies. OMS indirect expense, a component of total operating expense, is \$271k under budget. Average monthly operating expense is running \$969k per month versus FY23's \$815k monthly average. We anticipate spending a full \$12.2 million FY24 op ex.

Net Operating Income/Loss and Cash Flow

Year-to-date CPS has net operating income of \$567k, which is \$950k better than the budgeted operating loss thru January 2024. The positive net income figure of \$1.1 million equates to 37% of revenue and better than budgeted \$87k 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, 2024, cash balance is \$16.1M. Based on a seven-month Operating Expense average of \$969k the \$4M reserve would cover 123 days of operations.

RECOMMENDATIONS: None, information only

FISCAL IMPACT: None, information only

CPS HR  CONSULTING
FY2024 Operating Budget
March 2024 Update

	Comparable Period Prior Year	Fiscal Year-To-Date thru January 30, 2024			Full Year FY24 Budget
		Actual	Budget	Variance Fav. (Unfav.)	
Project Revenue	\$ 19,381,821	\$ 18,149,047	\$ 17,556,803	\$ 592,244	\$ 31,712,107
Direct Project Costs:					
Direct Labor	6,720,065	6,595,746	7,042,529	446,783	12,712,071
Sub/Contract Svcs	947,091	691,262	642,948	(48,314)	1,205,112
Other Direct Costs	4,746,772	3,507,314	3,450,979	(56,335)	6,005,309
Total Direct Project Costs	12,413,928	10,794,322	11,136,456	342,134	19,922,492
Gross Profit	6,967,893 36.0%	7,354,725 40.5%	6,420,347 36.6%	934,378	11,789,615 37.2%
Business Unit Overhead	2,010,557	2,756,972	2,501,958	(255,014)	4,464,820
Business Unit Op. Income	4,957,336	4,597,753	3,918,389	679,364	7,324,795
OMS Expense	3,696,249	4,031,171	4,301,806	270,635	7,760,602
Net Operating Income (Loss)	1,261,087	566,582	(383,417)	949,999	(435,807)
Net interest Income (Expense)	61,775	406,654	105,000	301,654	171,512
Other Income (Expense)	191,617	148,238	191,617	(43,379)	328,488
Net Income (Loss)	\$ 1,514,479	\$ 1,121,474	\$ (86,800)	\$ 1,208,274	\$ 64,193

CPS HR  CONSULTING
Fiscal Year 2024 Budget
Capital Spend Plan

<u>Asset Class</u>	<u>Asset Description</u>	<u>Service Date</u>	<u>Useful Life (Yrs)</u>	<u>Capital Budget</u>	<u>Actual Capital Spend</u>
ISD Operations:					
H/W	Veeam Server*	Sept 2023	3	\$ 20,000	
H/W	VMWare ESX Servers*	Sept 2023	3	\$ 20,000	\$ -
H/W	Storage Area Network	Sept 2023	3**	\$ 50,000	\$ 39,150
Total Capital Expenditures				<u>\$ 90,000</u>	<u>\$ 39,150</u>

*Delayed until FY25

**5-year maintenance plan

CPS HR  CONSULTING

POSITION CONTROL LIST as of February 2024
BUDGETED POSITIONS FY2024

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	12.00	0.00
STATE	1.00	1.00	0.00
PRODUCTS & SERVICES	2.00	2.00	0.00
Assessment & Selection	6.00	6.00	0.00
Classification & Compensation	12.00	11.00	1.00
Executive Search	7.00	6.00	1.00
Test Development & Admin	17.00	16.00	1.00
Organizational Strategy	8.00	8.00	0.00
Talent Acquisition/HR Services	10.00	11.00	-1.00
Diversity, Equity & Inclusion	6.00	4.00	2.00
Test Rental	8.00	6.00	2.00
Training	5.00	5.00	0.00
CPS GRAND TOTAL	119.00	113.00	6.00

**State Market
FY24 Operating Budget
March 2024 Update**



**Fiscal Year-To-Date thru
January 30, 2024**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 5,531,054	\$ 4,131,034	\$ 1,400,020
Direct Project Costs:			
Direct Labor	1,866,712	1,770,957	(95,755)
Subcontractors/Cont Svcs	120,694	129,141	8,447
Other Direct Costs	1,612,816	778,397	(834,419)
Total Direct Project Costs	3,600,222	2,678,495	(921,727)
Gross Profit	1,930,832 34.9%	1,452,539 35.2%	478,293
Operating Expenses	142,064	200,208	58,144
Operating Income (Loss)	\$ 1,788,768	\$ 1,252,331	\$ 536,437

**Local Market
FY24 Operating Budget
March 2024 Update**



**Fiscal Year-To-Date thru
January 30, 2024**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 5,601,018	\$ 7,515,872	\$ (1,914,854)
Direct Project Costs:			
Direct Labor	1,811,474	2,572,501	761,027
Subcontractors/Cont Svcs	272,145	467,115	194,970
Other Direct Costs	1,067,139	1,720,580	653,441
Total Direct Project Costs	3,150,758	4,760,196	1,609,438
Gross Profit	2,450,260 43.7%	2,755,676 36.7%	(305,416)
Operating Expenses	202,460	180,664	(21,796)
Operating Income (Loss)	\$ 2,247,800	\$ 2,575,012	\$ (327,212)

**Emerging Markets
FY24 Operating Budget
March 2024 Update**



**Fiscal Year-To-Date thru
January 30, 2024**

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ 2,837,199	\$ 2,513,200	\$ 323,999
Direct Project Costs:			
Direct Labor	1,147,134	1,165,720	18,586
Subcontractors/Cont Svcs	48,624	-	(48,624)
Other Direct Costs	210,269	178,993	(31,276)
Total Direct Project Costs	1,406,027	1,344,713	(61,314)
Gross Profit	1,431,172 50.4%	1,168,487 46.5%	262,685
Operating Expenses	95,196	87,853	(7,343)
Operating Income (Loss)	\$ 1,335,976	\$ 1,080,634	\$ 255,342

**Products and Services
FY24 Operating Budget
March 2024 Update**



**Fiscal Year-To-Date thru
January 30, 2024**

	Actual	Budget	Variance Fav. (Unfav.)
Test Rental	\$ 901,585	\$ 926,790	\$ (25,205)
Training	3,278,190	2,469,907	808,283
Project Revenue	\$ 4,179,775	\$ 3,396,697	\$ 783,078
Direct Project Costs:			
Direct Labor	1,770,331	1,533,351	(236,980)
Subcontractors	249,799	46,692	(203,107)
Other Direct Costs	617,093	773,009	155,916
Total Direct Project Costs	2,637,223	2,353,052	(284,171)
Gross Profit	1,542,552 36.9%	1,043,645 30.7%	498,907
Operating Expenses	2,317,252	2,033,233	(284,019)
Operating Income (Loss)	\$ (774,700)	\$ (989,588)	\$ 214,888

OMS
FY24 Operating Budget
March 2024 Update



Fiscal Year-To-Date thru
January 30, 2024

	Actual	Budget	Variance Fav. (Unfav.)
Project Revenue	\$ -	\$ -	\$ -
Direct Project Costs	-	-	-
Gross Profit	\$ -	\$ -	\$ -
Operating Expenses:			
Indirect Labor Costs	2,788,054	3,277,720	489,666
Facilities and Other	1,079,779	839,783	(239,996)
Depreciation & Amort.	163,338	184,303	20,965
Total Operating Expenses	4,031,171	4,301,806	270,635
Operating Income (Loss)	(4,031,171)	(4,301,806)	270,635
Net Interest Income (Expense)	406,654	105,000	301,654
Other Income (Expense)	148,238	191,617	(43,379)
Operating Income (Loss)	\$ (3,476,279)	\$ (4,005,189)	\$ 528,910

CPS HR  CONSULTING
Statement of Net Position

	Audited June 30, 2022	Audited June 30, 2023	Unaudited Jan 30, 2024
Asset			
Current Assets			
Cash and Cash Investments	7,553,008	8,611,738	12,257,460
Accounts Receivable	8,161,432	9,243,558	5,003,442
Unbilled Receivable	3,756,738	2,652,030	3,037,216
Interest Receivable	42,779	66,007	8,774
Prepaid Expenses	280,496	419,281	542,497
	<u>19,794,453</u>	<u>20,992,614</u>	<u>20,849,389</u>
Fixed Assets			
Depreciable Assets	10,933,240	10,319,222	10,358,372
GASB 87 Right-to-Use Lease Asset	7,284,900	6,506,883	6,506,883
GASB 96 Right-to-Use SBITA Asset		861,005	861,005
Non-Depreciable Work in Process	259,845	25,800	35,700
Less Accumulated Depreciation	(9,231,086)	(9,470,333)	(8,741,639)
Less Accumulated Amortization	(892,032)	(1,096,760)	(1,988,792)
	<u>8,354,867</u>	<u>7,145,817</u>	<u>7,031,529</u>
Other Non-Current Assets			
Long Term Investments	3,511,615	3,436,539	3,928,016
Net Pension Asset	3,977,658	-	-
OPEB Asset	5,617,362	4,061,480	4,061,480
Deposits	99,060	99,060	99,060
Intangible Assets-Ewing Acquisition	495,000	495,000	495,000
	<u>13,700,695</u>	<u>8,092,079</u>	<u>8,583,556</u>
Total Assets	<u>\$ 41,850,015</u>	<u>\$ 36,230,510</u>	<u>\$ 36,464,474</u>
Deferred Outflows Related to OPEB/Pensions	<u>\$ 1,676,799</u>	<u>\$ 7,139,426</u>	<u>\$ 7,139,426</u>
Liabilities & Equity			
Current Liabilities			
Accounts Payable	1,363,979	1,045,407	675,631
Accrued Payroll & Benefits	1,501,084	1,422,121	972,598
Accrued Vacation	807,571	825,782	831,437
Deferred Income	98,673	90,190	106,475
Lease Liability-Current	842,937	860,641	(24,400)
Software Subscription Liability-Current		242,676	1,103,317
Provision for Liabilities	300,000	-	-
	<u>4,914,244</u>	<u>4,486,817</u>	<u>3,665,058</u>
Long-Term Lease & SBITA Liabilities	6,381,775	5,119,374	5,119,374
Long Term Liabilities: Net Pension Liability	-	7,848,078	7,848,078
Deferred Inflows Related to OPEB/Pensions	<u>9,027,123</u>	<u>738,805</u>	<u>676,212</u>
	<u>9,027,123</u>	<u>738,805</u>	<u>676,212</u>
Net Position			
Investment in Capital Assets	8,354,867	7,145,817	7,031,529
Current Year Retained Earnings/(Loss)	4,971,498	1,973,190	1,121,474
Retained Earnings	18,232,174	23,203,672	25,176,862
	<u>23,203,672</u>	<u>25,176,862</u>	<u>26,298,336</u>
	<u>\$ 43,526,814</u>	<u>\$ 43,369,936</u>	<u>\$ 43,607,058</u>

CPS HR  CONSULTING
Project Performance Report
FY2024 Operating Budget thru January 2024

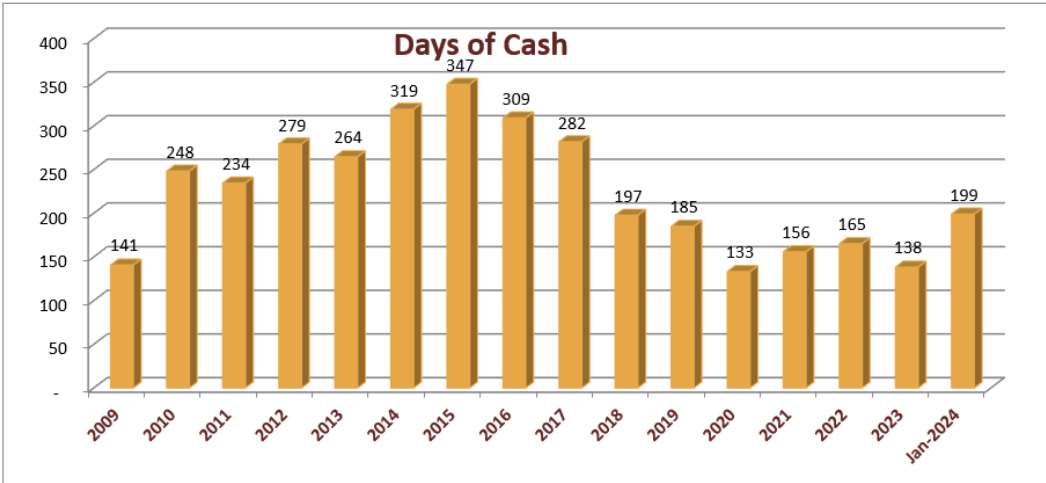
Rank	Project Name	Business Unit	YTD Revenue	% of Revenue	Cum. % of Revenue
Over \$102k Revenue					
1	S6048 CDCR-Corr Officer Marketing & Recruiting	State Markets	\$ 1,082,120	6.0%	6.0%
2	M1109FF Chicago-Batt Chief/Fire Capt Oral Exam	Local Markets	\$ 958,219	5.3%	11.2%
3	A0200FY24 Notary Test Administration	State Markets	\$ 924,231	5.1%	16.3%
4	A0800 Test Rental	Test Rental	\$ 890,211	4.9%	21.2%
5	S3926 CalHR-Comp & Skill Training	Training	\$ 761,605	4.2%	25.4%
6	M1109KK Chicago-Police Officer Exam	Local Markets	\$ 513,592	2.8%	28.3%
7	S2919 CDSS-Online Training	Training	\$ 290,459	1.6%	29.9%
8	S5994E Anavo Solutions-REIB Virtual Sessions	State Markets	\$ 287,300	1.6%	31.4%
9	L6125 NYC-DOB Construction Trade Licensing	Local Markets	\$ 285,930	1.6%	33.0%
10	M1109Y Chicago-Civilian Class and Comp	Local Markets	\$ 250,351	1.4%	34.4%
11	S5994A Anavo Solutions-REIB Curriculum Building	State Markets	\$ 223,303	1.2%	35.6%
12	E4459 CA JPIA-Online Trng BBP&B	Training	\$ 199,288	1.1%	36.7%
13	A2410 Unassigned Group Training	Training	\$ 195,075	1.1%	37.8%
14	L3107 NYC-DOB Construction Trade Licensing	Local Markets	\$ 189,821	1.0%	38.9%
15	A0278FY24 BSCC 7/1/23 - 6/30/24	State Markets	\$ 186,175	1.0%	39.9%
16	S5823 DSH-Digital Talent Recruiting	State Markets	\$ 179,167	1.0%	40.9%
17	S5994D Anavo -REIB Comm & Collaboration	State Markets	\$ 158,265	0.9%	41.7%
18	S5501 HCD-HCD-HOME/NHTF/HOME-ARP	State Markets	\$ 145,303	0.8%	42.5%
19	S5820 CDPH-Digital Marketing Talent Recruitment	State Markets	\$ 139,601	0.8%	43.3%
20	E5956 EMWD-Org Strat-Workforce Planning Successi	Emerging Markets	\$ 133,543	0.7%	44.0%
21	S5788 CDCR-Succession Management Planning Ser	State Markets	\$ 133,307	0.7%	44.8%
22	S6035 DHCS-Group Training	Training	\$ 133,175	0.7%	45.5%
23	E6055 CICC CRS & CMRS/LD 7/1/23 - 6/30/24	Emerging Markets	\$ 132,170	0.7%	46.2%
24	L5856 County of Los Angeles-(ARDI) Initiative	Local Markets	\$ 121,214	0.7%	46.9%
25	A1294 Open Registration Training	Training	\$ 117,746	0.6%	47.6%
26	S4278A Connecticut-State Police Assessments	State Markets	\$ 115,935	0.6%	48.2%
27	S5994F Anavo Solutions-Internal Facilitator Training	State Markets	\$ 111,000	0.6%	48.8%
28	E6017 Imperial Irrigation Dist-Total Comp (2023)	Emerging Markets	\$ 108,761	0.6%	49.4%
29	A2093FY23/24 QME 9/1/22-8/31/24	State Markets	\$ 104,985	0.6%	50.0%
30	S5569 CA Secretary of State-Records Management el	Training	\$ 102,000	0.6%	50.5%
		All others under \$102k	8,975,195	49.5%	
		Total Revenue	18,149,047		



CASH FLOW PROJECTION
February 2024-January 2025

	FEB 2024	MAR 2024	APR 2024	MAY 2024	JUN 2024	JUL 2024	AUG 2024	SEP 2024	OCT 2024	NOV 2024	DEC 2024	JAN 2025	TOTAL
BEGINNING BALANCE	16,185,476	15,993,850	15,400,330	15,281,215	15,281,466	15,362,997	15,807,997	16,097,997	16,387,997	16,677,997	16,967,997	17,007,997	17,047,997
Collections	2,302,000	2,196,000	2,375,000	2,736,000	2,498,000	2,905,000	2,500,000	2,500,000	2,500,000	2,500,000	2,000,000	2,000,000	29,012,000
Interest Income(Expense)	42,374	42,374	42,374	42,374	33,886	40,000	40,000	40,000	40,000	40,000	40,000	40,000	483,382
TOTAL RECEIPTS	2,344,374	2,238,374	2,417,374	2,778,374	2,531,886	2,945,000	2,540,000	2,540,000	2,540,000	2,540,000	2,040,000	2,040,000	29,495,382
DISBURSEMENTS	-2,536,000	-2,831,894	-2,536,488	-2,778,123	-2,450,356	-2,500,000	-2,250,000	-2,250,000	-2,250,000	-2,250,000	-2,000,000	-2,000,000	-28,632,861
NET CASH FLOW	-191,626	-593,520	-119,114	251	81,530	445,000	290,000	290,000	290,000	290,000	40,000	40,000	862,521
ENDING BALANCE	15,993,850	15,400,330	15,281,215	15,281,466	15,362,997	15,807,997	16,097,997	16,387,997	16,677,997	16,967,997	17,007,997	17,047,997	17,047,997

Minimum Cash Reserve: \$4M
Equates to ~123 Days of Cash Op Exp Only



DATE: March 8, 2024
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 to assess organizational performance as tracked to goals.

DISCUSSION:

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

RECOMMENDATIONS: None, for information only.

FISCAL IMPACT: None, no expense will be incurred.

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

Opp Market	Received QL YTD FY24	QL Goal YTD FY24
Emerging Markets	179	0.26
Local	195	0.28
State	40	0.06
Test Rental	5	0.01
Training	92	0.13
Total	511	0.73

Overall Win Rate by Market

Opp Market	Win Rate FY24	Won YTD FY24	Win Revenue FY24	Avg Win Bid Amt FY24
Emerging Markets	74.0%	74	\$2,628,977	35,526.72
Local	60.4%	87	\$2,513,239	28,887.80
State	92.6%	25	\$8,190,430	327,617.20
Test Rental	100.0%	4	\$5,680	1,420.00
Training	55.6%	35	\$952,775	27,222.14
Total	66.6%	225	\$14,291,101	63,516.00

Limited Competition Win Rate by Market

Opp Market	Win Rate FY24	Won YTD FY24	Win Revenue FY24	Avg Win Bid Amt FY24
Emerging Markets	72.5%	37	\$1,683,494	45,499.84
Local	52.9%	46	\$1,354,458	29,444.74
State	100.0%	2	\$48,500	24,250.00
Training	56.0%	14	\$768,470	54,890.71
Total	60.0%	99	\$3,854,922	38,938.61

Sole Source Win Rate by Market

Opp Market	Win Rate FY24	Won YTD FY24	Win Revenue FY24	Avg Win Bid Amt FY24
Emerging Markets	100.0%	34	\$640,483	18,837.74
Local	100.0%	33	\$897,383	27,193.42
State	100.0%	22	\$8,111,930	368,724.09
Test Rental	100.0%	4	\$5,680	1,420.00
Training	86.4%	19	\$124,305	6,542.37
Total	97.4%	112	\$9,779,781	87,319.47

Full & Open Win Rate by Market

Opp Market	Win Rate FY24	Won YTD FY24	Win Revenue FY24	Avg Win Bid Amt FY24
Emerging Markets	20.0%	3	\$305,000	101,666.67
Local	33.3%	8	\$261,398	32,674.75
State	33.3%	1	\$30,000	30,000.00
Training	12.5%	2	\$60,000	30,000.00
Total	24.1%	14	\$656,398	46,885.57

<p>66.6% Win Rate FY24</p>	<p>\$14,291,101 Win Revenue FY24</p>	<p>In Play FY24 FY23 FY22 230 42 6</p>
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The metrics above are based on the opportunity *start date* and credited to the fiscal year based on that date. An opportunity begun last year may not be awarded until this year, therefore, the metrics below reflect wins and estimated revenue using the *award date*:

<p>310 Won via Award Date FY24</p>	<p>\$28,408,741 Win Revenue via Award Date FY24</p>
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*Information is current as of 2/21/24

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DATE: March 8, 2024
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 at each meeting, an updated investment portfolio is provided for informational purposes. At the request of the board, portfolio summary statistics are provided below, including the annualized investment total return on the long-term portfolio.

Portfolio Value as of January 31, 2024: **\$8,418,784** (includes accrued interest of \$96.8k)

Average Maturity 2.4 years
Average S&P Rating A1; 38% investment dollars are CDs that are FDIC insured

Performance	<u>1 month</u>	<u>YTD</u>	<u>Since Inception</u>
Period Total Return	0.43%	4.32%	1.09%
Annualized Total Return	1.71%	6.14%	0.66%

RECOMMENDATIONS: None, for information only

FISCAL IMPACT: None, no expense will be incurred.



Schedule of Investments
As of January 31, 2024

1) Investment portfolio held at Wells Fargo Bank	\$ 8,418,784	(see attached)
2) Short-term investments held at Wells Fargo Bank	\$ 1,341,416	
3) Short-term investments held at LAIF / CalTrust	<u>\$ 6,425,276</u>	
Total	<u>\$ 16,185,476</u>	



Investment Portfolio: Account Positions As of 1/31/2024

Description	Moody's	S&P	Rate	Maturity	Current Par	Market Value
FIDELITY FUNDS →*	FDIC	FDIC	5.36		250,000.00	250,000.00
GOLDMAN SACH FINL →*	FDIC	FDIC	5.34		250,000.00	250,000.00
FEDERATED HERMES →*	FDIC	FDIC	5.32		275,000.00	275,000.00
FEDERAL HOME LOAN BANK	AAA	AA+	3.38	3/8/2024	246,749.50	249,482.50
CADENCE BANK CD	FDIC	FDIC	5.35	4/5/2024	250,000.00	250,022.50
MORGAN STANLEY PVT BK CD	FDIC	FDIC	2.62	5/23/2024	250,000.00	248,022.50
JP MORGAN CHASE BK NA CD	FDIC	FDIC	5.50	7/16/2024	250,000.00	250,092.50
FEDERAL HOME LOAN BANK	AAA	AA+	5.35	9/9/2024	182,229.41	160,358.40
MITSUBISHI UFJ FINL GRP	A1	A-	2.26	2/25/2025	341,705.00	339,262.00
BANK OF AMERICA	A1	A-	3.93	8/1/2025	180,286.00	162,886.35
FEDERAL HOME LOAN BANK	AAA	AA+	3.19	9/12/2025	269,901.09	244,865.00
NORSK HYDRO A/S	AA2	AA-	6.87	11/15/2025	122,217.00	104,060.00
DISCOVER BANK CD	FDIC	FDIC	5.03	3/23/2026	254,459.50	253,272.50
ENERBANK USA CD	FDIC	FDIC	0.82	6/19/2026	250,000.00	229,575.00
MORGAN STANLEY	A1	A-	6.05	8/9/2026	465,949.00	464,814.00
BANK OAKRIDGE CD	FDIC	FDIC	0.61	9/18/2026	250,000.00	226,840.00
SUMITOMO MITSUI FINL GRP	A1	A-	3.57	1/11/2027	247,942.10	236,304.95
TOWNEBANK/PORTSMOUTH CD	FDIC	FDIC	5.05	1/29/2027	250,000.00	249,927.50
FEDERAL HOME LOAN BANK	AAA	AA+	2.28	2/25/2027	344,445.50	329,581.00
TEXAS EXCHANGE BK SSB CD	FDIC	FDIC	1.11	6/25/2027	250,000.00	225,272.50
DEUTSCHE BANK NY	A1	A	5.29	9/9/2027	241,564.50	253,812.50
FEDERAL FARM CREDIT BANK	AAA	AA+	5.28	10/20/2027	254,687.00	253,812.50
FEDERAL HOME LOAN BANK	AAA	AA+	5.60	11/26/2027	251,107.00	250,977.50
TORONTO-DOMINION BANK	A1	A	5.08	1/10/2028	256,542.00	253,647.50
CREDIT SUISSE NEW YORK	A3	A+	6.86	2/15/2028	548,252.00	546,585.00
MERRILL LYNCH & CO	A1	A-	6.26	6/1/2028	271,157.00	269,740.00
ASSURED GUARANTY US HLDG	BAA1	A	5.84	9/15/2028	260,824.50	262,155.00
FEDERAL HOME LN MTG CORP	AAA	AA+	5.97	10/17/2028	251,432.00	251,265.00
BANCO SANTANDER SA	A2	A+	6.22	11/7/2028	211,351.00	212,434.00
CROSS RIVER BANK CD	FDIC	FDIC	5.43	11/30/2028	251,569.50	253,032.50
					Total CD/Bonds	\$7,807,100.70
WF ADV CASH INVEST Money Market						\$514,872.61
Accrued Interest						96,811.00
Total Market Value						\$8,418,784.31

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DATE: March 8, 2024
TO: CPS HR Consulting Board of Directors
FROM: Jerry Greenwell, CEO
PREPARED BY: Dana Henderson, Executive Assistant
SUBJECT: FY24/25 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, PSHRA, NASPE), workshops, webinars (travel/lodging expenses for training or conferences)
- Training materials
- Employee Recognition (HR Dept. events or gifts for employee recognition)
- Hardware or software for HR department
- CPS HR Consulting services
- HR association membership dues
- Leadership Development retreat
- Data services (i.e., survey reports)
- CPS HR Academy or Open Enrollment Classes
- Meeting facilitation

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

Each Board member agency will have \$5,000 to use in Return to Board Funds until March 1, 2025.

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 (as of 3/1/24)
City of Anaheim	\$5,000	DEI training	\$5,000	\$0
Hayward USD	\$5,000	CSPCA Annual Conference (4 registrations)	\$3,196	\$1,804
City of Las Vegas	\$5,000	LinkedIn Recruiter account	\$4,839	\$161
Mecklenburg County	\$5,000	HR Professionals Day - staff breakfast/notebooks, PSHRA Conference registration, SpearMC License, Cornerstone training - Performance and Recruiting Basics	\$4,875	\$125
City of Plano	\$5,000	Credit towards CPS HR Compensation review	\$5,000	\$0
Pinellas County	\$5,000	Collaborative Labs - Planning session/facilitation	\$5,000	\$0
Sacramento County	\$5,000	Recruitment outreach for Risk Manager and Liability Analyst	\$5,000	\$0

* Figures in this chart are rounded to the nearest dollar