

# CPS HR Board of Directors Board Meeting Agenda

# Friday, June 6, 2025

# 9:30 AM PDT – Closed Session 10:30 AM PDT – Open Session



CPS HR Consulting 2450 Del Paso Road, Suite 220 Sacramento, CA 95834 *t*: 916.263.3600 *f*: 916.263.3613 www.cpshr.us By request, alternate agenda and agenda document formats are available to persons with a disability as required by Section 202 of the 1990 Americans with Disabilities Act. To arrange an alternative agenda format or to arrange aid or services to accommodate persons with a disability to participate in a public meeting, contact the Executive Office at (916) 263-3600 extension 3379.

 Any person not on this Agenda who wishes to address the Board of Directors must sign in with the Board's Executive Assistant. Any person requesting a disability-related modification or accommodation, including auxiliary aids, or services who require these aids or services in order to participate in the public meeting should contact Dana Henderson, Executive Assistant, CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA, 95834, (916)
 263-3600. Requests must be made at least 3 business days before the scheduled meeting.

## CPS HR Consulting Board Meeting Teleconference Locations June 6, 2025 Closed Session 9:30AM PDT (12:30 PM EST) Open Session 10:30AM PDT (1:30 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, Plano, TX 75074

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

City of Las Vegas, 495 S. Main Street, Las Vegas, NV 89101

Sacramento County, 700 H Street, Sacramento, CA 95814

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



## The CPS Board Year

Revised Nov. 2024

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. 2026) 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 2026, 2028, 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, 2024 – June 30, 2026

- LaShon Ross, Board Chair, City of Plano
- Joseph Hsieh, Vice Chair/Secretary, Sacramento County
- Vince Zamora, Member-At-Large, City of Las Vegas

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

July 1, 2024 – June 30, 2025

- Vince Zamora, City of Las Vegas
- Linda Andal, City of Anaheim
- Joanette Freeman, Mecklenburg County

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

2024 members:

- Wade Childress, Pinellas County
- Fernando Yañez, Hayward USD

#### CPS HR Consulting – Agenda Board of Directors Meeting Friday, June 6, 2025 – 9:30 a.m. PDT (Closed Session) 10:30 a.m. PDT (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 PDT

 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 - 10:30 AM PDT

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

#### I. Action Items

- 1. Approval of terms of employment for new Chief of Executive Officer
- 2. Approval of Minutes March 7, 2025 Board Meeting
- 3. Appointment of Board Committee Members
- 4. Approval of FY26 Budget & Strategic Plan (under separate cover)
- 5. Approval of Investment Policy for FY26
- 6. Approval of Class/Pay Plan (to meet CalPERS requirements)
- 7. Approval of Conflict-of-Interest Code Amendment

#### II. Information Only

- 8. FY25 Budget/Cash Flow Update
- 9. CPS HR FY25 Performance Scorecard
- 10. CPS HR FY25 Investment Update
- 11. Review FY25 Strategic Plan & Business Unit Accomplishments

- No Attachment 1 Attachment 1 Attachment 2 Attachment 3 Attachment 4 Attachment 5 Attachment 6
- Attachment 7 Attachment 8 Attachment 9 Attachment 10

#### CPS HR Consulting – Agenda Board of Directors Meeting Friday, June 6, 2025 – 9:30 a.m. PDT (Closed Session) 10:45 a.m. PDT (Open Session)

CPS HR Consulting 2450 Del Paso Road, Suite 220 Sacramento, CA 95<u>834</u>

#### Board of Directors Meeting Continued -

#### Informational Items Only (Con't)

- 12. Annual Diversity Report
- 13. Review of Client Satisfaction Survey Data
- 14. Return to Board Funds Update
- 15. Employee Recognition

#### Public Comment on Matters Not on the Agenda

End of Open Session

- Attachment 11 Attachment 12 Attachment 13
- Attachment 14



#### Minutes of Board of Directors Meeting

March 7, 2025

The Board of Directors of CPS HR Consulting met on Friday, March 7, 2025, 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:**

LaShon Ross, City of Plano, TX (Chair) Joseph Hsieh, County of Sacramento, CA (Vice Chair/Secretary) Vince Zamora, City of Las Vegas, NV Linda Andal, City of Anaheim, CA Joanette Freeman, County of Mecklenburg, NC Wade Childress, County of Pinellas, FL Carla Romine, City of Plano, TX (Alternate) Victoria Huynh, City of Plano, TX (Alternate)

#### Staff attending:

| Jerry Greenwell, CEO | Dana Henderson         | Melissa Asher           |
|----------------------|------------------------|-------------------------|
| Greg Roberson        | Sandy MacDonald-Hopp   | Geralyn Gorshing        |
| Kevin Nicholson      | Jaclyn Del Carlo       | Vicki Quintero Brashear |
| Allen Myers          | Gilles Laborde Lagrave |                         |

#### Staff attending online:

| j                 |                        |                  |
|-------------------|------------------------|------------------|
| Heather Moore     | Edward Sisson          | Kaelyn Davidsor  |
| Ome Enebeli       | Matthew Christoffersen | Karina Mendez    |
| Jan Nishikawa     | Jennifer Houston       | Kristin Morris   |
| Eliza De La Cruz  | Kim Augustin           | Angela Love      |
| Sarah Kleinberg   | Manpreet Kaur          | Amy Hagan        |
| Lynne Harris      | Walter Johnson         | Megan Misasi-R   |
| Holly Hatada      | Amanda Kellam          | Kimberly Sumag   |
| Debbie Gutman     | Veronica Lara-Lopez    | Ellen Fishel     |
| Kinsey Mitchell   | Dimple Patel           | Kale Brinley     |
| Crysta Peele      | Layla Mansfield        | Jose Gonzalez    |
| Deanna Heyn       | Alan Tomassetti        | Michelle Garbato |
| Suzanne Ansari    | Christina Peacock      | Chelle Ramon     |
| Ana Costa         | Karen Galvan           | Alan Winscott    |
| Cerri Mansfield   | Jody Lecheler          | Breana Lopez     |
| Tiffany Bose      | Igor Shegolev          | Fatima Nukic     |
| Patricia Williams | Amy Bigone             | Sara Randazzo    |
|                   |                        |                  |

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#### **Board Members not attending:**

Fernando Yañez, Hayward Unified School District Maria Ciro, County of Pinellas, FL (Alternate) Sue Brown, City of Las Vegas, NV (Alternate)

#### Others Attending Online:

Jeff Mitchell, KMTG

#### Open Session for Board Meeting

LaShon Ross, Board Chair, called the meeting to order at 9:31AM PST and welcomed all attendees.

#### Action Items

#### Attachment #1 – Approval of the November 4, 2024 Board of Directors Meeting Minutes

The minutes from the November 4, 2024 Board Meeting were presented for approval. There were no comments or changes to the minutes.

The Board of Directors of CPS HR Consulting approved the November 4, 2024, Board Meeting Minutes.

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

#### Attachment #2 – Approval of the Board Development Committee Minutes

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

The Board of Directors of CPS HR Consulting approved the Board Development Committee Meeting Minutes.

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

#### Attachment #3 - Approval of Board Executive Committee Minutes

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

The Board of Directors of CPS HR Consulting approved the Board Executive Committee Meeting Minutes.

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

#### Attachment #4 - Approval of Class/Pay Plan

The Class and Pay Plan was presented for approval. Jaclyn Del Carlo noted there were minor adjustments to accommodate the minimum wage increase in California, and these adjustments involved changing the pay ranges for certain classifications. Joseph asked if there was a mistake made with the range for classification 1706 (Accountant). Jaclyn will review the pay scale and confirm if there is an error.

The Board of Directors of CPS HR Consulting approved the Class and Pay Plan pending any modifications.

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

Resolution #25-02

#### Attachment #5 - Approval of Interim CHRO

The contract for the Interim CHRO was presented for approval. Jaclyn explained there has been some increased review by CalPERS with regards of our usage of Retired Annuitants. One of the reviews conducted was for Allison Picard who served as the Interim CHRO for CPS HR spanning late 2022 through the spring of 2023.

As part of the review process, we were informed by CalPERS that to hire a Retired Annuitant into an Interim Role of CHRO while we were recruiting, we needed to have a Board Resolution approved, and that CPS HR needed to have an employment contract with the Retired Annuitant, in compliance with the PERL/Government Code. This was not done when Allison Picard was hired, but we were advised that this could be done retroactively.

The Board of Directors of CPS HR Consulting approved the Interim CHRO contract for Allison Picard.

Motion: Zamora, City of Las Vegas Second: Andal, City of Anaheim Vote:

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

Resolution # 25-03

#### For Information only

#### Attachment #6 - FY25 Budget/Cash Flow Update

Sandy MacDonald-Hopp presented the FY25 Budget and Cash Flow update to the board. The total CPS revenue of \$16.6 million for the fiscal year-to-date as of January 31, 2025 is \$1.9 million or 10% less than budget. This revenue represents a 9% decrease from January 2024 in which CPS HR had \$1.6 million more in revenue. Chicago's budget challenges and delayed promotional testing have significantly impacted the organization's revenue, contributing to a \$1 million shortfall. Operating expenses have increased, partly due to pension benefits and other fixed costs. Capital spending has been minimal this fiscal, with some hardware purchases delayed until next year. We are budgeted for 124 positions but are currently operating with 105, as we are holding some of the vacancies due to the revenue challenges.

LaShon asked if we anticipate any impact from the decisions being made at the federal level. Jerry thinks as flow down to local government starts to take effect, which is going to have an impact on the budgets. Jerry also said he believed our biggest issues are fluctuations in value and the need to diversify revenue streams to weather uncertainties in the market and the importance of maintaining services despite budget challenges.

Vicki Quintero Brashear discussed the challenges with Test Rental. Vicki believes a combination of competitors taking clients away and seeing a decline in demand for stock exams is contributing. The customized exams for assessment centers are also more labor-intensive and have lower margins.

Melissa Asher detailed the Talent Marketing business line for the board.

#### Attachment #7 – Performance Dashboard

Geralyn Gorshing and Jaclyn Del Carlo gave an update on the Performance Dashboard. Jaclyn spoke on our engagement benchmark, which was set at a 75% response rate for full-time

employees. We exceeded this benchmark with an 88% response rate. Geralyn spoke about our new clients and how we are behind with only 45 but hope to improve this number in the upcoming quarter. The organization is seeing a high client satisfaction rating, with a score of 4.58, which Geralyn said is amongst the highest in 20 years.

#### Attachment #9 – FY24/25 Return to Board Funding Update

Jerry thanked the board members for using the Return to Board funds before the deadline and was surprised to see the variety of uses the funds are going towards. The Return to Board funds are pending for FY2026 due to budget constraints and will be reviewed again at the June Board Meeting.

#### Attachment #10 – Employee Recognition

Geralyn reviewed the Team Impact award submitted by Margie Hertneck for the ISD team. The team was trying to quickly collect data on cities and contacts in new markets. Typically, Margie would manually pull that data from the website. However, she talked with ISD about the opportunity to use AI, and the team came up with some new ideas. They all worked together and achieved significant time savings. LaShon added that she appreciates seeing how the staff works together and continues to be innovative and creative.

Additional Comments: Joanette thanked CPS HR for the Return to Board Funds. Mecklenburg County used part of the funds for windbreakers with the county logo for their HR staff. The HR department was surprised and very thankful for the gift.

Having no other topics on the agenda to discuss, the board meeting was adjourned at 10:26 AM PST.

Minutes prepared by: Dana Henderson

Minutes reviewed by: Jerry Greenwell

Respectfully Submitted:

Dated: 3/19/2025

<u>Signed: Joseph Hsieh</u> Joseph Hsieh, Vice Chair/Secretary CPS HR Board of Directors This page intentionally left blank.

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: Appointment of Board Committee Members

#### ACTION REQUESTED:

 Information Item

 X
 Approval and/or Authorization

 Policy Change or Adoption

 Closed Session Item

#### **RELATIONSHIP TO BUSINESS PLAN:**

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

#### DISCUSSION:

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

See the duties of the Board Committee Members 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, 2026. Current members are LaShon Ross, Joseph Hsieh, and Vince Zamora.

Current **Board Development** Committee Members are Linda Andal, Vince Zamora, and Joanette Freeman, and their term expires on June 30, 2025.

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. Wade Childress and Fernando Yanez were on the committee in 2024. Two Board members are needed to serve as the 2025 Finance Audit Committee.

#### **RECOMMENDED ACTION:**

Appoint Board Members to the following committees:

- Three Board Members to serve on the Board Development Committee.
- Two Board Members to serve as the Finance Audit Subcommittee for 2025. (This committee disbands after the 2025 audit is completed.)

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.
- 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

#### Finance 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 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

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

SUBJECT: Fiscal Year 2025-2026 Strategic Plan & FY25 Budget (under separate cover)

#### ACTION REQUESTED:

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

#### **RELATIONSHIP TO BUSINESS PLAN:**

The proposed FY2025-2026 Strategic Plan and FY26 Budget documents outline the direction for our organization in the coming year. As in previous years, the information is presented in a one-page document that outlines the upcoming efforts to support our guiding values and our strategic objectives for FY2026.

#### 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.

#### FY2026 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. Project work is variable among the service lines and have expectations that the upcoming fiscal year will increase some service lines even with economic uncertainty.

The initiatives for FY2025 that emerged from our strategic planning process continue to be aligned under the following:

- 1. <u>Care for the Customer</u> Develop and deliver quality products and services.
- Care for the Organization
   Achieve key financial and operational metrics.

   Care for Each Other
- 3. <u>Care for Each Other</u> Create an organization with a high level of employee engagement.

There are three distinct goals outlined with the associated tactics to achieve success. These continue the path to building better together to be nationally recognized for our expertise in public sector HR consulting.

#### FY2026 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 growth means FY2026 revenue will be 14.3% more than the FY2025 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 FY2026 considering our reinvestment funding. We believe this is a realistic budget projection based on historical trends and an analysis of market potential.

In the FY25-26 Strategic Plan and Budget document, the documents are organized to present:

- Overall organizational context
- FY25-26 Strategic Direction and FY26 Initiatives
- FY2026 Budget

#### **RECOMMENDATIONS:**

- 1) The CPS HR Board of Directors approves the **Strategic Plan Initiatives** for FY2026 as presented in the FY2025-26 Strategic Plan and Budget packet under separate cover.
- 2) The CPS HR Board of Directors approves the **Budget** for FY2026 as presented in the FY 2025-26 Strategic Plan and Budget packet under separate cover.

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Sandy MacDonald-Hopp, CFO

SUBJECT: Investment Policy for Fiscal Year 2026

#### ACTION REQUESTED:

Information Item
X 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 FY2026, 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 2026.

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. <u>Safety</u>: 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. <u>Liquidity</u>: 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. <u>Yield</u>: Yield should become a consideration only after the basic requirements of safety and liquidity have been met.
- D. <u>Market Average Rate of Return</u>: 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. <u>Diversification</u>: The investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions.
- F. <u>Prudence</u>: 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. <u>Public Trust</u>: 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. <u>Annually</u>: Annual reports shall be submitted summarizing activity for the period covered.
- B. <u>Every Board Meeting</u>: 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
- I) 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 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Jaclyn Del Carlo, CHRO

SUBJECT: Approval of Classification and Pay Plan

#### ACTION REQUESTED:

Information Item

X Approval and/or Authorization

Policy Change or Adoption

Closed Session Item

#### DISCUSSION:

Abolishment of Classifications:

As part of ongoing efforts to streamline our classification structure, the following job classifications are recommended for abolishment due to inactivity or redundancy with other classifications:

- 508 Contracts Manager
- 913 IT Business Program Manager
- 1507 Senior Software Developer
- 1509 Senior Desktop Administrator
- 1529 Senior Marketing Analyst
- 1720 Client Operations Coordinator

These roles have either been functionally absorbed by broader classifications or vacated without plans to refill, reflecting structural changes in our internal operations.

Removing these obsolete roles will simplify the classification and compensation framework and ensure it accurately reflects current operational needs.

Addition of a New Classification – Principal Contracts Coordinator:

To support increasingly complex contract management functions, a new classification, Principal Contracts Coordinator, is proposed within the Contracts Series.

Key Functions:

- Reports to the Chief Financial Officer
- Supervises one Administrative Technician
- Oversees compliance, policy development, executive-level reporting, and risk mitigation
- Leads process improvements and acts as a subject matter expert across the organization

This classification will bring the Contracts Series in line with other programmatic classification series that include Principal-level roles and will help strategically manage contract-related functions.

Salary Range Corrections – Exempt Classifications:

In response to the State of California's minimum wage increase effective January 1, 2025 (from \$66,560 to \$68,640 annually for exempt employees), minimum salaries were updated accordingly. However, a calculation error resulted in the midpoint and maximum salary ranges not being adjusted proportionally.

The following classifications will have their salary ranges updated to restore a 50% spread from the new minimum salary:

- 1726 Associate HR Consultant
- 1722 Contracts Coordinator
- 1706 Accountant
- 1719 Accounting Coordinator
- 1727 Associate Bid and Proposal Coordinator
- 1723 Associate Training Coordinator

This is a technical correction to maintain internal consistency and range integrity; it does not reflect policy changes or market adjustments.

#### **RECOMMENDED ACTION:**

- Approve the abolishment of obsolete classifications.
- Approve the addition of the Principal Contracts Coordinator classification.
- Approve the corrections to salary ranges to maintain a consistent 50% spread across exempt classifications.

#### FISCAL IMPACT:

None at this time.

#### CPS HR Consulting Classification and Compensation Pay Scale For Board Approval March 7, 2025 Effective March 9, 2025

| Occupational Series        | Class<br>Code ID | Job Titles  | Occupational Group           | FLSA Status         | Annual<br>Minimum<br>Salary | Annual<br>Midrange<br>Salary | Annual<br>Maximum<br>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              | Chief of Client Services  | Sr Management                | Exempt              | \$155,421                   | \$194,276                    | \$233,131                   |
|                            | 113              | Chief Information Officer   | Sr Management                | Exempt              | \$155,421                   | \$194,276                    | \$233,131                   |
|                            | 112              | Chief of Marketing and Business Development                         | Sr Management                | Exempt              | \$155,421                   | \$194,276                    | \$233,131                   |
| Mid-Manager                | 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              | \$68,640                    | \$82,186                     | \$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              | \$72,434                    | \$90,542                     | \$108,650                   |
| 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              | \$68,640                    | \$82,186                     | \$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              | \$68,640                    | \$85,586                     | \$102,960                   |
|                            | 1719             | Accounting Coordinator  | Professional                 | Exempt              | \$68,640                    | \$79,963                     | \$93,366                    |
|                            | 2105             | Accounting Technician   | Technician                   | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                            |                  |   |                              |                     | \$29.69                     | \$35.63                      | \$41.56                     |
| nformation Technololgy     | 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              | \$111,330                   | \$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 <sup>1</sup>                                    | Technician                   | Hourly <sup>2</sup> | \$61,750<br>\$29.69         | \$74,100<br>\$35.63          | \$86,450<br>\$41.56         |
| Marka Para                 | 1001             |   | D-factored                   |                     |                             |                              |                             |
| Marketing                  | 1331<br>1529     | Business Development/HR Consultant                                  | Professional<br>Professional | Exempt              | \$97,998<br>\$76,694        | \$122,498<br>\$95,868        | \$146,998<br>\$115,042      |
|                            | 1529             | Senior Marketing Analyst<br>Marketing and Communications Specialist | Professional                 | Exempt<br>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              | \$68,640                    | \$82,186                     | \$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              | \$68,640                    | \$82,186                     | \$97,812                    |
| Technician                 | 2106             | Executive Administrative Assistant                                  | Technician                   | Hourly <sup>2</sup> | \$67,925                    | \$81,510                     | \$95,095                    |
| Technician                 | 2100             | Executive Administrative Assistant<br>Administrative Technician     | Technician                   | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                            | 2101             |   | rechnicium                   |                     | \$29.69                     | \$35.63                      | \$41.56                     |
|                            | 0003             |   | Teshati                      | Hourly <sup>2</sup> | 6/1 700                     | 674.300                      | 601.000                     |
| Print Shop                 | 2201             | Digital Print Specialist  | Technician                   | noony               | \$61,750<br>\$29.69         | \$74,100<br>\$35.63          | \$86,450<br>\$41.56         |
|                            | 2202             | Order Fulfillment Specialist  | Technician                   | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                            |                  |   |                              |                     | \$29.69                     | \$35.63                      | \$41.56                     |
| Clerical/Support           | 2303             | Senior Office Assistant   | Office/Allied                | Hourly <sup>2</sup> | \$46,720                    | \$56,064                     | \$65,408                    |
| siencul/sopport            | 2003             | SCHIOLOHICE ASSISION  | Onice/Anied                  | noony               | \$22.46                     | \$26.95                      | \$31.45                     |
|                            |                  |   |                              |                     |                             |                              |                             |
|                            | 2302             | Office Assistant  | Office/Allied                | Hourly <sup>2</sup> | \$42,473                    | \$50,967                     | \$59,462                    |

#### CPS HR Consulting Classification and Compensation Pay Scale For Board Approval March 7, 2025 Effective March 9, 2025

| Pay Band                  | Class<br>Code ID | INTERMITTENT STAFF<br>EXEMPT - Hourly J | NON<br>ob Titles | Occupational Group | Minimum<br>Hourly Rate | Maximum<br>Hourly<br>Rate |
|---------------------------|------------------|---|------------------|--------------------|------------------------|---------------------------|
| 1. I                      |                  |   |                  | D. ( i i           | A14 50                 | A 45 00                   |
| Intermittent -            | 9004             | Subject Matter Expert I                 |                  | Professional       | \$16.50                | \$45.00                   |
| Professional              | 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         | \$16.50                | \$35.00                   |
| Intermittent -            | 9001             | Assistant Proctor*                      |                  | Office/Allied      | \$20.00                | \$25.00                   |
| Office/Allied             | 9002             | Chief Proctor                           |                  | Office/Allied      | \$22.00                | \$35.00                   |
|                           | 9019             | General Office Clerk                    |                  | Office/Allied      | \$18.00                | \$24.00                   |
| Retired                   | 9012             | RA Technical Specialist                 |                  | Professional       | \$57.00                | \$72.00                   |
| Annuitant -               | 9013             | RA Principal Consultant                 |                  | Professional       | \$52.00                | \$65.00                   |
| Professional              | 9023             | RA Subject Matter Expert 1              |                  | Professional       | \$16.50                | \$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 -       | 9021             | RA Assistant Proctor                    |                  | Office/Allied      | \$20.00                | \$25.00                   |
| Office/Allied             | 9022             | RA Chief Proctor                        |                  | Office/Allied      | \$22.00                | \$35.00                   |

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

| Class<br>Code ID | INTERMITTENT STAFF<br>NON EXEMPT - Hourly<br>Job Titles | Maximum<br>Hourly Rate | Regular Position<br>Linkage for CalPERS<br>Compensation Limit | Maximum<br>Hourly<br>Rate |
|------------------|---|------------------------|---|---------------------------|
| Class Code<br>ID |   | Maximum<br>Hourly Rate |   | Maximum<br>Hourly<br>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                   |



Pay Scale

Classification and Compensation Pay Scale Full Time/Part Time Board Approved: June 6, 2025 Effective: July 1, 2025

| Occupational<br>Series | Class<br>Code | Classification Title                        | Occupational<br>Group | FLSA<br>Status | Annual<br>Minimum<br>Salary | Annual<br>Midrange<br>Salary | Annual<br>Maximum<br>Salary |
|------------------------|---------------|---|-----------------------|----------------|-----------------------------|------------------------------|-----------------------------|
| Executive              |               |   |                       |                |                             |                              |                             |
|                        | 101           | Chief Executive Officer                     | Executive             | Exempt         | \$250,000                   |                              | \$300,000                   |
| 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           | Chief of Client Services                    | Sr. Management        | Exempt         | \$155,421                   | \$194,276                    | \$233,131                   |
|                        | 113           | Chief Information Officer                   | Sr. Management        | Exempt         | \$155,421                   | \$194,276                    | \$233,131                   |
|                        | 112           | Chief of Marketing and Business Development | Sr. Management        | Exempt         | \$155,421                   | \$194,276                    | \$233,131                   |
| Mid-Manager            |               |   |                       |                | •                           | •                            | •                           |
|                        | 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                   |
| Human Resource         | ces Cor       | nsultant                                    |                       |                | •                           | •                            | •                           |
|                        | 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         | \$68,640                    | \$85,800                     | \$102,960                   |
| Program Coord          | linator       |   | •                     |                |                             |                              |                             |
|                        | 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         | \$72,434                    | \$90,542                     | \$108,650                   |
| Contracts              |               |   |                       |                |                             |                              |                             |
|                        | 508           | Contracts Manager                           | Management            | Exempt         | \$124,337                   | \$155,421                    | \$186,505                   |
|                        | 1301          | Principal Contracts Coordinator             | Professional          | Exempt         | \$84,524                    | \$105,655                    | \$126,786                   |
|                        | 1533          | Senior Contracts Coordinator                | Professional          | Exempt         | \$76,694                    | \$95,868                     | \$115,042                   |
|                        | 1722          | Contracts Coordinator                       | Professional          | Exempt         | \$68,640                    | \$85,800                     | \$102,960                   |

\*CEO salary effective 6/29/2025

Attachment 5– Page 5

| Occupational<br>Series | Class<br>Code | Classification Title                    | Occupational<br>Group | FLSA<br>Status      | Annual<br>Minimum<br>Salary | Annual<br>Midrange<br>Salary | Annual<br>Maximum<br>Salary |
|------------------------|---------------|---|-----------------------|---------------------|-----------------------------|------------------------------|-----------------------------|
| Accountant             |               |   |                       |                     |                             |                              |                             |
|                        | 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              | \$68,640                    | \$85,800                     | \$102,960                   |
|                        | 2105          | Accounting Technician                   | Technician            | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                        |               |   |                       |                     | \$29.69                     | \$35.63                      | \$41.56                     |
| Information Tec        | chnolog       | 1Y                                      |                       |                     |                             |                              |                             |
|                        | 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              | \$111,330                   | \$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 <sup>1</sup>        | Technician            | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                        |               |   |                       |                     | \$29.69                     | \$35.63                      | \$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              | \$68,640                    | \$85,800                     | \$102,960                   |
| 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              | \$68,640                    | \$85,800                     | \$102,960                   |
| Technician             |               |   |                       |                     |                             |                              |                             |
|                        | 2106          | Executive Administrative Assistant      | Technician            | Hourly <sup>2</sup> | \$67,925                    | \$81,510                     | \$95,095                    |
|                        |               | ·                                       |                       |                     | \$32.66                     | \$39.19                      | \$45.72                     |
|                        | 2101          | Administrative Technician               | Technician            | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                        |               |   |                       |                     | \$29.69                     | \$35.63                      | \$41.56                     |

| Occupational<br>Series | Class<br>Code | Classification Title         | Occupational<br>Group | FLSA<br>Status      | Annual<br>Minimum<br>Salary | Annual<br>Midrange<br>Salary | Annual<br>Maximum<br>Salary |
|------------------------|---------------|------------------------------|-----------------------|---------------------|-----------------------------|------------------------------|-----------------------------|
| Print Shop             |               |                              |                       |                     |                             |                              |                             |
|                        | 2201          | Digital Print Specialist     | Technician            | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                        |               |                              |                       |                     | \$29.69                     | \$35.63                      | \$41.56                     |
|                        | 2202          | Order Fulfillment Specialist | Technician            | Hourly <sup>2</sup> | \$61,750                    | \$74,100                     | \$86,450                    |
|                        |               | •                            | ·                     | •                   | \$29.69                     | \$35.63                      | \$41.56                     |
| Clerical/Suppo         | ort           |                              |                       |                     |                             |                              |                             |
|                        | 2303          | Senior Office Assistant      | Office/Allied         | Hourly <sup>2</sup> | \$46,720                    | \$56,064                     | \$65,408                    |
|                        |               |                              |                       |                     | \$22.46                     | \$26.95                      | \$31.45                     |
|                        | 2302          | Office Assistant             | Office/Allied         | Hourly <sup>2</sup> | \$42,473                    | \$50,967                     | \$59,462                    |
|                        |               |                              |                       |                     | \$20.42                     | \$24.50                      | \$28.59                     |



Pay Scale

Classification and Compensation Pay Scale Intermittent Board Approved: June 6, 2025 Effective: July 1, 2025

| Occupational<br>Series | Class<br>Code | Classification Title                         | Occupational<br>Group                 | FLSA Status | Minimum<br>Hourly Rate | Maximum<br>Hourly Rate |
|------------------------|---------------|--|---------------------------------------|-------------|------------------------|------------------------|
| Intermittent Pro       | fessiona      | 1  | · · · · · · · · · · · · · · · · · · · |             |                        |                        |
|                        | 9018          | Business Development Associate I             | Professional                          | Hourly      | \$20                   | \$50                   |
|                        | 9037          | Business Development Associate II            | Professional                          | Hourly      | \$50                   | \$90                   |
|                        | 9020          | Employment Law Advisor                       | Professional                          | Hourly      | \$70                   | \$125                  |
|                        | 9016          | Expert Consultant                            | Professional                          | Hourly      | \$150                  | \$225                  |
|                        | 9011          | Investigator                                 | Professional                          | Hourly      | \$40                   | \$150                  |
|                        | 9007          | Project Consultant I                         | Professional                          | Hourly      | \$25                   | \$65                   |
|                        | 9008          | Project Consultant II                        | Professional                          | Hourly      | \$40                   | \$85                   |
|                        | 9014          | Project Consultant III                       | Professional                          | Hourly      | \$50                   | \$125                  |
|                        | 9015          | Project Consultant IV                        | Professional                          | Hourly      | \$85                   | \$185                  |
|                        | 9004          | Subject Matter Expert I                      | Professional                          | Hourly      | \$16                   | \$45                   |
|                        | 9031          | Subject Matter Expert II                     | Professional                          | Hourly      | \$40                   | \$85                   |
|                        | 9032          | Subject Matter Expert III                    | Professional                          | Hourly      | \$50                   | \$125                  |
|                        | 9033          | Subject Matter Expert IV                     | Professional                          | Hourly      | \$60                   | \$150                  |
|                        | 9009          | Trainer                                      | Professional                          | Hourly      | \$40                   | \$200                  |
|                        | 9010          | Trainer / Project Consultant                 | Professional                          | Hourly      | \$40                   | \$200                  |
|                        | 9034          | Trainer/Coach                                | Professional                          | Hourly      | \$40                   | \$200                  |
| Intermittent Tec       | hnical        | •  | ·                                     |             |                        |                        |
|                        | 9006          | Consulting Assistant/Bid and Proposal Writer | Technician                            | Hourly      | \$16.50                | \$35                   |
| Intermittent Off       | ice/Allie     | d  | ·                                     |             |                        |                        |
|                        | 9001          | Assistant Proctor                            | Office/Allied                         | Hourly      | \$20                   | \$25                   |
|                        | 9002          | Chief Proctor                                | Office/Allied                         | Hourly      | \$22                   | \$35                   |
|                        | 9019          | General Office Clerk                         | Office/Allied                         | Hourly      | \$18                   | \$24                   |

Classification and Compensation Pay Scale Retired Annuitant Board Approved: June 6, 2025 Effective: July 1, 2025

| Occupational           | Class     | Classification Title          | Occupational  | FLSA Status | Minimum     | Maximum     |
|------------------------|-----------|-------------------------------|---------------|-------------|-------------|-------------|
| Series                 | Code      |                               | Group         |             | Hourly Rate | Hourly Rate |
| <b>Retired Annuita</b> | nt Profes | ssional                       |               |             |             |             |
|                        | 9027      | RA Employment Law Advisor     | Professional  | Hourly      | \$70        | \$125       |
|                        | 9038      | RA Expert Consultant          | Professional  | Hourly      | \$50        | \$200       |
|                        | 9026      | RA Investigator               | Professional  | Hourly      | \$40        | \$150       |
|                        | 9013      | RA Principal Consultant       | Professional  | Hourly      | \$52        | \$65        |
|                        | 9023      | RA Subject Matter Expert I    | Professional  | Hourly      | \$16.50     | \$45        |
|                        | 9028      | RA Subject Matter Expert II   | Professional  | Hourly      | \$40        | \$85        |
|                        | 9029      | RA Subject Matter Expert III  | Professional  | Hourly      | \$50        | \$125       |
|                        | 9035      | RA Subject Matter Expert IV   | Professional  | Hourly      | \$60        | \$150       |
|                        | 9012      | RA Technical Specialist       | Professional  | Hourly      | \$57        | \$72        |
|                        | 9024      | RA Trainer                    | Professional  | Hourly      | \$40        | \$200       |
|                        | 9036      | RA Trainer/Coach              | Professional  | Hourly      | \$40        | \$200       |
|                        | 9025      | RA Trainer/Project Consultant | Professional  | Hourly      | \$40        | \$200       |
|                        | 9027      | RA Employment Law Advisor     | Professional  | Hourly      | \$70        | \$125       |
| <b>Retired Annuita</b> | nt Office | e/Allied                      |               |             |             |             |
|                        | 9021      | RA Assistant Proctor          | Office/Allied | Hourly      | \$20        | \$25        |
|                        | 9022      | RA Chief Proctor              | Office/Allied | Hourly      | \$20        | \$35        |

Classification and Compensation Pay Scale Retired Annuitant FTE Classification Mapping for CalPERS Compensation Reporting Board Approved: June 6, 2025 Effective: July 1, 2025

| Class<br>Code | Intermittent Classification Title            | Maximum<br>Hourly Rate | FTE Classification<br>Compensation Limit | Maximum<br>Hourly Rate |
|---------------|--|------------------------|--|------------------------|
| 9001          | Assistant Proctor                            | \$25                   | Office Assistant                         | \$28.59                |
| 9002          | Chief Proctor                                | \$35                   | Office Assistant                         | \$28.59                |
| 9004          | Subject Matter Expert I                      | \$45                   | Principal HR Consultant                  | \$70.67                |
| 9006          | Consulting Assistant / Bid & Proposal Writer | \$35                   | Administrative Technician                | \$41.56                |
| 9007          | Project Consultant I                         | \$65                   | Technical Specialist                     | \$77.74                |
| 9008          | Project Consultant II                        | \$85                   | Technical Specialist                     | \$77.74                |
| 9009          | Trainer                                      | \$200                  | Technical Specialist                     | \$77.74                |
| 9010          | Trainer/Project Consultant                   | \$150                  | Technical Specialist                     | \$77.74                |
| 9011          | Investigator                                 | \$100                  | Technical Specialist                     | \$77.74                |
| 9014          | Project Consultant III                       | \$125                  | Technical Specialist                     | \$77.74                |
| 9015          | Project Consultant IV                        | \$185                  | Technical Specialist                     | \$77.74                |
| 9016          | Expert Consultant                            | \$225                  | Technical Specialist                     | \$77.74                |
| 9018          | Business Development Associate               | \$50                   | Senior Marketing Analyst                 | \$55.31                |
| 9019          | General Office Clerk                         | \$24                   | Office Assistant                         | \$28.59                |
| 9020          | Employment Law Advisor                       | \$125                  | Technical Specialist                     | \$77.74                |
| 9031          | Subject Matter Expert II                     | \$85                   | Technical Specialist                     | \$77.74                |
| 9032          | Subject Matter Expert III                    | \$125                  | Technical Specialist                     | \$77.74                |
| 9033          | Subject Matter Expert IV                     | \$150                  | Technical Specialist                     | \$77.74                |
| 9034          | Trainer/Coach                                | \$150                  | Technical Specialist                     | \$77.74                |
| 9037          | Business Development Associate II            | \$90                   | Technical Specialist                     | \$77.74                |

DATE:June 6, 2025TO:CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: Approval of Conflict-of-Interest Code Amendment

#### ACTION REQUESTED:

 Information Item

 X
 Approval and/or Authorization

 Policy Change or Adoption

 Closed Session Item

#### RELATIONSHIP TO BUSINESS PLAN:

This item is a governmental compliance requirement and must be completed as part of normal business operations.

#### DISCUSSION:

In compliance with governmental requirements, each local agency must review its conflict-ofinterest (COI) code biennially. Working with the Fair Political Practices Commission (the "FPPC"), it was determined that CPS' Conflict of Interest (COI) Code needed to be amended for the following reasons:

- To include new positions or revise titles of existing positions that must be designated
- To delete positions that have been eliminated due to downsizing and/or restructuring

Since CPS HR is a multi-county agency, CPS HR is required to provide a 45-day notice to its affected filers, the public, and the FPPC and establish a 45-day comment period before adopting the amendment. CPS HR has complied with the 45-day notice and comment period and submits the proposed changes to the CPS HR Board of Directors for approval. Final approval is pending with the FPPC. The proposed changes were submitted to the FPPC in September 2024. Subsequent changes have not been included in the attached COI Code.

The proposed changes to the COI Code include:

#### Title Change

Chief of Client Services Chief of Marketing and Business Development

#### **Eliminating Position Title:**

Sr. Practice Leader

#### New Position Added:

Principal Program Coordinator

#### **Renaming Branch:**

Client Services Division

#### **RECOMMENDED ACTION:**

Approve the Conflict of Interest Code changes as presented in the June 6, 2025 Board Agenda.

FISCAL IMPACT: None

#### NOTICE OF INTENTION TO AMEND THE CONFLICT OF INTEREST CODE OF COOPERATIVE PERSONNEL SERVICES

NOTICE IS HEREBY GIVEN that Cooperative Personnel Services, pursuant to the authority vested in it by section 87306 of the Government Code, proposes amendment to its conflict of interest code. A comment period has been established commencing on April 15, 2025, and closing on May 30, 2025. All inquiries should be directed to the contact listed below.

**Cooperative Personnel Services** proposes to amend its conflict of interest code to include employee positions that involve the making or participation in the making of decisions that may foreseeably have a material effect on any financial interest, as set forth in subdivision (a) of section 87302 of the Government Code. The amendment carries out the purposes of the law and no other alternative would do so and be less burdensome to affected persons.

Changes to the conflict of interest code include:

- · Renaming Branch: Products and Services to Client Services Division
- Eliminating position title: Sr. Practice Leader
- Renaming position titles: Chief of Client Services, Chief of Marketing and Business Development
- Adding position title: Principal Program Coordinator
- and also makes other technical changes.

The proposed amendment and explanation of the reasons can be obtained from the agency's contact.

Any interested person may submit written comments relating to the proposed amendment by submitting them no later than May 30, 2025, or at the conclusion of the public hearing, if requested, whichever comes later. At this time, no public hearing is scheduled. A person may request a hearing no later than May 15, 2025.

Cooperative Personnel Services has determined that the proposed amendments:

- Impose no mandate on local agencies or school districts.
- Impose no costs or savings on any state agency.
- Impose no costs on any local agency or school district that are required to be reimbursed under Part 7 (commencing with Section 17500) of Division 4 of Title 2 of the Government Code.
- Will not result in any nondiscretionary costs or savings to local agencies.
- 5. Will not result in any costs or savings in federal funding to the state.
- Will not have any potential cost impact on private persons, businesses or small businesses.

All inquiries concerning this proposed amendment and any communication required by this notice should be directed to: Dana Henderson, Executive Administrative Assistant & Filing Officer, (916) 471-3379, dhenderson@cpshr.us.



# CONFLICT OF INTEREST CODE OF COOPERATIVE PERSONNEL SERVICES

The Political Reform Act (Government Code Section 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict-of-interest codes. The Fair Political Practices Commission has adopted a regulation (2 California Code of Regulations Section 18730) that contains the terms of a standard conflict-of-interest code, which can be incorporated by reference in an agency's code. After public notice and hearing, the standard code may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act. Therefore, the terms of 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference. This regulation and the attached Appendices, designating positions and establishing disclosure categories, shall constitute the conflict-of-interest code of **Cooperative Personnel Services ("CPS")**.

Individuals holding designated positions shall file their statements of economic interest with CPS, which will make the statements available for public inspection and reproduction. (Gov. Code Sec. 81008.) All statements will be retained by CPS.

#### APPENDIX A DESIGNATED POSITIONS GOVERNED BY THE CONFLICT OF INTEREST CODE

| DESIGNATED EMPLOYEES  | DISCLOSURE CATEGORIES |
|---|-----------------------|
| TITLE OR FUNCTION   | ASSIGNED              |
| General Counsel   | 1, 2                  |
| CLIENT SERVICES DIVISION<br>Practice Leader                 | 2                     |
| Chief of Client Services                                    | 2                     |
| Technical Specialist<br>Manager                             | 3<br>3                |
| Principal Program Coordinator<br>Senior Program Coordinator | 3                     |
| -   | 3                     |
| <u>FINANCE</u><br>Contracts Manager                         | 2                     |
| HUMAN RESOURCES<br>Chief Human Resource Officer             | 3                     |
| INFORMATION SERVICES<br>Chief Information Officer           | 3                     |
| MARKETING<br>Chief of Marketing and Business Development    | 3                     |
| Consultant/New Positions                                    | *                     |

Note: The position of General Counsel is filled by an outside consultant, but acts in a staff capacity.

\*Consultants/New positions shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in this Code subject to the following limitation:

The Chief Executive Officer may determine in writing that a particular consultant or new position, although a "designated position", is hired to perform a range of duties that is limited in scope and thus is not required to comply fully with the disclosure requirements described in this section. Such written determination shall include a description of the consultant's or new position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Chief Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict-of-interest code (Gov. Code Sec. 81008.).

### APPENDIX A-CONTINUED DESIGNATED POSITIONS

The following positions are not covered by the code because the positions manage public investments. Individuals holding such positions must file under Government Code Section 87200 and are listed for informational purposes only. Section 872000 requires disclosure of all investments and business positions in business entities, all income, including gifts, loans and travel payments, and real property.

Members of the Board and their alternates Chief Executive Officer Chief Financial Officer Financial Consultants

## <u>APPENDIX B</u> DISCLOSURE CATEGORIES

<u>Category 1</u>: Interests in real property located within the CPS' jurisdiction of the type purchased or leased by CPS for its use.

<u>Category 2</u>: All investments and business positions in business entities, and income, including receipt of gifts, loans, and travel payments, from sources that provide services, supplies, materials, machinery, vehicles, or equipment of the type utilized by CPS.

<u>Category 3</u>: All investments and business positions in business entities, and income, including receipt of gifts, loans, and travel payments, from sources that provide services, supplies, materials, machinery, vehicles, or equipment of the type purchased or leased by the designated position's department, unit, or division.

| DATE:        | June 6, 2025                         |
|--------------|--------------------------------------|
| TO:          | CPS HR Consulting Board of Directors |
| FROM:        | Jerry Greenwell, CEO                 |
| PREPARED BY: | Sandy MacDonald-Hopp, CFO            |
| SUBJECT:     | FY2025 Budget and Cash Flow Update   |

#### ACTION REQUESTED:

<u>X</u> 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 April 30, 2025 in comparison to the budget. These schedules depict the organization in its' component groups of State, Local, Emerging Markets, Client Services, and Operation Management Services.

#### **DISCUSSION:**

#### <u>Revenue</u>

The total CPS revenue of \$23.8 million for the fiscal year-to-date as of April 30, 2025 is \$3.6 million or 13% less than budget. This revenue represents 9% decrease from year-to-date April 2024 in which CPS HR had \$2.3 million more in revenue. The year-over-year revenue change reflects a decline in DEI consulting services, Class & Comp Studies, and Chicago test administration offset by org strat, talent acquisition/HR services and TDA increased revenue. Year-to-date, State Markets are exceeding revenue budget while the other markets are below budget.

#### **Expense**

Fiscal year-to-date through April 2025, direct expenses are underrunning budget by \$2.3 million, and the mix generated gross profit margin of 35.7% versus budgeted 35.8% as a percent of revenue. Operating expenses are \$333k below budget with removal of bonus accrual to manage facilities and print shop overruns. OMS indirect expense, a component of total operating expense, is \$272k over budget. Average monthly operating expense is running \$1.07M per month versus FY24's \$1.05M monthly average. We anticipate spending the full \$12.7 million FY25 operating expense to achieve strategic goals and invest in staff/technology.

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

Year-to-date CPS has net operating loss of \$2.2 million, which is \$1.3 million worse than the budgeted operating loss thru April 2025. The net loss of \$1.4 million equates to 5.9% of revenue and \$1.1 million worse than budgeted \$315k 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 April 30, 2025 cash balance is \$15.5M. Based on ten-month Operating Expense average of \$1.07M the \$4M reserve would cover 112 days of operations.

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

| CPS HR CONSULTING       |  |  |  |  |  |  |  |
|-------------------------|--|--|--|--|--|--|--|
| FY2025 Operating Budget |  |  |  |  |  |  |  |
| April 2025 Update       |  |  |  |  |  |  |  |

|                               | Comparable    | Fiscal `<br>A  |               |                |               |
|-------------------------------|---------------|----------------|---------------|----------------|---------------|
|                               | Period        |                |               | Variance       | Full Year     |
|                               | Prior Year    | Actual         | Budget        | Fav. (Unfav.)  | FY25 Budget   |
| Project Revenue               | \$ 26,113,777 | \$ 23,786,226  | \$ 27,415,514 | \$ (3,629,288) | \$ 33,194,920 |
| Direct Project Costs:         |               |                |               |                |               |
| Direct Labor                  | 9,545,071     | 9,627,534      | 11,250,109    | 1,622,575      | 13,480,317    |
| Sub/Contract Svcs             | 932,912       | 787,276        | 953,625       | 166,349        | 1,136,792     |
| Other Direct Costs            | 5,479,441     | 4,888,148      | 5,391,960     | 503,812        | 6,531,664     |
| Total Direct Project Costs    | 15,957,424    | 15,302,958     | 17,595,694    | 2,292,736      | 21,148,773    |
| · ·                           |               |                |               | _,,            |               |
| Gross Profit                  | 10,156,353    | 8,483,268      | 9,819,820     | (1,336,552)    | 12,046,147    |
|                               | 38.9%         | 35.7%          | 35.8%         |                | 36.3%         |
| Business Unit Overhead        | 2,649,739     | 3,542,589      | 3,875,162     | 332,573        | 4,612,384     |
| Business Unit Op. Income      | 7,506,614     | 4,940,679      | 5,944,658     | (1,003,979)    | 7,433,763     |
| OMS Expense                   | 7,637,771     | 7,142,058      | 6,870,010     | (272,048)      | 8,131,312     |
| Net Operating Income (Loss)   | (131,157)     | (2,201,379)    | (925,352)     | (1,276,027)    | (697,549)     |
| Net interest Income (Expense) | 460,352       | 625,754        | 400,000       | 225,754        | 500,000       |
| Other Income (Expense)        | 211,768       | 181,710        | 210,000       | (28,290)       | 252,000       |
| Net Income (Loss)             | \$ 540,963    | \$ (1,393,915) | \$ (315,352)  | \$ (1,078,563) | \$ 54,451     |

# State Market FY25 Operating Budget April 2025 Update

CPS HR CONSULTING

|   | Fiscal Year-To-Date thru<br>April 30, 2025 |                                    |    |                                   |         |                                |  |  |  |
|---|--|------------------------------------|----|-----------------------------------|---------|--------------------------------|--|--|--|
|   |  | Actual                             |    | Budget                            |         | Variance<br>v. (Unfav.)        |  |  |  |
| Project Revenue   | \$   | 6,867,419                          | \$ | 6,315,605                         | \$      | 551,814                        |  |  |  |
| Direct Project Costs:<br>Direct Labor<br>Subcontractors/Cont Svcs<br>Other Direct Costs |  | 2,468,196<br>73,536<br>2,092,676   |    | 2,508,695<br>182,738<br>1,739,997 |         | 40,499<br>109,202<br>(352,679) |  |  |  |
| Total Direct Project Costs  |  | 4,634,408                          |    | 4,431,430                         |         | (202,978)                      |  |  |  |
| Gross Profit  |  | 2,233,011 1,884,175<br>32.5% 29.8% |    |                                   | 348,836 |                                |  |  |  |
| Operating Expenses  |  | 202,450                            |    | 231,718                           |         | 29,268                         |  |  |  |
| Operating Income (Loss)   | \$   | 2,030,561                          | \$ | 1,652,457                         | \$      | 378,104                        |  |  |  |

CPS HR CONSULTING

4,306,664

321,161

\$ 2,447,939 \$ 3,985,503 \$ (1,537,564)

38.8%

| Local Market          |
|-----------------------|
| FY25 Operating Budget |
| April 2025 Update     |

Gross Profit

Operating Expenses

Operating Income (Loss)

Fiscal Year-To-Date thru April 30, 2025 Variance Fav. (Unfav.) Actual Budget Project Revenue \$ 7,638,961 \$ 11,094,270 \$ (3,455,309) Direct Project Costs: Direct Labor 2,976,001 4,143,997 1,167,996 Subcontractors/Cont Svcs 214,039 547,818 333,779 Other Direct Costs 1,643,526 2,095,791 452,265 Total Direct Project Costs 1,954,040 4,833,566 6,787,606

2,805,395

357,456

36.7%

# Attachment 7– Page 4

(1,501,269)

(36, 295)

Emerging Markets FY25 Operating Budget April 2025 Update

|   | Fiscal Year-To-Date thru<br>April 30, 2025 |                                |    |                                |    |                                 |  |  |  |
|---|--|--------------------------------|----|--------------------------------|----|---------------------------------|--|--|--|
|   |  | Actual                         |    | Budget                         |    | /ariance<br>/. (Unfav.)         |  |  |  |
| Project Revenue   | \$   | 3,832,637                      | \$ | 4,056,132                      | \$ | (223,495)                       |  |  |  |
| Direct Project Costs:<br>Direct Labor<br>Subcontractors/Cont Svcs<br>Other Direct Costs |  | 1,762,065<br>57,414<br>308,187 |    | 1,926,076<br>21,577<br>272,520 |    | 164,011<br>(35,837)<br>(35,667) |  |  |  |
| Total Direct Project Costs  |  | 2,127,666                      |    | 2,220,173                      |    | 92,507                          |  |  |  |
| Gross Profit  |  | 1,704,971<br>44.5%             |    | 1,835,959<br>45.3%             |    | (130,988)                       |  |  |  |
| Operating Expenses  |  | 152,388                        |    | 127,856                        |    | (24,532)                        |  |  |  |
| Operating Income (Loss)   | \$   | 1,552,583                      | \$ | 1,708,103                      | \$ | (155,520)                       |  |  |  |

# Client Services FY25 Operating Budget April 2025 Update

|   | Fiscal Year-To-Date thru<br>April 30, 2025 |                                 |    |                                   |     |                                 |  |  |
|---|--|---------------------------------|----|-----------------------------------|-----|---------------------------------|--|--|
|   |  |                                 |    |                                   | v   | ariance                         |  |  |
|   |  | Actual                          |    | Budget                            | Fav | v. (Unfav.)                     |  |  |
| Test Rental<br>Training   | \$   | 1,103,433<br>4,343,777          | \$ | 1,372,657<br>4,576,850            | \$  | (269,224)<br>(233,073)          |  |  |
| Project Revenue   | \$   | 5,447,210                       | \$ | 5,949,507                         | \$  | (502,297)                       |  |  |
| Direct Project Costs:<br>Direct Labor<br>Subcontractors<br>Other Direct Costs |  | 2,421,175<br>442,287<br>843,759 |    | 2,671,343<br>201,492<br>1,283,650 |     | 250,168<br>(240,795)<br>439,891 |  |  |
| Total Direct Project Costs  |  | 3,707,221                       |    | 4,156,485                         |     | 449,264                         |  |  |
| Gross Profit  |  | 1,739,989<br>31.9%              |    | 1,793,022<br>30.1%                |     | (53,033)                        |  |  |
| Operating Expenses  |  | 2,830,295                       |    | 3,194,427                         |     | 364,132                         |  |  |
| Operating Income (Loss)   | \$   | (1,090,306)                     | \$ | (1,401,405)                       | \$  | 311,099                         |  |  |

CPS HR CONSULTING

# OMS FY24 Operating Budget April 2025 Update

Fiscal Year-To-Date thru April 30, 2025 Variance Actual Fav. (Unfav.) Budget \$ \$ \$ Project Revenue \_ \_ Direct Project Costs \_ \_ \_ \$ \$ \$ Gross Profit \_ \_ Operating Expenses: Indirect Labor Costs 4,895,668 4,931,300 35,632 Facilities and Other 2,000,496 1,689,897 (310, 599)Depreciation & Amort. 245,894 248,813 2,919 Total Operating Expenses 7,142,058 6,870,010 (272,048)Operating Income (Loss) (7, 142, 058)(6,870,010)(272,048)Net Interest Income (Expense) 625,754 400,000 225,754 (28,290) Other Income (Expense) 181,710 210,000 Operating Income (Loss) \$ (6,334,594) \$ (6,260,010) \$ (74, 584)



|  | Audited<br>June 30, 2023 | Audited<br>June 30, 2024 | Unaudited<br>Apr 30, 2025 |
|--|--------------------------|--------------------------|---------------------------|
| Asset  |                          |                          |                           |
| Current Assets                               |                          |                          |                           |
| Cash and Cash Investments                    | 8,611,738                | 8,352,306                | 9,994,166                 |
| Accounts Receivable                          | 9,243,558                | 6,224,476                | 3,799,142                 |
| Unbilled Receivable                          | 2,652,030                | 4,998,990                | 3,116,809                 |
| Interest Receivable                          | 66,007                   | 108,090                  | 13,874                    |
| Prepaid Expenses                             | 419,281                  | 450,729                  | 437,834                   |
|  | 20,992,614               | 20,134,591               | 17,361,825                |
| Fixed Assets                                 |                          |                          |                           |
| Depreciable Assets                           | 10,319,222               | 10,345,050               | 10,357,869                |
| GASB 87 Right-to-Use Lease Asset             | 6,506,883                | 6,506,883                | 6,506,883                 |
| GASB 96 Right-to-Use SBITA Asset             | 861,005                  | 1,145,766                | 1,145,766                 |
| Non-Depreciable Work in Process              | 25,800                   | -                        | -                         |
| Less Accumulated Depreciation                | (9,470,333)              | (8,811,128)              | (9,057,022)               |
| Less Accumulated Amortization                | (1,096,760)              | (3,203,082)              | (3,203,082)               |
|  | 7,145,817                | 5,983,489                | 5,750,414                 |
| Other Non-Current Assets                     |                          | -,,                      | -,,                       |
| Long Term Investments                        | 3,436,539                | 5,478,313                | 5,535,807                 |
| Net Pension Asset                            | -                        | -                        |                           |
| OPEB Asset                                   | 4,061,480                | 4,779,854                | 4,779,854                 |
| Deposits                                     | 99,060                   | 99,060                   | 99,060                    |
| Intangible Assets-Ewing Acquisition          | 495,000                  | 495,000                  | 495,000                   |
|  | 8,092,079                | 10,852,227               | 10,909,721                |
| Total Assets                                 | \$ 36,230,510            | \$ 36,970,307            | \$ 34,021,960             |
| Deferred Outflows Related to OPEB/Pensions   | \$ 7,139,426             | \$ 5,501,543             | \$ 5,501,543              |
| Liabilities & Equity                         |                          |                          |                           |
| Current Liabilities                          |                          |                          |                           |
| Accounts Payable                             | 1,045,407                | 1,735,499                | 841,080                   |
| Accrued Payroll & Benefits                   | 1,422,121                | 1,058,848                | 566,921                   |
| Accrued Vacation                             | 825,782                  | 938,420                  | 978,356                   |
| Deferred Income                              | 90,190                   | 82,729                   | 69,228                    |
| Lease Liability-Current                      | 860,641                  | 878,712                  | 1,155,987                 |
| Software Subscription Liability-Current      | 242,676                  | 341,557                  | 327,358                   |
| Provision for Liabilities                    |                          |                          |                           |
|  | 4,486,817                | 5,035,765                | 3,938,930                 |
| Long-Term Lease & SBITA Liabilities          | 5,119,374                | 4,111,413                | 3,784,056                 |
| Long Term Liabilities: Net Pension Liability | 7,848,078                | 8,196,883                | 8,066,643                 |
| Deferred Inflows Related to OPEB/Pensions    | 738,805                  | 768,055                  | 768,055                   |
|  | 738,805                  | 768,055                  | 768,055                   |
| Net Position                                 | -                        | -                        | -                         |
| Investment in Capital Assets                 | 7,145,817                | 5,983,489                | 5,750,414                 |
| Current Year Retained Earnings/(Loss)        | 1,973,190                | (817,128)                | (1,393,915)               |
| Retained Earnings                            | 23,203,672               | 25,176,862               | 24,359,734                |
| rietarios carringo                           | 25,176,862               | 24,359,734               | 22,965,819                |
|  | \$ 43,369,936            |                          |                           |
|  | 3 40,009,900             | \$ 42,471,850            | \$ 39,523,503             |

# CPS HR CONSULTING Project Performance Report FY2025 Operating Budget thru April 2025

| Rank | Project Name  | Business<br>Unit       |      | YTD<br>Revenue | % of<br>Revenue | Cum. % of<br>Revenue |
|------|---|------------------------|------|----------------|-----------------|----------------------|
|      |   | Over \$90k F           | Reve | enue           |                 |                      |
| 1    | A0200FY25 Notary 7/1/24 - 6/30/25                   | State Markets          | \$   | 1,470,330      | 6.2%            | 6.2%                 |
| 2    | S6192 CCHCS-Digital Talent Marketing                | State Markets          | \$   | 1,272,021      | 5.3%            | 11.5%                |
| 3    | A0800 Test Rental                                   | Test Rental            | \$   | 1,103,433      | 4.6%            | 16.2%                |
| 4    | S3926 CalHR-Comp & Skill Trng                       | Training               | \$   | 886,640        | 3.7%            | 19.9%                |
| 5    | L6125 NYC-DOB Construction Trade Licensing          | Local Markets          | \$   | 678,250        | 2.9%            | 22.7%                |
| 6    | M1109NN Chicago-Police Evidence Technician Exam     | Local Markets          | \$   | 641,625        | 2.7%            | 25.4%                |
| 7    | S2919 CDSS-Online Training                          | Training               | \$   | 442,541        | 1.9%            | 27.3%                |
| 8    | M1237R DIR-Workload Studies-Elvtrs, Consult, PV, AR | State Markets          | \$   | 409,316        | 1.7%            | 29.0%                |
| 9    | L6150 LA County Probation Dept-Digi Talent Mktg     | Local Markets          | \$   | 362,404        | 1.5%            | 30.5%                |
| 10   | E6321 Sac Public Library-Interim HR Consultation    | Emerging Markets       | \$   | 342,068        | 1.4%            | 32.0%                |
| 11   | S6367 DSH-Talent Marketing-Various Positions        | State Markets          | \$   | 334,973        | 1.4%            | 33.4%                |
| 12   | A0278FY25 BSCC 7/1/24 - 6/30/25                     | State Markets          | \$   | 309,579        | 1.3%            | 34.7%                |
| 13   | S5820 CDPH-Digital Marketing for Talent Recruitment | State Markets          | \$   | 294,875        | 1.2%            | 35.9%                |
| 14   | E6180 Saddleback Valley USD-Class & Comp Study      | Emerging Markets       | \$   | 261,694        | 1.1%            | 37.0%                |
| 15   | M1109OO Chicago-Police Officer Exam 2024            | Local Markets          | \$   | 245,500        | 1.0%            | 38.1%                |
| 16   | A2410 Unassigned Group Training                     | Training               | \$   | 227,559        | 1.0%            | 39.0%                |
| 17   | S5166 HCD-Management Consultant                     | State Markets          | \$   | 203,345        | 0.9%            | 39.9%                |
| 18   | M1109Y Chicago-Civilian Class and Comp (2022)       | Local Markets          | \$   | 200,253        | 0.8%            | 40.7%                |
| 19   | E4459 CA JPIA-Online Trng BBP&B                     | Training               | \$   | 186,600        | 0.8%            | 41.5%                |
| 20   | E6479 Rancho CA Water Dist-Class and Total Comp     | Emerging Markets       | \$   | 155,289        | 0.7%            | 42.2%                |
| 21   | S5771 DGS-Consulting Services                       | State Markets          | \$   | 155,094        | 0.7%            | 42.8%                |
| 22   | S6475 Caltrans-Talent Mktg for Engineers & Planners | State Markets          | \$   | 149,644        | 0.6%            | 43.4%                |
| 23   | M1109GG Chicago-Batt Chief/Fire Capt Make-Up Exan   | Local Markets          | \$   | 145,733        | 0.6%            | 44.1%                |
| 24   | L5522 Town of Eaton-HR Outsourcing                  | Local Markets          | \$   | 142,255        | 0.6%            | 44.7%                |
| 25   | L4337 Sheridan-ACS On-Going                         | Local Markets          | \$   | 141,872        | 0.6%            | 45.2%                |
| 26   | S5334 DIR-Labor Commissioner's Office               | Training               | \$   | 137,670        | 0.6%            | 45.8%                |
| 27   | L6378 Allegheny County-Ongoing HR Consultation      | Local Markets          | \$   | 130,903        | 0.6%            | 46.4%                |
| 28   | S6073 HCD-Project Mgmt & Coaching/Leadership Ski    | State Markets          | \$   | 128,288        | 0.5%            | 46.9%                |
| 29   | A2093FY25/26 QME 9/1/24-8/31/26                     | State Markets          | \$   | 126,998        | 0.5%            | 47.5%                |
| 30   | M1237S DIR-Fee Studies-Elevators & Pressure Vesse   | State Markets          | \$   | 124,515        | 0.5%            | 48.0%                |
|      | A   | II others under \$124k |      | 12,374,961     | 52.0%           |                      |
|      |   | Total Revenue          |      | 23,786,226     |                 |                      |

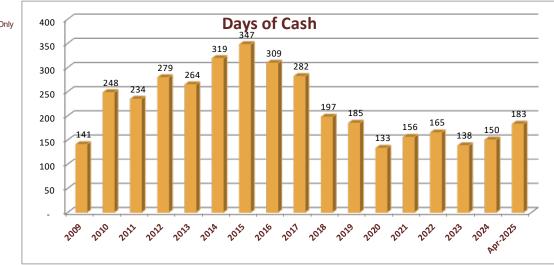
Total Revenue 23,786,226

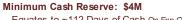
Attachment 7



## CASH FLOW PROJECTION May 2025 - April 2026

|                          | MAY<br>2025 | JUN<br>2025 | JUL<br>2025 | AUG<br>2025 | SEP<br>2025 | ОСТ<br>2025 | NOV<br>2025 | DEC<br>2025 | JAN<br>2026 | FEB<br>2026 | MAR<br>2026 | APR<br>2026 | TOTAL       |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| BEGINNING BALANCE        | 15,500,000  | 15,863,605  | 16,347,719  | 16,603,014  | 17,141,594  | 17,314,292  | 17,044,009  | 17,480,408  | 17,979,235  | 17,399,176  | 17,090,026  | 17,462,784  | 17,511,383  |
| Collections              | 2,795,000   | 2,884,000   | 2,773,000   | 2,802,000   | 2,577,000   | 2,391,000   | 2,591,000   | 2,634,000   | 2,218,000   | 2,181,000   | 2,715,000   | 2,658,000   | 31,219,000  |
| Interest Income(Expense) | 71,000      | 71,000      | 60,000      | 60,000      | 60,000      | 60,000      | 70,000      | 70,000      | 70,000      | 70,000      | 70,000      | 70,000      | 802,000     |
| TOTAL RECEIPTS           | 2,866,000   | 2,955,000   | 2,833,000   | 2,862,000   | 2,637,000   | 2,451,000   | 2,661,000   | 2,704,000   | 2,288,000   | 2,251,000   | 2,785,000   | 2,728,000   | 32,021,000  |
| DISBURSEMENTS            | -2,502,395  | -2,470,886  | -2,577,704  | -2,323,420  | -2,464,302  | -2,721,283  | -2,224,602  | -2,205,173  | -2,868,059  | -2,560,150  | -2,412,242  | -2,679,401  | -30,009,617 |
| NET CASH FLOW            | 363,605     | 484,114     | 255,296     | 538,580     | 172,698     | -270,283    | 436,398     | 498,827     | -580,059    | -309,150    | 372,758     | 48,599      | 2,011,383   |
| ENDING BALANCE           | 15,863,605  | 16,347,719  | 16,603,014  | 17,141,594  | 17,314,292  | 17,044,009  | 17,480,408  | 17,979,235  | 17,399,176  | 17,090,026  | 17,462,784  | 17,511,383  | 17,511,383  |





Equates to ~112 Days of Cash Op Exp Only

Attachment 7– Page 10



# **Capital Spend Plan**

| Asset Class     | Asset Description           | Service Date | Useful<br>Life<br>(Yrs) | Capital<br>Budget |        | Actual<br>Capital<br>Spend |        |
|-----------------|-----------------------------|--------------|-------------------------|-------------------|--------|----------------------------|--------|
| ISD Operation   | <u>s:</u>                   |              |                         |                   |        |                            |        |
| H/W             | Veeam Server                | Dec 2024     | 3                       | \$                | 20,000 |                            |        |
| H/W             | VMWare ESX Ser∨ers (1 of 2) | Sept 2024    | 3                       | \$                | 20,000 | \$                         | 12,819 |
| Total Capital I | Expenditures                |              |                         | \$                | 40,000 | \$                         | 12,819 |

Attachment 7– Page 11



# POSITION CONTROL LIST as of April 2025 BUDGETED POSITIONS FY2025

| UNIT                               | BUDGETED<br>POSITIONS | ACTUALS | VACANCIES |
|------------------------------------|-----------------------|---------|-----------|
| EXECUTIVE                          | 2.00                  | 2.00    | 0.00      |
| FINANCE                            | 8.00                  | 8.00    | 0.00      |
| Contracts                          | 2.00                  | 2.00    | 0.00      |
| HUMAN RESOURCES                    | 4.00                  | 3.00    | 1.00      |
| ISD                                | 7.00                  | 7.00    | 0.00      |
| Production                         | 3.00                  | 2.00    | 1.00      |
| MARKETING                          | 13.00                 | 12.00   | 1.00      |
| STATE                              | 1.00                  | 1.00    | 0.00      |
| PRODUCTS & SERVICES                | 2.00                  | 2.00    | 0.00      |
| Assessment & Selection             | 7.00                  | 6.00    | 1.00      |
| Classification & Compensation      | 13.00                 | 9.00    | 4.00      |
| Executive Search                   | 8.00                  | 7.00    | 1.00      |
| Test Development & Admin           | 16.00                 | 15.00   | 1.00      |
| Organizational Strategy            | 7.00                  | 5.00    | 2.00      |
| Talent Acquisition/HR Services     | 12.00                 | 12.00   | 0.00      |
| Organizational Culture (DEI/IPSEE) | 7.00                  | 3.00    | 4.00      |
| Test Rental                        | 7.00                  | 6.00    | 1.00      |
| Training                           | 5.00                  | 4.00    | 1.00      |
| CPS GRAND TOTAL                    | 124.00                | 106.00  | 18.00     |

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: CPS HR Performance Scorecard

## ACTION REQUESTED:

X 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 Scorecard 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:**

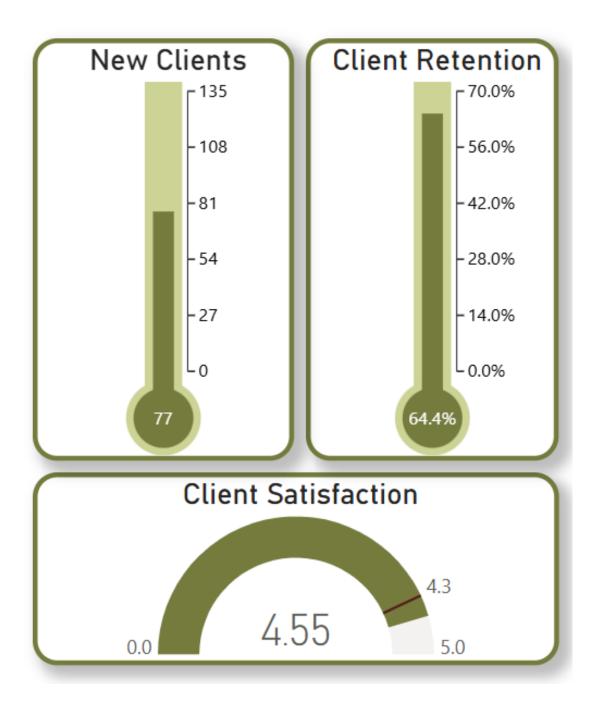
The performance indicators on the Performance Scorecard reflect the key elements that are monitored to assess organizational success at a high level.

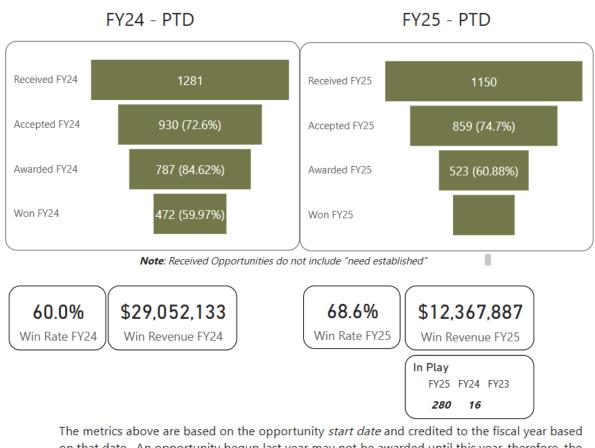
**RECOMMENDATIONS:** None, for information only.

FISCAL IMPACT: None, no expense will be incurred.

**CPS HR CONSULTING** FY25 ORGANIZATIONAL SCORECARD







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*:



\*Information current as of 5/21/25

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Sandy MacDonald-Hopp, CFO

SUBJECT: Investment Update

### ACTION REQUESTED:

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

### **RELATIONSHIP TO BUSINESS PLAN:**

The CPS HR 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 HR 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 days' 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 April 30, 2025: \$7,725,635 (includes accrued interest of \$71k)

7.41%

| Average Maturity<br>Average S&P Rating | 2.02 years<br>AA-; 13% investme | nt dollars are C | Ds that are FDIC insured |
|--|---------------------------------|------------------|--------------------------|
| <b>Performance</b>                     | <u>1 month</u>                  | <u>YTD</u>       | Since Inception          |
| Period Total Return                    | 0.59%                           | 5.05%            | 4.66%                    |

7.77%

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

Annualized Total Return

FISCAL IMPACT: None, no expense will be incurred.

2.04%



# Schedule of Investments As of April 30, 2025

| 1) Investment portfolio held at<br>Wells Fargo Bank   | \$ 7,725,635 | (see attached) |
|---|--------------|----------------|
| 2) Short-term investments held at<br>Wells Fargo Bank | \$ 763,163   |                |
| 3) Short-term investments held at<br>LAIF / CalTrust  | \$ 7,041,175 |                |
| Total   | \$15,529,973 |                |



# Investment Portfolio: Account Positions As of 4/30/2025

| Description              | Moody's | S&P | Rate | Maturity     | Current Par  | Market Value    |
|--------------------------|---------|-----|------|--------------|--------------|-----------------|
| FIDELITY FUNDS 7*        |         |     | 4.32 |              | 1.00         | 486,244.62      |
| GOLDMAN SACH FINL ¬*     |         |     | 4.30 |              | 1.00         | 455,030.79      |
| RALSTON PURINA           | WR      | AA- | 7.83 | 6/15/2025    | 100.54       | 100,538.00      |
| BANK OF AMERICA          | A1      | A-  | 3.88 | 8/1/2025     | 99.83        | 164,711.25      |
| FEDERAL HOME LOAN BANK   | AAA     | AA+ | 3.14 | 9/12/2025    | 99.47        | 248,685.00      |
| NORSK HYDRO A/S          | AA2     | AA- | 7.07 | 11/15/2025   | 101.15       | 101,153.00      |
| DISCOVER BANK CD         |         |     | 5.06 | 3/23/2026    | 100.87       | 252,175.00      |
| ENERBANK USA CD          |         |     | 0.78 | 6/19/2026    | 96.33        | 240,835.00      |
| MORGAN STANLEY           | Al      | A-  | 6.11 | 8/9/2026     | 102.26       | 460,188.00      |
| BANK OAKRIDGE CD         |         |     | 0.58 | 9/18/2026    | 95.27        | 238,182.50      |
| SUMITOMO MITSUI FINL GRP | Al      | A-  | 3.49 | 1/11/2027    | 98.69        | 241,792.95      |
| FEDERAL HOME LOAN BANK   | AAA     | AA+ | 2.22 | 2/25/2027    | 97.06        | 339,710.00      |
| TEXAS EXCHANGE BK SSB CD |         |     | 1.07 | 6/25/2027    | 93.63        | 234,062.50      |
| ROYAL BANK OF CANADA     | A1      | 0   | 5.00 | 7/30/2027    | 99.99        | 249,985.00      |
| DEUTSCHE BANK NY         | A1      | Α   | 5.24 | 9/9/2027     | 102.50       | 256,260.00      |
| FEDERAL FARM CREDIT BANK | AAA     | AA+ | 5.34 | 10/20/2027   | 100.33       | 250,812.50      |
| TORONTO-DOMINION BANK    | A2      | A-  | 5.05 | 1/10/2028    | 102.11       | 255,277.50      |
| CREDIT SUISSE NEW YORK   | AA2     | A+  | 6.93 | 2/15/2028    | 108.22       | 1,217,497.50    |
| MERRILL LYNCH & CO       | Al      | A-  | 6.34 | 6/1/2028     | 106.49       | 266,227.50      |
| ASSURED GUARANTY US HLDG | BAA1    | Α   | 5.87 | 9/15/2028    | 104.34       | 260,842.50      |
| BANCO SANTANDER SA       | A2      | A+  | 6.19 | 11/7/2028    | 106.75       | 213,494.00      |
| FEDERAL HOME LOAN BANK   | AAA     | AA+ | 4.81 | 1/29/2029    | 100.35       | 250,875.00      |
| FED HOME LN MTG CORP     | AAA     | AA+ | 6.03 | 9/15/2029    | 111.95       | 559,765.00      |
|                          |         |     | Tot  | al CD/Bonds/ | Mutual Funds | \$ 7,344,345.11 |

| Total Market Value              | \$ 7,725,635.08 |
|---------------------------------|-----------------|
| Accrued Interest                | 70,909.99       |
| WF ADV CASH INVEST Money Market | \$310,379.98    |

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DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Jerry Greenwell, CEO and Dana Henderson, Executive Assistant

SUBJECT: FY25 Strategic Plan Progress Update and FY25 Accomplishments

### ACTION REQUESTED:

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

### **RELATIONSHIP TO BUSINESS PLAN:**

Our FY25 strategic goals are aligned with the FY 2025 Strategic Direction as approved by the board in June 2024. The goals were designed to address our staffing capacity and infrastructure needs to continue the momentum from FY24. 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 2025 with this 4th guarter report. We have made sustained progress on our major initiatives. With project numbers still exceeding 300 per month, we have added billable resources and are 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 in the HR area we have made significant progress. The 10-month financial reports reflect a decline in revenue vs budget as reported previously and given the trend line the expectation is we will carry the loss throughout the end of the year, as the DEI and Chicago project deltas are significant. Our focus on sole source and limited competition opportunities is paying dividends as our reliance on full and open RFPs has continued to decline. 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 the capacity to take on additional work will continue to be a point of emphasis in the new FY as we look forward to expanding the market and the push for a national footprint. 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, to ensure they are project ready when opportunities arise.

The uncertainty in the federal government has created a skittish marketplace at the local levels that cannot be ignored. Recruitment efforts for clients at all levels have fluctuated but remained strong overall. Large studies outside of the state of CA have been hard to compete for and will be a focus for retooling our approach in the next FY. Opportunities with small to medium size projects are plentiful as we look to bring on new customers in untapped regions. The challenge remains to balance effort with return when dealing with a small project portfolio, but the data shows projects

at this scale or level are the majority of our volume. Our systems and infrastructure will need to match the churn this will create in overall activity.

The FY25 Accomplishments outline the significant work done on behalf of clients and internal services groups. It clearly shows the positive impact we have as an organization and the comprehensive nature of our offerings.

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

FISCAL IMPACT: None, for information only.

## Attachment 10



# **3 Year Strategic Plan**

Strategic Planning Team: Jerry Greenwell, Melissa Asher, Geralyn Gorshing, Sandy MacDonald-Hopp, Greg Roberson, Vicki Brashear, Jaclyn Padilla

#### **Commitment to Inclusivity**

We are committed to creating an environment where everyone feels valued, respected, and empowered to contribute fully. We believe that diversity of perspectives enhances our collective success and actively work to include individuals from all backgrounds and experiences. Inclusiveness is demonstrated by our intentional efforts to involve a broad range of perspectives, fostering equity and a sense of belonging for all.

#### MISSION (WHY)

Promoting HR excellence in the public sector to drive high-level organizational performance.

#### CORE VALUES (WHO)

ACCOUNTABLE AGILE EMPOWERED ENGAGEMENT INCLUSIVE LEADERSHIP INNOVATIVE INTEGRITY RELATIONSHIP FOCUSED STRATEGIC MINDSET

#### 2030 OUTLOOK (WHERE)

We are nationally recognized for our expertise in public sector HR Consulting.

#### VALUE PROPOSITION (WHAT)

We deliver comprehensive HR solutions built on unparalleled government expertise to meet our clients' unique needs.

#### We help clients succeed by (HOW we deliver value):

- Understanding Your Goals: We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- Unlocking New Perspectives: Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- Bringing Solutions to Life: We put plans into action, making strategies operational and effective.
- Empowering Your Growth: Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

#### 2024/25

SUCCESS MEASURES Annual Revenue of \$33.2M

Margin of 36.3%

- Client Retention of 70%
- 135 New Clients
- Client Satisfaction Rating of 4.3

Employee Engagement Score of >75% overall response rate and >40% of employees are fully engaged

Approved by the Board of Directors [June 7, 2024]

#### 3 Year Picture – June 30, 2027:

- Annual Revenue of \$40M/4% Year-over-Year Revenue Growth
- Client Retention Rate of 70%/400 New Clients/40% Margin
- Six states with active business development (3 additional)
- Known as a HR Leader we walk the walk and talk the talk (external and internal)
- Employer of Choice
- Staffing fluidity through Project Consultants
- Digitally fluent workforce
- Digitized products
- Continuous process improvement for intelligent efficiency

| ANNUAL GOALS (HOW)   | OWNER            | MEASUREMENT – JUNE 30, 2025   |
|--|------------------|---|
| #1 – Develop Workforce<br>Planning Program                       | Jaclyn Padilla   | 1 YR. Succession planning, training and development plan, class<br>concept review, and performance program complete.  |
| #2 – Create Project Consultant<br>Program; Workforce Flexibility | Jaclyn Padilla   | 1 YR. Strategic approach and plan to operationalize staffing fluidity.<br>PC Portal 1.0 complete.   |
| #3 – Cultivate Company Culture<br>& Enhance Communication        | Melissa Asher    | 1 YR. Clearly define CPS culture through the values. Create a culture communications plan. Measure communication channel engagement.  |
| #4 – Expand into New<br>Geographic Markets                       | Geralyn Gorshing | 1 YR. New market identified and business development rep in place. Review and refine core products and services to bring nationally. Sales ambassador playbook created.       |
| #5- Centralize and<br>Roll Out Project<br>Lifecycle Framework    | Greg Roberson    | 1 YR. Establish the project tracking/lifecycle framework for C & C.<br>Roll out the framework. Engage each P & S line to build a tailored framework.                          |
| #6 – Drive Continuous Product<br>Process Improvement             | Vicki Brashear   | 1 YR. CPI for 3 product processes; Develop Process Improvement Playbook; assig<br>resources and training. Select 2-3 digitized products; develop specifications and<br>costs. |
| #7 – Adopt Artificial<br>Intelligence                            | Greg Roberson    | 1 YR. Form AI work group to investigate and educate staff; develop initial roll out<br>and policy.  |

# 1. DEVELOP WORKFORCE PLANNING PROGRAM

# (Jaclyn)

- Commitment to Inclusivity Training for all employees
- Continued design and development of Core courses identified on Training Plan



# 2. CREATE INTERMITTENT EMPLOYEE PROGRAM; WORKFORCE FLEXIBILITY

# (Jaclyn)

- INT EE Skill Assessment Report Released
- INT EE Profiler Design and data mapping completed
- NEOGOV Insight & Onboarding Modules GO LIVE
- Automated preboard & onboarding forms and tasks
- INT EE Guide & Terms of Employment released
- Started design and implementation of NEOGOV Forms and Workflows



# 3. CULTIVATE COMPANY CULTURE AND ENHANCE COMMUNICATION

# (Melissa)

- Annual Meeting You-Me-We exercise connecting whys to values
- Organizational Culture & Core Values curriculum plan complete
- Entrepreneurial Mindset curriculum plan complete and trainer engaged



# 4. EXPAND INTO NEW GEOGRAPHIC MARKETS

# (Geralyn)

- Hired and onboarded Great Lakes Region BD Rep
- Promoted core products and services in new regions
- Launched TR campaign focused on law enforcement



# 5. CENTRALIZE AND ROLL OUT PROJECT LIFECYCLE FRAMEWORK (Greg)

- Netwoven partnership Active projects using solutions for PDQ Reviews, Roster Import, and Interview Scheduling
- Deployed Employee Resource Management Report



# 6. DRIVE CONTINUOUS PRODUCT PROCESS IMPROVEMENT

# (Vicki)

- Process Improvement Playbook published
- Cohort 2 opens today



# 7. ADOPT ARTIFICIAL INTELLIGENCE

# (Greg)

- CoPilot Roundtable
- Generative Al Disclosure with Contracts



# FY2025 Business Unit Accomplishments

# **Talent Acquisition and HR Services (TAHRS)**

Talent Acquisition and HR Services (TAHRS) remained strong in Fiscal Year 2025 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 an increase in the number of projects. From 7/1/25 to 4/30/25, the TAHRS team was assigned 192 individuals projects of which 67 are now closed and 125 remain active and engaged. While we are slightly behind budget for FY25, we have been closing the gap each month, trending to end the year just below budget. As of March 31, we received a total of 15 complete customer service satisfaction surveys for the TAHRS Team with an average rating of 4.48/5. In order to keep up with the demand, we continued to maintain a strong, diverse group of thirteen (13) Project Consultants.

### **Key Client Projects:**

## SPECIAL DISTRICT – Ongoing HR Consultation (\$350k)

• Sacramento Public Library, CA

The TAHRS team has consistently demonstrated exceptional performance in managing a wide range of human resources functions for the Sacramento Public Library. We have seven (7) team members providing services to the client on a weekly basis, averaging 64 hours per week with a total contract value for FY25 of \$350k. Our work is slated to continue in FY26 with a \$150K contract and taper off as we fill critical HR roles, train the new team and transition out. The team's dedication and expertise have been pivotal in ensuring smooth day-to-day operations.

Key accomplishments include:

- Managing leave requests
- Implementation of NEOGOV Applicant Tracking System
- Developing Policies and Procedures
- Addressing Employee Relations Issues and Conducting Workplace Investigations

Through these efforts, the TAHRS team has greatly contributed to the success and well-being of the Sacramento Public Library. Their accomplishments reflect a commitment to excellence in human resources and a dedication to fostering a supportive and productive work environment.

## COUNTY – Ongoing HR Consultation

• County of Morgan, CO

CPS HR is making a meaningful impact at County of Morgan, CO, by providing steady, expert HR leadership during times of uncertainty. The TAHRS team stepped in as Interim HR Director after the County operated without dedicated HR leadership for two years. Our team ensured uninterrupted HR operations, preserved employee trust, and brought stability to a critical function by supporting recruitment, compliance, leave management, job fairs, and employee relations both remotely and on-site. This hands-on engagement kept operations running smoothly and provided employees with a trusted point of contact for HR support.

# COUNTY – Multiple Recruitment and Selection Efforts and Ongoing HR Consultation

### Ventura County Transportation Commission, CA

Recognizing the importance of a modern and responsive human resources infrastructure to support its expanding responsibilities, VCTC partnered with CPS HR Consulting nearly three years ago. Since then, CPS HR has served as VCTC's trusted human resources advisor, supporting the Commission in building a forward-thinking, service-oriented HR function that aligns with its strategic goals and public service mission.

Through this collaboration, CPS HR has worked closely with VCTC leadership to develop and implement a wide range of initiatives that have enhanced internal operations, supported staff development, and positioned the agency for long-term organizational success.

Key accomplishments include:

- Modernizing Talent Acquisition
- Policy Overhaul
- Classification and Compensation
- Workplace Safety and Wellness
- Employee Support and Relations
- Performance and Professional Development
- Strategic Hiring

# Training & Development

In FY25, the Training and Development Unit delivered 1,456 training courses, 90% of which were taught remotely, producing \$5 million in revenue for CPS HR. Throughout the year the team focused on:

- 1) Maintaining existing client relationships by expanding product offerings (e.g., AI in HR, technology) and services
- 2) Expanding into non-CA (e.g., MN) and local markets (e.g., City of Houston
- 3) Expanding the coaching and instructor cadre to better meet client requests and needs (adding 13 new team members)
- 4) Improving efficiencies through the strategic use of AI and technology
- 5) Delivering high quality learning and development opportunities for more than 70-clients.

Specific accomplishments tied to the strategic goals are discussed below.

## Strategic Goal #4 – New Business Development

#### **New Products**

Added two new products.

- A 5-course series on using AI in HR
- Essential Supervisory Skills including 1:1 training for new supervisors

### **New Clients**

FY25 saw the Training Center expand our local municipality client base significantly as well as expand programs with key State of California agencies (DIR and Caltrans).

|       | New Clients and Business  |
|-------|---|
| State | CA Student Aid Commission – Project Management  |
|       | <ul> <li>Superior Court of CA – County of San Bernardino – Project<br/>Management</li> </ul>    |
|       | Management  |
| Local | <ul> <li>City of Houston – Training Needs Assessment</li> </ul>                                 |
|       | <ul> <li>Mt. Crested Butte Sanitary District – 360 assessment and<br/>coaching</li> </ul>       |
|       | City of Aurora (CO), Aurora Water – Agile Project   |
|       | Management and Conflict Resolution  |
|       | Bay Area Rapid Transit (BART) – Executive Coaching  |
|       | City of Eugene (OR) – training  |
|       | <ul> <li>Washington County (MN) – training</li> </ul>   |
|       | City of Moreno Valley – AI in HR  |
|       | <ul> <li>Denver International Airport (DIA) – leadership coaching</li> </ul>                    |
|       | County of Kings (CA) – custom leadership development with                                       |
|       | the Hogan Insights leadership assessment  |
|       | Northern California Power Authority (NCPA) – 360  |
|       | assessment and coaching   |
|       | <ul> <li>City of Midlothian (TX) – Performance Management<br/>curriculum development</li> </ul> |

## Strategic Goal #6 – Drive Continuous Process Improvement

#### **Course Evaluation Report Process**

Streamlined the process of pulling course evaluation data through the implementation of a PowerBI report that is updated weekly through a "pull" of data from the survey system, Alchemer. Excel reports of data are sent to instructors who request their evaluation results. Instructors are then able to analyze and manipulate their own data. This reduced the amount of time to produce these reports by half.

# **Talent Marketing**

The Talent Marketing group worked with six key clients this year, expanding our work with California Correctional Health Care Services and Los Angeles County Probation Department and adding a new client, Caltrans.

#### Notable project accomplishments include:

**California Department of Transportation (Caltrans)** – We started working with Caltrans in January 2025 and have focused on brand awareness. We created a vanity URL, JoinCaltrans.com, which resonates with candidates and is being used in high profile recruitment campaigns we created and launched with the Sacramento Kings and the Oakland A's, including televised broadcasts.

California Department of State Hospitals - Through our social media lead generation campaign

and virtual career fairs held in conjunction with onsite job fairs **Custodian and Food Service Technician vacancies were filled and the positions were removed from the critical hire list. Registered Nurse is due to be removed by June 2025.** Two new positions were added this year Clinical Social Worker and Rehabilitation Therapist with hiring efforts underway.

**California Department of Public Health** – **CPS HR significantly increased applications for the department with 84% of applications received for open positions after our advertising efforts** in Facebook, Indeed and LinkedIn. We also assisted the Department with a transition to ON24, a virtual platform used for large scale virtual events. We hosted the May 7 event to showcase employment opportunities across all CDPH Centers and generated 3,000+ registrations through our marketing efforts.

**California Correctional Health Care Services (CCHCS) - Since March 2024, CPS HR's strategic recruitment campaigns have delivered 9,924+ leads for CCHCS' Mental Health openings** — generating awareness for the organization and boosting candidate interest while maintaining low cost-per-click. Our data-driven approach includes industry publication partnerships, targeted digital ads, job board postings, geofencing, Google Search, paid social, event sponsorships, and more. Alongside CCHCS, we created dynamic landing pages that email leads directly to CCHCS' WDU recruitment team, streamlining applications and helping reduce vacancies across all MH classifications.

## Executive Search

The demand for Executive Search services has remained strong with the Search team initiating more than 130 recruitments this fiscal year for executive positions in every facet of local government and special district. This is an 18% increase over FY23/24. Several complex and high-profile recruitments include:

- Executive Director, San Diego Ethics Commission
- Executive Director Personal Assistance Services Council of Los Angeles
- Director of Utilities, Port of Oakland
- Court Executive Officer, Superior Court of California, Ventura County
- Current recruitment for the City Manager of Sacramento
- Current recruitment for the County Administrative Officer for Orange County

Having hired another full-time recruiter in Texas during FY23/24, we saw a significant increase in our recruitments in the Dallas area, most significantly with the City of Fort Worth. In addition, we continue to be strong in Arizona, Oklahoma, and Colorado where we completed several department head recruitments for the cities of Tucson, AZ; Phoenix, AZ; Oklahoma City, OK; and Aurora, CO.

We have been fortunate to add a new Principal Recruiter in Southern California, which is significant in servicing the large California market. In addition, we have added two new PCs who possess critical skill sets around compensation, organizational development, and strategic planning. We have added a new compensation study element to all CEO-type recruitments.

Another focus this year has been professional development and cross training for team members in order to ensure the staff has ongoing opportunities for professional growth and robust succession planning. We continue to bolster our outreach and sourcing abilities by dedicating a team to these efforts rather than relying on each recruiter to conduct those services for each recruitment. The team also continues our online and social media presence and is currently researching different avenues using AI to help streamline processes. While these are all exciting opportunities, Executive Search continues to provide a white glove, high touch service.

We have continued our efforts to provide services nationally and conducted recruitments in 12 states this year:

| <ul> <li>Arizona</li> </ul>  | <ul> <li>Maryland</li> </ul> |
|------------------------------|------------------------------|
| California                   | Ohio                         |
| Colorado                     | <ul> <li>Oklahoma</li> </ul> |
| <ul> <li>Florida</li> </ul>  | <ul> <li>Texas</li> </ul>    |
| <ul> <li>Illinois</li> </ul> | <ul> <li>Utah</li> </ul>     |
| <ul> <li>Kansas</li> </ul>   | Wisconsin                    |

## **Organizational Strategy**

The Organizational Strategy group continued to expand its portfolio while strategically focusing on building deeper client relationships, developing tiered service offerings to meet varying client needs and budgets, and launching a new proprietary Strategic Planning methodology. Our commitment to collaborative strategic client relationships has resulted in contract growth, particularly with the Department of Industrial Relations (DIR), where our initial workload study has now expanded to more than six active projects with an additional six in 2025-2026.

We continue to enhance our organizational design and development practices to meet unique client needs. Notable accomplishments include:

**Department of Industrial Relations (DIR)** – Building on our initial 2023-2024 Workload Studies, DIR asked us to add several Workload and Fee Studies for the Division of Labor Standards and Enforcement. In addition, we expanded our scope of work to also include Strategic Planning, business process and an Organizational Assessment. The team has established an exceptional relationship with DIR's Chief Administrative Deputy, the Director, and CFO. This trust and value have resulted in an expansion from one to six workload and fee studies, with another six or more anticipated for 2025-2026. This significant growth demonstrates our ability to deliver high-quality, reliable services that meet complex organizational needs and represents a substantial win for CPS HR. The scale of these projects is creating opportunities for team growth and development.

**Product Line Development** – Recognizing the need to serve clients with varying budgets and resources, we are developing tiered service offerings across multiple product lines:

- 1. "Workload Study Light" offering to accommodate clients with more limited budgets or who are facing budget cuts and looking for a thoughtful, data driven approach to staffing and service changes.
- Strategic Planning Product Line Shortly after officially launching our proprietary methodology, CPS HR has already been awarded two Strategic Planning project – both over \$50K.
- 3. Organizational Assessment Service Packages We are launching a tiered solution for clients wanting Organizational Assessments (Essential, Professional, and Premium) with optional add-ons for clients who want a more customized solution.

**California State Lottery** – Our long-term relationship with the Lottery continues to flourish. We recently completed our fifth administration of their employee engagement assessment, providing robust longitudinal data on employee engagement levels. This established relationship has expanded to include pulse surveys, a master contract for consultation in addressing identified issues, and a direct request for a separate operational review.

**Eastern Municipal Water District (EMWD)** – Our succession management program with EMWD has evolved into a showcase initiative that EMWD has presented to other agencies. This ongoing partnership exemplifies our ability to create sustainable programs that deliver lasting value and has solidified a long-term client relationship.

## **Test Development and Assessment**

## Test Rental

- Completed stock test updates for Battalion Chief FP401, Fire Captain FP302, Law Enforcement Sergeant LP101A and Law Enforcement Sergeant California LP101A-CA
- Updated entry fire practice test product
- Updated client communications for remote proctoring to move to new Guardian browser requirements
- Managed large remote proctor projects with approx. 1k candidates or more
- Updated client online testing FAQs
- Managed large upsourcing projects to maintain the most up-to-date test content (Fire Department Officer, Essentials of Firefighting, Pumping and Aerial Apparatus, For the Record, etc.)
- Test Rental obtained 10 new clients:
  - City of Bainbridge Island
  - Rawlins Fire Department
  - City of Ojai
  - Lincoln Rescue Service
  - City of Winters
  - Chelan Fire & Rescue
  - Town of Trophy Club
  - Sanitation Districts of Los Angeles County
  - City of Raymond
  - City of Hermosa Beach

#### Assessment Centers

- The assessment team worked on 73 different assessment center projects in FY 2024/25, 42 customized written exams, and the development of four customized oral interviews. As of the Revenue Matrix through March 2025, the assessment center team has a gross margin of 49.7%.
- New assessment center clients include
  - Aventura Police Department
  - Castle Rock Fire Department

#### Job Analysis/Selection Tool Development

- Awarded work with CalPERS for four job analyses, finishing two classification titles and continuing with Chief Health Director and Deputy Chief Investment Officer.
- Awarded and began work with the California State Auditor (CSA) for job analyses, classification specification development and revision work, MQ assessment/revisions, and examination development activities for the 12 department specific classification titles within CSA.
- Awarded and began work with the California Office of Emergency Services (CalOES) for their Emergency Services Coordinator and Senior Emergency Services Coordinator classifications to conduct job analyses and utilize the results to update the classification specification series, inclusive of conducting MQ reviews/revision activities.
- Multiple contracts completed during the past FY, some of which include:
  - Completed work with the CA Department of Parks and Recreation, with 120 job analyses conducted over their multi-year contract.
  - Completed CalPERS' Chief Operating Officer and General Counsel.
  - Completed BSCC's additional service amendments for pass point setting assistance for their Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer classifications as used across multiple county agencies.
  - Completed work with CalPERS and CalSTRS for six job analyses for each of their Investment Officer classification titles. In addition, the job analytic results were then utilized for supporting evidence to create a new consolidated classification series across both departments inclusive of the development of new MQs.

## Test Development and Administration (TDA)

TDA continues to be a trusted partner in delivering comprehensive testing solutions, with a strong focus on client experience and service excellence. Our ongoing transition to electronic testing has streamlined processes and improved candidate access. Most clients have embraced flexible testing modalities, including computer-based testing at nationwide centers, online remote proctoring, and paper-based options, allowing them to stay responsive to evolving testing demands while upholding high standards. In FY25, over 3,000 exams were delivered to our inperson computer-based testing clients at Pearson VUE testing centers throughout the United States and Canada. An additional 3,600 exams will be administered through our online, remotely proctored testing partner, Meazure Learning.

Our Notary program has maintained steady exam volumes, with approximately 45,000 exams expected by year-end—consistent with last year. We are continuing efforts to modernize the program by laying the groundwork for future enhancements, including an electronic application process and a shift to computer-based testing.

Several long-standing clients - including the California Department of Public Health, Probate Referee, and City University of New York - have successfully transitioned to remote proctoring. Similarly, two relatively new clients — California Department of Housing and Community Development (HCD) and The Metropolitan Water District of Southern California (MWD) – successfully transitioned from paper pencil testing to computer-based testing in this fiscal year. These moves reflect our ongoing commitment to providing flexible, accessible testing options. The Board of State and Community Corrections remains a strong partner, utilizing a range of

testing modalities—including remote proctoring, computer labs, and paper-and-pencil testing—to meet the diverse needs of over 70 correctional agencies across California.

We are proud to mark our fifteenth year supporting the City of Chicago's public safety exams. In FY25, we administered two promotional exams and eight makeup exams for police and fire candidates. While the total number of promotional exams was lower this year, our ability to deliver both written and oral exams across multiple formats has reinforced our role as a reliable partner in maintaining rigorous assessment standards.

For our decades-long client, the City of New York Department of Buildings (NYC DOB), our team is continuing to successfully support DOB in managing and supervising its 14 licensure programs. Under this contract, we will conduct job analyses for its 14 licensure programs, update all written and practical exams to the updated NYC DOB codes and standards, address all candidate complaints and appeals, support DOB with litigation cases, and effectively contribute to the overall quality and integrity of the licensure programs managed by NYC DOB. Our partnership with the Lead Abatement program has also advanced, with continued psychometric analysis and a potential for future development work.

FY25 was particularly busy with our program accreditation service line. After addressing numerous inquiries from the National Commission for Certifying Agencies (NCCA) review committee, two certification programs belonging to our Carpenters International Certification Council (CICC) client were successfully awarded their NCCA accreditation for another 5 years. The Certified Master Rigger and Signaler/ Lift Director (CMRS/LD) program is now accredited until 12/31/2028, and the Certified Rigger and Signaler (CRS) program is accredited until 10/31/2029. Additionally, after a year of diligently administering their exam and analyzing exam performance, our team assisted our Accessibility Professionals Association (APA) client with creating all of the validation documentation for the NCCA 113-step accreditation application, which was submitted on 1/31/2025. Our team has continued to assist APA with responding to all inquiries from the NCCA review committee in hopes of achieving program accreditation for their testing program sometime in 2025. We are extremely proud to assist our clients with demonstrating to the general public, as well as to the certificants they serve, that their programs have met the stringent standards set by the credentialing community and have, therefore, been awarded recognition by an impartial third party for their credibility and legitimacy.

## **Classification and Compensation**

In Fiscal Year 2025, the Classification and Compensation Division continued to provide strategic, high-impact services to a wide range of public sector clients, delivering measurable results that supported workforce planning, market competitiveness, and organizational clarity.

The team managed a total of 72 projects during the fiscal year, including:

- 19 classification only studies
- 26 compensation only studies
- 27 integrated classification and compensation projects

These engagements spanned cities, counties, school districts, and special districts across the country. In total, the team analyzed 866 classifications, conducted studies impacting 5,885 incumbents, evaluated 1,359 benchmark classifications, and examined data from 451 labor market agencies.

Beyond volume, the team focused on technical excellence—supporting client goals through:

- Development of updated class structures
- Detailed market benchmarking and internal equity analysis
- FLSA reviews and pay philosophy development
- Creation of wage progression tools and compensation policies

As part of our commitment to continuous improvement, the division leveraged new technology by migrating classification services into a structured internal delivery framework, streamlining our Position Description Questionnaire (PDQ) review and interview processes. This modernization enhanced consistency and strengthened internal collaboration.

FY25 also marked the launch of a new strategic partnership with TrueComp. Through this collaboration, CPS HR contributed compensation expertise to joint projects that integrated TrueComp's compensation modeling technology. In addition to completing successful engagements for the cities of Roswell and Norwalk, our team developed and delivered several webinars and in-person presentations highlighting industry best practices, compensation trends, and the value of data-informed decision-making. These educational efforts supported the partnership's visibility and helped expand CPS HR's presence across shared networks.

The division's work this year reflects a strong commitment to innovation, client responsiveness, and delivering tools that empower agencies to strategically manage their workforce.

## **Organizational Culture**

#### **Diversity Equity Inclusion Belonging**

In 2025, we secured robust new contracts with the California Commission on the Status of Women and Girls, Metro Water in Colorado, and the Santa Clara County Housing Authority demonstrating the growing demand for impactful DEI strategy across diverse sectors. We also proudly renewed engagements with longstanding partners, including the City of Sacramento, City of Dublin, City of Claremont, City of Durango, City of Mesquite, and California High-Speed Rail, reflecting the trust we've built and the sustained value of our work.

Our team is providing strategic guidance and intensive consulting to the California Earthquake Authority while continuing to support SHRA and Covered California with high-impact training. We have significantly broadened our DEIB portfolio to meet emerging workforce needs, now offering trainings on topics such as *Culture of Inclusion, Inclusive Leadership, Legal and Ethical Responsibilities in DEIJB, Evolution of DEI and ERGs, Building Awareness and Cultural Competence, Leveraging Trust for Accountability and Engagement, Working with Neurodivergent Populations,* and *Generational Diversity.* These offerings reflect our ongoing dedication to equipping organizations with the tools needed to foster inclusive, equitable, and engaged workplace cultures.

#### Institute for Public Sector Employee Engagement (IPSEE)

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

- Surveyed more than 50,000 government employees; received about 22,000 responses, for an overall response rate of 44%.
- Scheduled to complete 20 projects: 15 for repeat clients, and 5 for new clients.
- Presented two webinars: Engaging Your Hispanic Workforce (Sept. 2024) and Leveraging Committees to Enhance Engagement (Apr. 2025).

#### Client Spotlight – City of San Antonio

- Conducted our 4<sup>th</sup> employee engagement survey for the City of San Antonio.
- Prepared results report packages for more than 30 departments, including customized key driver analyses and recommendations.
- Results and recommendations to inform the City's FY26 budget process

## **ISD and Production**

**FY25 Production and ISD Support Metrics** - The below were produced in FY25 with high quality and limited staffing:

- 3,593 Exam Orders and Print Requests fulfilled, about 70 per week.
- 2,484 Exam Returns processed, about 48 per week.
- 2,229 ISD Service Requests received, about 43 per week.
- 2,224 ISD Service Requests closed, about 43 per week.
- Replaced 64 laptops for full-time employees across the organization.
- Deployed 4 new laptops for field use in Fire Department assessments.

**Technology Deployments and Updates** - Our web domain – <u>https://www.cpshr.us</u> – hosting service has migrated from Sacramento Web Design to WP Engine, resulting in much improved support and performance throughout the domain. ISD has also taken on support, maintenance, and enhancement responsibilities for the site so Marketing can focus on strengthening messaging, sharpening brand voice, and aligning communication strategies with organizational goals. We have successfully partnered with our Talent Marketing business unit and have standardized the management of their client domains, landing pages, web advertisements, and metrics reporting to clients regarding advertisement to candidate conversion rates. ISD also completed several Single Sign-On (SSO) initiatives across various technology solutions – Adobe, Microsoft, Zoom, Test.com, ExpertusOne, NEOgov – to centralize access, role, and identity management.

**Technology Solutions for Chicago Police and Fire Exams** - Provided Chromebooks and technical support for quarterly entry level Police exams delivered at Chicago area community colleges. Supported Police Evidence Technician Written Test Administration (1,800 candidates) and Fire Captain Oral Makeup Administration (50 candidates) during the same week in October

**NEOgov Implementation** - ISD and HR have worked together throughout the implementation of NEOgov, enabling a centralized experience across all facets of the HR engagement. The primary ISD focus is to integrate data flows from NEOgov into other systems used by CPS HR for business functions, including Business Central for Payroll and ExpertusOne for compliance and development training.

**Artificial Intelligence (AI)** - Microsoft CoPilot, has been licensed for half of our full-time staff. Licensed users are included in an AI Users team where they can collaborate on use cases and share their AI experiences. ISD partnered with Marketing to build Agency and Contact lists for import into Microsoft CRM to support the new regional sales model. By using CoPilot and generative AI techniques, we were able to connect with nearly 4,000 agencies and over 4,500 decision makers in 3 months. Similar exercises in the past took 9 months to a year to complete.

## Human Resources

#### **NEOGOV Systems Implementation & Optimization**

**Performance Module:** A performance management solution that streamlined employee evaluations, goal tracking, and continuous feedback. It ensures alignment between individual goals and organizational goals. Fully implemented and Live.

**Benefits Module:** Simplified benefits administration by providing a centralized, self-service platform for employees to manage their benefit selections and updates. Fully implemented and Live.

**Insight/OHC Module:** Over the past year, we streamlined recruitment by automating job postings, applicant tracking, and hiring workflows. Using Insight, our HR staff leveraged powerful tools to screen and manage candidates, while OHC gave hiring managers easy access to applicant information and collaborative decision-making tools—enhancing hiring speed, compliance, and candidate quality. Fully implemented and Live.

**Onboarding Module:** We streamlined the new hire process by automating paperwork, task management, notifications, and compliance tracking in a centralized location. This enhanced the employee experience, reduced manual administrative tasks, increased transparency, and accelerated productivity from day one. Fully implemented and Live.

**eForms Module:** Over the past year, we enhanced operational efficiency by creating, managing, and routing electronic forms to support workflows such as onboarding, offboarding, and internal requests. This streamlined our administrative processes by automating form submissions, approval tracking, and data collection within a centralized, secure platform. Fully implemented and Live.

#### Intermittent Employee Program

Launched the Intermittent Employee Program (IEP) Workgroup: A cross-functional initiative designed to enhance the structure, visibility, and strategic value of the intermittent workforce. This workgroup brings together stakeholders from Human Resources, Finance, Information Services, and Products & Services to evaluate and refine the lifecycle of intermittent employees.

#### Subcommittees established:

- **Employee Profiler:** Designing a platform focused on capturing skills, availability, experience, and certifications to better match intermittent to project needs.
- Intermittent Employee Portal: Designing a centralized, user-friendly portal for resource access, communication, and compliance tracking.

• **Marketplace:** Developing an internal talent marketplace to support agile staffing and maximize utilization across business units.

#### Skill Assessment of Current Talent:

- Assessed skillsets of the current intermittent workforce to better align project assignments and identify gaps in expertise.
- Released the Skill Assessment Report to all supervisors and managers as an interim solution while the Profiler is in design and testing.

#### Power BI Reports – Resource Management & Employee Status:

- Partnered with ISD to develop and launch interactive Power BI reports to visualize and track resource allocation, employee utilization, and intermittent status in real time.
- Refined criteria and automated processes to more accurately classify intermittent employees' status, improving reporting and compliance accuracy.

#### Key Contributions:

- Intermittent Employee Guide & Terms of Employment (4.2025)
- Intermittent Candidate Offer Discussion Guide (2.2025)
- Created and implemented Ethics Policy and acknowledgement.
- Ensured inclusion of Intermittent employees in biannual Harassment Training and annual Preventing Workplace Violence training.
- INT engagement rate reported at 15% in FY24-25 employee engagement survey.
- Onboarding and Offboarding processes transitioned to NEOGOV with SharePoint phaseout.

#### **Employee Benefits**

#### Rocket Lawyer:

• Negotiated a 60% cost reduction, maintaining \$30/pp pricing through 2026.

#### Aflac Plans (Effective 1/1/25):

• This benefit added to our offerings. Accident, Cancer, Critical Illness, and Hospitalization coverage introduced.

#### **Basic Life and Short-Term Disability:**

- Basic Life: Increased to \$100K for all FT employees (48 impacted).
- Short-Term Disability:
  - Max weekly benefit raised from \$1,500 to \$2,500.
  - Max salary coverage expanded from \$130K to \$216,667.

#### Employee Engagement & Organizational Culture

#### **Engagement Survey Highlights:**

- Response Rates: Full-Time 88%, Intermittent 15%
- Progress: Engagement rose 2% from 2023, moving positively toward the 40% target.

#### **EExcel Committee Initiatives:**

• Workforce Utilization Improvements:

- Evaluated and refined the utilization process to ensure equitable workloads, strategic alignment, and efficient use of staff capabilities.
- Developed and launched a workforce planning and tracking tool.
- Facilitated organization-wide discussions on utilization metrics and project planning.
- Communication & Transparency Enhancements:
  - Launched monthly EExcel updates and added a standing agenda item to General Staff Meetings to increase transparency and gather real-time feedback.
  - Boosted EExcel member visibility and accessibility to strengthen staff engagement.
  - Shared employee engagement survey results and for the first time hosted an interactive session during the annual meeting week to review key findings and initiatives.
- Fostering Inclusivity & Connection:
  - Expanded birthday recognition to include all employees, reinforcing a culture of inclusion and belonging.

#### Live Well Campaign:

- 9 Trivia Events, Holiday Scavenger Hunt, Virtual Recipe Board.
- 6 Benefit Spotlights, 3 Wellness Lunch n' Learns.
- Walking Wednesdays, 12 Wellness Newsletters, Friendsgiving.

## **Training & Development**

#### New Trainings Created/Launched:

- CPS HR Ethics (All FTE)
- Preventing Workplace Violence (Annual FT)
- Harassment Training (Biannual INT & FT)
- Commitment to Inclusivity Training (FTE & Supervisor)
- Supervisor Leave Training in development (launching Summer 2025).

#### **Policy Development**

#### New/Updated Policies:

- Ethics Policy (INT & FT)
- Relocation Policy (4.25)
- 3-Year Training Plan (2.25)
- Long-Term Sick Leave & Emergency/Disaster Policy (11.2024)
- Out-of-Classification Assignment Policy (11.2024)
- Outside Employment Reporting (9.2024)
- Al Guidelines & Best Practices (9.2024)
- Employee Safety & Health Manual (7.2024)
- Shared Success Bonus Program (7.2024)
- Compensation Program (7.2024)

#### **Data Analytics**

• Rolled out the HR Quarterly Scorecard (3<sup>rd</sup> Quarter Data below)

- Total FTE Onboards: 25
- Total INT Onboards: 11
- Total FTE Offboards: 12
- Total INT Offboards: 68
- FTE Turnover Rate: 2%
- Vacancy Rate: 15%
- Employees Retirement Eligible: Classic 28% & PPRA 20%
- Applications Received and Processed: FTE 1,073 & INT 135

## Finance Department

- FY2025 Finance team activities supported the mix of business with decreased revenue requiring similar number of contracts, invoices, subcontractor and vendor agreements and purchasing/payments processing.
- Contract volume remains steady with 800 contracts executed this fiscal year similar to FY2024.
- Accounts Receivable Invoiced 857 different clients on 6,040 invoices versus 6,700 in FY2024.
- Collections has reduced Training balances to lowest in three years.
- Accounts Payable issued 2,666 checks/EFT/online payments in addition to high volume of credit card processing. Ongoing effort to decrease the number of live vendor checks to avoid stale checks and maximize credit card reward points.
- Payroll activity included processing weekly timesheets and paying 470 employees this fiscal year as well as annual W-2 processing. Remote work and new hires involves multi-state tax activity in 31 different states.
- Finance team works consistently to be responsive to client demands for quick proposals and contract executions.
- Document retention collaboration with ISD and business units made good progress reducing cloud storage space and archiving in compliance with policies.
- Finance staff participated in various client work, EEXcel/IEP/Annual Meeting committees and strategic initiatives.
- Successful completion of annual audit for workers comp and financial audit by outside CPA.
- Al is slowly becoming part of our finance world as ERP releases have options for bank account reconciliation and other processes.

## Marketing and Business Development

#### Business Development

As of April 2025, CPS HR has acquired **74 new clients** for FY25 against a goal of 135. While we anticipate surpassing **100 new clients by year-end**, we do not expect to fully meet the original goal of 135.

On the revenue side, the BD team has delivered strong results, generating **\$7.4M** compared to the target of \$5.56M—**exceeding our goal.** 

Client retention currently stands at **64.4%**, and we remain confident in **reaching our 70% target by the end of FY25**.

#### Western Region (WR)

- **Revenue:** Business Development actual revenue for the WR YTD is \$4.2M versus a goal of \$3.3M.
- **New Clients:** Year-to-date, the WR has added 32 new clients toward its goal of 35 and is on track to meet or exceed that target by the end of the fiscal year.
- **Cross-Selling:** Great gains were made this year with twelve (12) agencies using CPS HR for two service lines, two (2) agencies used us for 3 service lines, and one (1) agency used us for 4 engagements.
- Awarded a three-year contract with the California Resource Conservation Districts to provide three hours of consulting annually to 28 agencies each year.
- Renewed the partnership with the California Special Districts Association to co-market our HR
  membership subscription service. This partnership has created several cross-selling and upselling opportunities for the Western Region. Looking at expanding the partnership into other
  regions (UT and FL).
- Conducted two HR Roundtables in the Sacramento office to create networking opportunities for our clients and to position the organization as a thought leader in the HR space. The first event drew 19 agencies and over 33 participants, while the second welcomed 31 agencies and more than 40 attendees.
- Partnering biannually with PSHRA NV to present on HR topics and promote CPS HR at their conferences. This is a valuable audience we have not previously been able to reach.

#### Midwest Region (MWR)

- **Revenue:** As of March 2025, Colorado has generated \$1.0M in BD revenue toward a \$1.5M goal, with plans to close the gap by June 30. Total revenue for the MWR is \$1.1M versus a goal of \$1.8M.
- **New Clients:** Year-to-date, the MWR has added 18 new clients toward a goal of 30. With 9 potential clients currently in various stages of the CRM pipeline, we expect to close the gap by the end of June.
- **Cross Selling:** Many of our engagements in Colorado lead to clients choosing us to deliver services in various lines of business. Twelve (12) agencies are using CPS HR for two service lines and four (4) agencies used us for 3 service lines. and one (1) agency using us for 3 engagements.
- Our partnership with the Colorado Special Districts Property & Liability Pool continues to
  provide strong strategic value. Since inception, we've engaged with nearly 60 member
  districts, delivering services to over 40 through the 10-hour consulting offering, many of which
  led to direct contracts and multi-year engagements. Notably, four clients this year are returning
  from previous years. Between April 2019 and March 2025, we've delivered 392.35 hours of
  HR consulting, and we're currently exploring expanding the partnership to include training
  services.
- During this fiscal year, approximately 31 clients from the Midwest region have entered into new agreements or renewed their previous agreements with us, which also included project work in the previous fiscal year. This illustrates the value our clients place on a long-term partnership with CPS HR, recognizing us as their trusted advisor.

### Southern Region (SR)

The Southern region has been without a dedicated BD representative since September 2024, a role that has historically been challenging to fill. Despite two recruitment efforts and offers extended—one of which we withdrew and the other was not accepted—we are actively recruiting again. While our visibility in the market has been limited, we've continued to respond to opportunities as they arise.

- **Revenue:** As of March 2025, the SR has generated \$641,975 in revenue, with \$511,195 coming from Texas which is 36% above its revenue target.
- **New Clients:** Year-to-date, the SR has added 7 new clients.
- Awarded a contract with the North Central Texas Council of Government which has resulted in two new clients City of Trophy Club and the City of Sealy.
- Awarded a contract with the Texas Municipal HR Association to create policy and procedure templates for municipalities in TX. Our partnership with the organization was recognized at the TMHRA conference.

#### Great Lakes Region (GLR):

Entry into this region has just begun in earnest as of April 2025 when a new BD rep was hired.

- **Revenue:** As of March 2025, the GLR has generated \$1.8M in revenue, with \$1.1M coming from the City of Chicago Test Development and Administration project.
- New Clients: Year-to-date, the GLR has added 5 new clients in the following states: IL, MI, OH, WV and WI.

#### CA State Market:

- **Revenue:** As of March 2025, the State market has generated \$6.0 million in revenue, surpassing the budgeted target of \$5.5 million by 8%.
- Improved infrastructure for contacting clients. Updated CRM with hundreds of contacts to ensure high-quality current contracts at 260+ departments. Using this data, we sent out a Leadership Coaching marketing campaign.
- Improved project consultant engagement through monthly updates and in-person events and ensured that all new projects have a permanent employee project manager. This reduces financial (through CaIPERS) and reputational (by increasing the likelihood of delivery of a high-quality project) risk.
- Interest from the California Department of Industrial Relations in a 2025-2026 contract; followed up with early conversations to ensure an easier-to-manage, multi-service contract.
- Successfully gained approval of a master agreement for the California Department of Financial Protection and Innovation. The master had eluded us last year, so this was an important lesson in how to garner the Department of General Services' approval.

#### Business Intelligence

• Contributed strategic insights on the potential for new market penetration. Researched and recommended favorable states based on key metrics, as well as providing potential opportunities and challenges for leadership discussion. Positioned our marketing and

business development team for effective outreach to the new markets by collaborating with ISD to use Artificial Intelligence and significantly reduce the time required to collect relevant decision-maker contact information. This resulted in 6,260 new City/County Managers, HR Directors, and Public Safety Chiefs in CRM.

- Gathered insights from City and County executives and HR directors across the United States to identify local government leaders' most pressing HR concerns and surface trends shaping the future of talent management for local public sector agencies. A total of 254 decision makers participated in the survey, offering valuable perspective from HR directors, and City and County administrators. The results were released in April 2025.
- The effectiveness of multi-email campaigns can now be identified quickly under the relevant campaign. Automated workflows were created to track customer journey from email receipt to web visits to request for contact. To track our web visitors' journey from visit to conversion, new forms were created and embedded on specific products & services pages. These tracking mechanisms will be used in predictive analytics as we create warm lead lists through identified customer journey patterns.

We analyzed our purchasing data over three years to provide insights on products & services demand. We used key metrics such as revenue, gross margin, project/client counts, and outsourcing trends indicated by HR leadership in the local government sector. Senior leadership used these metrics and others to determine product & services value and future investment.

#### **Marketing Communications**

To support product and service promotion, highlight thought leadership, and drive new business, we achieved the following results:

- Scheduled a total of 10 webinars for FY25, the webinars generated 3,200+ registrations and contributed to over 12,000 website visits.
- Distributed 120 HTML email campaigns accounting for over 1.3M individual emails sent to clients and prospects and generated ~64,000 web visits.
- Added landing pages as a Call to Action (CTA) for 14 major marketing campaigns contributing to overall web visits, with two pages ranking in the top 10 most visited web pages.
- Added 42 pieces of content marketing resources to the website; these resources have been some of the most heavily trafficked pages on the CPS HR website.
- Attended and/or exhibited at 27 industry-related conferences throughout the U.S. and generated over 200 contacts into CRM.
- Through our Search Engine Optimization efforts, website traffic increased by over 22%, reaching a record high of 63,440 visits in March 2025.
- Migrated the CPS HR Consulting website to a new hosting environment for increased performance and security.

#### Social Media:

Facebook:

• There were 3,790 organic impressions and 117 total engagements from 130 posts. CPS HR's Facebook audience consists of 1,914 followers.

LinkedIn:

CPS HR's audience grew by 948 new followers. Total page followers are now 6,816 – a 16% increase for the year.

• There were 175 posts with a total of 4,858 engagements, and 72,690 impressions throughout the time period.

#### Proposals:

- Through April 2025, 1037 requests have been received, and 772 proposals have been produced and submitted.
- Proposal win rate is 69.9% versus a goal of 70%. Proposals awarded during FY25 have encumbered ~\$15.1M to date from 406 opportunities.

#### **Client Satisfaction:**

• CPS HR's overall Client Satisfaction (CSAT) score registered 4.59 on a 5-point scale, exceeding our goal of 4.3 and last year's score of 4.45 for the same timeframe – our best score yet! Client feedback participation has remained steady with a 30% mean average.

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DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Jaclyn Del Carlo, CHRO

SUBJECT: Diversity Report

#### ACTION REQUESTED:

X 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:**

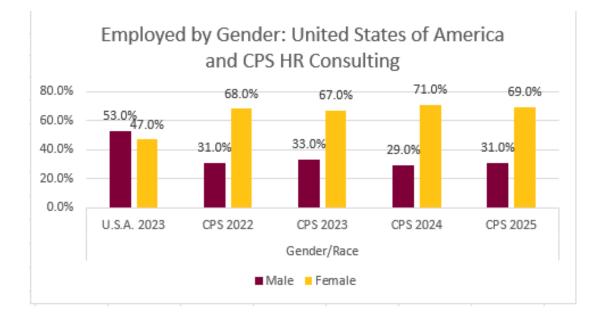
In June of each year, the Board receives an updated look at the demographics of the CPS HR workforce. This report provides CPS HR workforce data, as well as comparative information on the collective civilian labor force for 2023 obtained from the U.S. Department of Labor. (**Please note:** this is the most current data available). Details are displayed on the following pages.

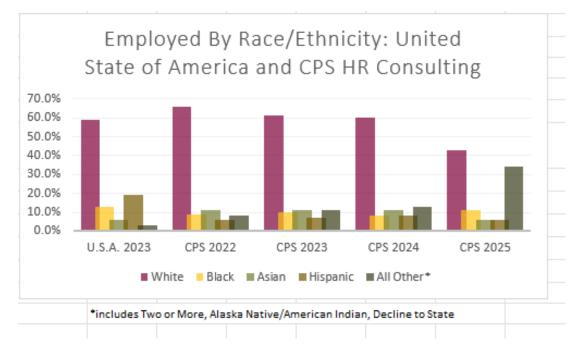
The CPS HR workforce continues to be predominantly female (69%) and white (43%). Year over year, targeted outreach efforts have translated into diversifying the workforce. Sustaining outreach efforts will certainly factor into achieving workforce diversity. Beginning this year, we have included our intermittent workforce in our numbers.

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

| Ethnicity  |                |             |             |             |             |  |  |  |  |  |
|------------|----------------|-------------|-------------|-------------|-------------|--|--|--|--|--|
|            | U.S.A.<br>2023 | CPS<br>2022 | CPS<br>2023 | CPS<br>2024 | CPS<br>2025 |  |  |  |  |  |
| White      | 59.0%          | 66.0%       | 61.0%       | 60.0%       | 43.0%       |  |  |  |  |  |
| Black      | 13.0%          | 9.0%        | 10.0%       | 8.0%        | 11.0%       |  |  |  |  |  |
| Asian      | 6.0%           | 11.0%       | 11.0%       | 11.0%       | 6.0%        |  |  |  |  |  |
| Hispanic   | 19.0%          | 6.0%        | 7.0%        | 8.0%        | 6.0%        |  |  |  |  |  |
| All Other* | 3.0%           | 8.0%        | 11.0%       | 13.0%       | 34.0%       |  |  |  |  |  |
| Male       | 53.0%          | 31.0%       | 33.0%       | 29.0%       | 31.0%       |  |  |  |  |  |
| Female     | 47.0%          | 68.0%       | 67.0%       | 71.0%       | 69.0%       |  |  |  |  |  |
|            |                |             |             |             |             |  |  |  |  |  |

\*includes Two or More, Alaska Native/American Indian, Decline to State





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

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

\*\*Rounding is used

## Attachment 11

## CPS HR CONSULTING DEMOGRAPHICS AS OF April 30, 2025

| CPS - Males   |     |   |     |    |     |   |       |            |    |    |     |
|---|-----|---|-----|----|-----|---|-------|------------|----|----|-----|
| Job Category Total Males Hispanic White Black Asian |     |   |     |    |     |   | All O | All Other* |    |    |     |
|   |     | # | %   | #  | %   | # | %     | #          | %  | #  | %   |
| Officials & Managers                                | 2   | 0 | 0%  | 1  | <1% | 1 | <1%   | 0          | 0% | 0  | 0%  |
| Professional  | 74  | 5 | 1%  | 45 | 11% | 1 | <1%   | 4          | 1% | 19 | 5%  |
| Operatives  | 6   | 0 | 0%  | 3  | <1% | 1 | <1%   | 0          | 0% | 2  | <1% |
| Office/Admin  | 41  | 3 | <1% | 10 | 3%  | 5 | 1%    | 4          | 1% | 19 | 5%  |
| Totals:   | 123 | 8 | 2%  | 59 | 15% | 8 | 2%    | 8          | 2% | 40 | 10% |

|                             | CPS – Females    |     |          |     |          |    |     |     |     |    |     |       |       |
|-----------------------------|------------------|-----|----------|-----|----------|----|-----|-----|-----|----|-----|-------|-------|
| Job Category                | Total<br>Females | His | Hispanic |     | Hispanic |    | ite | Bla | ack | As | ian | All O | ther* |
|                             |                  | #   | %        | #   | %        | #  | %   | #   | %   | #  | %   |       |       |
| Officials & Managers-<br>21 | 19               | 2   | <1%      | 15  | 4%       | 0  | 0%  | 1   | <1% | 1  | <1% |       |       |
| Professional-205            | 131              | 9   | 2%       | 64  | 16%      | 15 | 4%  | 6   | 2%  | 37 | 9%  |       |       |
| Operatives-21               | 15               | 0   | 0%       | 8   | 2%       | 1  | <1% | 4   | 1%  | 2  | <1% |       |       |
| Office/Admin-145            | 104              | 6   | 2%       | 24  | 6%       | 19 | 5%  | 4   | 1%  | 51 | 13% |       |       |
| Totals:                     | 269              | 17  | 4%       | 111 | 28%      | 35 | 9%  | 15  | 4%  | 91 | 23% |       |       |

|                    |     |       | CPS | S – Over | all Work | force |    |     |            |     |
|--------------------|-----|-------|-----|----------|----------|-------|----|-----|------------|-----|
| Total<br>Employees | His | panic | Wh  | ite      | Bla      | ack   | As | ian | All Other* |     |
|                    | #   | %     | #   | %        | #        | %     | #  | %   | #          | %   |
| 392                | 25  | 6%    | 170 | 43%      | 43       | 11%   | 23 | 6%  | 131        | 34% |

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

Attachment 11– Page 3

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DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: Client Satisfaction Update

#### ACTION REQUESTED:

<u>X</u> 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 gathered 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.

| State       | 4.77 |
|-------------|------|
| Local       | 4.60 |
| Emerging    | 4.48 |
| Test Rental | 4.55 |
| Training    | 4.60 |

Overall client satisfaction rating 4.55

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

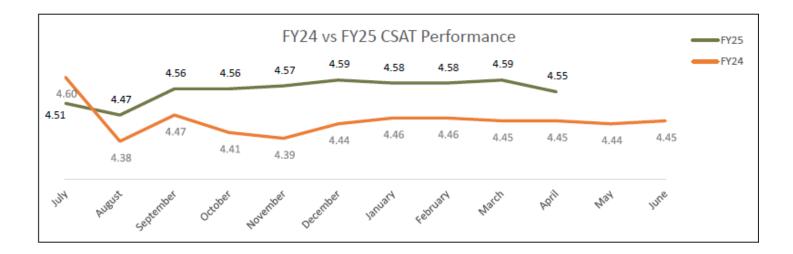
**FISCAL IMPACT:** There is no fiscal impact associated with this informational item.

#### **Client Satisfaction Dashboard**

Timeframe: 7/1/2024 through

|                              |      | Surveys  |            |                         | Average Scores          |                           |                       |               |                      | Top Scoring:         |  |
|------------------------------|------|----------|------------|-------------------------|-------------------------|---------------------------|-----------------------|---------------|----------------------|----------------------|--|
|                              | Sent | Returned | % returned | Willing to<br>Recommend | Quality of relationship | Satisfied w/<br>Expertise | Quality of<br>Service | Price = Value | Composite<br>Average | % of Straight<br>5's | Avg Score<br>across non-Top<br>Scoring Clients |
| CPS OVERALL                  | 543  | 170      | 31%        | 4.59                    | 4.70                    | 4.59                      | 4.56                  | 4.33          | 4.55                 | 44%                  | 4.06   |
| Federal                      | 1    | 0        | 0%         |                         |                         |                           |                       |               |                      |                      |  |
| State                        | 23   | 7        | 30%        | 4.71                    | 4.86                    | 4.86                      | 4.71                  | 4.71          | 4.77                 | 86%                  | 3.40   |
| Local                        | 97   | 25       | 26%        | 4.56                    | 4.75                    | 4.68                      | 4.72                  | 4.32          | 4.60                 | 52%                  | 4.17   |
| Emerging                     | 87   | 29       | 33%        | 4.52                    | 4.59                    | 4.52                      | 4.41                  | 4.38          | 4.48                 | 45%                  | 4.06   |
| Executive Search             | 86   | 25       | 29%        | 4.48                    | 4.58                    | 4.52                      | 4.44                  | 4.28          | 4.46                 | 48%                  | 3.95   |
| Recruitment                  | 29   | 7        | 24%        | 4.86                    | 4.86                    | 4.86                      | 4.86                  | 4.43          | 4.77                 | 57%                  | 4.47   |
| TAHRS (not ES/Recruitment)   | 31   | 9        | 29%        | 4.44                    | 4.78                    | 4.44                      | 4.44                  | 4.22          | 4.47                 | 44%                  | 4.04   |
| Class & Comp                 | 32   | 11       | 34%        | 4.73                    | 4.64                    | 4.73                      | 4.64                  | 4.45          | 4.64                 | 55%                  | 4.20   |
| Organizational Strategy      | 5    | 1        | 20%        | 5.00                    | 5.00                    | 5.00                      | 5.00                  | 5.00          | 5.00                 | 100%                 |  |
| Organizational Culture       | 19   | 8        | 42%        | 4.38                    | 4.75                    | 4.75                      | 4.75                  | 4.75          | 4.68                 | 63%                  | 4.13   |
| Test Rental                  | 324  | 106      | 33%        | 4.61                    | 4.71                    | 4.57                      | 4.55                  | 4.30          | 4.55                 | 40%                  | 4.25   |
| Testing & Selection (not TR) | 5    | 0        | 0%         |                         |                         |                           |                       |               |                      |                      |  |
| Learning & Development       | 11   | 3        | 27%        | 4.67                    | 5.00                    | 4.67                      | 4.67                  | 4.00          | 4.60                 | 33%                  | 4.40   |

4/30/2025



Attachment 12- Page 2

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: FY26 Return to Board Funding Update

#### ACTION REQUESTED:

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

#### **RELATIONSHIP TO BUSINESS PLAN:**

Return to Board Funds are 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:

Due to current budget constraints, the Return to Board Funds have been suspended until the next fiscal year.

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

FISCAL IMPACT: Insufficient revenue exists to support these funds (budgeted item)

# Attachment 13

| RETURN TO BOAI     | RD FUNDING - Jur                     | ne 2025                                |                                 |                 |
|--------------------|--------------------------------------|--|---------------------------------|-----------------|
| Board Agency       | Beginning balance<br>as of June 2025 | Description of Funds Spent /Encumbered | Spent /<br>Encumbered<br>Amount | Current Balance |
| City of Anaheim    | \$0                                  |  | \$0                             | \$0             |
| Hayward USD        | \$0                                  |  | \$0                             | \$0             |
| City of Las Vegas  | \$0                                  |  | \$0                             | \$0             |
| Mecklenburg County | \$0                                  |  | \$0                             | \$0             |
| City of Plano      | \$0                                  |  | \$0                             | \$0             |
| Pinellas County    | \$0                                  |  | \$0                             | \$0             |
| Sacramento County  | \$0                                  |  | \$0                             | \$0             |

DATE: June 6, 2025

TO: CPS HR Consulting Board of Directors

FROM: Jerry Greenwell, CEO

PREPARED BY: Dana Henderson, Executive Assistant

SUBJECT: Employee Recognition

#### **ACTION REQUESTED:**

<u>X</u> Information Item

Approval and/or Authorization

Policy Change or Adoption

Closed Session Item

#### **RELATIONSHIP TO BUSINESS PLAN:**

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

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



#### **DISCUSSION:**

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

#### Team Name: Annual Meeting Committee

<u>Team Members:</u> Melissa Asher, Dana Henderson, Fatima Nukic, Megan Misasi-Randles, Marisa Diaz, Jan Nishikawa, John Freeburn, Karen Galvan, Karen Evans, Christina Peacock, Gilles Laborde Lagrave and Allen Myers

#### Submitted by: Edward Sisson

This team put together who knows how many hours of additional time and effort, above and beyond their own individual jobs and related work to ensure that all would benefit from the annual off-site meeting and related events. Coordination of food, trainings, team building opportunities, dine-arounds, and social opportunities, all aimed to help strengthen the relationships of those on the CPS team, while also adding to the toolbox from which we operate, to provide for our customers.

Most of us are able to fly into town, enjoy the events, and be on our way after it is all over solely as a result of the time and effort these volunteers choose to provide for us.

While I feel there is much done behind the scenes, we all must realize that what we see is just the tip of the iceberg of what must happen to provide for this event, and to do so effectively. Many of those that participate are frequent fliers choosing to give of themselves year after year, and to the benefit of all. Coming together in this manner builds our workforce as we gain deeper insights as to what other CPS silos do, and why they do it while also allowing up for getting to know each other in a more personal setting and manner than we have the rest of the year.

I remain appreciative and greatly thank all those that give to ensure my experience is positive, a pleasure, and meaningful. Thanks to you all.

#### Team Name: EEXcel Committee

# <u>Team Members:</u> Jose Gonzalez, Janelle Callahan, John Freeburn, Christina Peacock, Kim Augustin, Kevin Nicholson, Layla Mansfield, Megan Misasi-Randles and Jaclyn Del Carlo

#### Submitted by: Jaclyn Del Carlo

The Committee has consistently demonstrated exceptional teamwork, dedication, and a deep commitment to the overall success and well-being of CPS HR employees. Their efforts have significantly impacted employee engagement, communication, and benefits, resulting in positive, long-term changes across the organization.

#### Key Accomplishments:

Engagement Survey Analysis & Actionable Recommendations: The EEXcel Committee took the results of the engagement survey and thoughtfully analyzed the data to generate actionable recommendations. Utilization Program Evaluation, Research, and Recommendations: The Committee led a comprehensive evaluation of the utilization program, conducting research and presenting well-researched recommendations that have resulted in positive changes. Enhanced Communication: One of the most notable accomplishments of the EEXcel Committee has been their role in enhancing communication throughout the organization. They implemented strategies that ensured information was shared more effectively, reaching all employees and fostering a greater sense of inclusivity and collaboration. Increased Transparency and Connection to Senior Leaders: The EEXcel Committee facilitated increased transparency within the organization and established stronger connections between employees and senior leadership. EExcel Deep Dive Forum: The EEXcel Committee played a pivotal role in the preparation, facilitation, and communication surrounding the EExcel Deep Dive Forum. They expertly guided breakout sessions, ensuring actionable items were generated and followed through, driving continuous improvement and fostering collaboration across teams. Employee Benefits Review and Evaluation: The Committee conducted an in-depth review of employee benefits, evaluating medical plans, PTO, LST, holidays, and more. Their efforts resulted in the introduction of three additional holidays, double the LTS per year, the addition of Aflac, and an increase in employerpaid life insurance, all of which have significantly enhanced the overall benefits package offered to employees.



# FY 2026 Strategic Plan and Budget



# FY2026 Strategic Assumptions

The strategic plan for CPS HR is a continuation of the plan approved by the Board in June of 2024. We are currently executing on the vision for 2030 with the short-term focus on closing out FY 2025 and continuing to position the organization to respond to market variables and to achieve the desired outcomes. The overall objectives are to be nationally recognized for our unparalleled expertise in the government space, our high level of customer service, and the impact we can have on improving organizational performance for our clients.

This spring we embarked on another in-depth planning process to refine our focus on what we are best at, what drives our financial health, and what we are passionate about in the work that we do for customers. (Hedgehog: Collins). One of the primary drivers for this exercise is to focus and be clear on our identity and what are the highest values we bring and derive from being in the marketplace. Once we can identify the end state, we can commit all resources and efforts to bring it to fruition.

The change of CEO will have an impact on the organization both internally and externally as relationships will need to be reestablished. Fortunately, our efforts to bring on a competent and high performing sales group, and to develop relationships at multiple levels across CPS HR has minimized the CEO's need to be in the sales and marketing process; thus, the established client relationships are with others in the organization and that should bode well for transition. The staff will have to adjust to new leadership, but we are confident that the strength of our culture will minimize any disruption that comes with a significant change like this.

A big factor in our planning and outlook is what is happening at the federal level and whether there are markers and indicators that allow for accurate predictions in the government marketplace. As the flow of federal funding to states wanes, the need for jurisdictions to move discretionary funding to primary sources for potential public safety and other citizen facing services will become a reality. Our challenge is to anticipate what areas are most apt to be impacted and plan accordingly. Not all service offerings will be in demand, which is driving the necessary process of evaluating the market potential of each and designing our promotion and business development efforts toward those that will continue to be in demand. This is a similar process to the one we employed going into the pandemic. As such we have identified areas that need to be restructured to meet current demands and areas where demand has dropped considerably so that we will consider sunsetting. A look at internal capabilities and cost has resulted in modifications to our overhead groups as we look for efficiency without sacrificing operational effectiveness. Our goal is to present a balanced budget and avoid significant reductions in staff as the uncertainty of the markets is a reality we must navigate.

As a self-supporting agency it is important to pay attention to the costs of goods and services and adjust accordingly to ensure we can stay price competitive, in particular as we expand in new markets and regions.

Overall, the strategic direction is aligned with where we see the business trending. We have refocused our business outlook from what we do to what we do for customers, since that is the true measure of success. We will continue to prioritize our core services, and where applicable infuse technology in the deployment and delivery. Given the broad array of agencies we service, we are looking for scalability and portability, without impacting margins and profitability. To expand nationally we need to increase the FTE to Intermittent project consultant ratio; to ensure we have resources in local regions, to minimize travel costs, and to maintain a manageable head count of FTEs.

The 2030 horizon sets a vision for growth and development and is very achievable given the track record of our staff to continue to meet every challenge we have faced. Historically the business cycle has never yielded a straight upward trend line. Every 4-5 years there is a flattening due primarily to external market factors. In this case the pending shift in federal funding will eventually have an impact on the state and local market. We will adjust accordingly and position ourselves again for sustainability. We are confident in this plan and look forward to the opportunity to excel.



# **3 Year Strategic Plan**

Strategic Planning Team: Jerry Greenwell, Melissa Asher, Geralyn Gorshing, Sandy MacDonald-Hopp, Greg Roberson, Vicki Brashear, Jaclyn Del Carlo

#### Commitment to Inclusivity

We are committed to creating an environment where everyone feels valued, respected, and empowered to contribute fully. We believe that diversity of perspectives enhances our collective success and actively work to include individuals from all backgrounds and experiences. Inclusiveness is demonstrated by our intentional efforts to involve a broad range of perspectives, fostering equity and a sense of belonging for all.

#### MISSION (WHY)

Promoting HR excellence in the public sector to drive high-level organizational performance.

#### CORE VALUES (WHO)

| ACCOUNTABLE          | INN |
|----------------------|-----|
| AGILE                | INT |
| EMPOWERED ENGAGEMENT | REL |
| INCLUSIVE LEADERSHIP | STR |

NOVATIVE FEGRITY LATIONSHIP FOCUSED RATEGIC MINDSET

#### 2030 OUTLOOK (WHERE)

We are nationally recognized for our expertise in public sector HR Consulting.

#### VALUE PROPOSITION (WHAT)

We deliver comprehensive HR solutions built on unparalleled government expertise to meet our clients' unique needs.

#### We help clients succeed by (HOW we deliver value):

- Understanding Your Goals: We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- Unlocking New Perspectives: Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- Bringing Solutions to Life: We put plans into action, making strategies operational and effective.
- Empowering Your Growth: Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

#### 2025/26

| SUCCESS MEASURES  |
|---|
| Annual Revenue of \$32.5M                               |
| Margin of 35.4%   |
| Client Retention of 70%                                 |
| 135 New Clients   |
| Client Satisfaction Rating of 4.3                       |
| Employee Engagement Score of >75% overall response rate |
| and >40% of employees are fully engaged                 |

#### 3 Year Picture From FY24 to FY27:

- Annual Revenue of \$40M
- Client Retention Rate of 70%/400 New Clients/40% Margin
- Regional approach to business development
- Known as a national HR Leader/trusted advisor
- Employer of Choice (living our values)

- Staffing fluidity
- Digitally fluent workforce
- Digitized products
- Continuous process improvement for intelligent efficiency

| ANNUAL GOALS (HOW)   | OWNER   | MEASUREMENT – JUNE 30, 2026  |
|--|---------|--|
| <u>Revenue</u><br>1A. Increase income diversity and<br>reduce risk by penetrating new<br>markets, targeting larger clients and<br>securing more high-value projects. | Geralyn | <ul> <li>Increase the number of proposals over \$50K by 10% compared to the FY25 baseline.</li> <li>Increase revenue by 5% from projects over \$50K compared to the FY25 baseline.</li> <li>Grow GL region by \$500K compared to the FY25 baseline.</li> </ul>   |
| <u>Revenue</u><br>1B. Proactively manage the annual<br>profit margin.  | Vicki   | <ul> <li>Complete a margin impact analysis and deliver a report by P &amp; S identifying at least three key drivers of margin erosion and three actionable efficiency opportunities.</li> <li>Increase overall gross margin to 37% by year end.</li> </ul>   |
| <u>People</u><br>2A. Leverage a dynamic pool of<br>talented intermittent employees to<br>expand our capacity.  | Jaclyn  | <ul> <li>Achieve a 25% reduction in RFPs and client requests declined due to capacity or skill shortages, using FY25 as the baseline.</li> <li>100% adoption of Intermittent Employee Program &amp; Tools by Proje Managers and Intermittent Employees.</li> <li>Increase the percentage of project work fulfilled by intermittent employees, reducing reliance on fixed-cost staffing models to achieve revenue goals (target ratio of 45:55/regular vs PC).</li> </ul> |
| <u>People</u><br>2B. Cultivate a company culture<br>around care and our core values.   | Melissa | <ul> <li>Above average rating in the annual employee survey on how well ware living our culture and core values.</li> <li>Develop and deliver four foundational training courses to all employees.</li> </ul>  |
| <u>Products and Services</u><br>3A. Re-engineer Compensation Study<br>Methodology and Processes.   | Vicki   | <ul> <li>Achieve a 55% win rate on compensation proposals submitted<br/>within the fiscal year.</li> <li>Meet classification &amp; compensation revenue goal of \$3.4M.</li> </ul>   |



# FY2026 Budget



## Fiscal Year 2026 Budget Assumptions

#### Revenue

- Revenue budgets were prepared on a service line project basis. Revenue estimates were based on existing contracts in force, rates of renewal historically experienced on expiring contracts, and anticipated new business based on detailed business development plans. These revenue estimates are not assured and are subject to variability. CPS HR Consulting continues to be heavily exposed to California state and local government spending and fiscal challenges are ongoing for these public agencies. Business Development efforts are focused on regional areas and expanding nationally.
- The revenue forecast represents increased revenue in comparison to the projected 12 months ending June 30, 2025. Revenue is spread throughout the year based on historical trends and is not front or backloaded although July and December are typically our weakest months.
- Revenue includes \$1.3M for Test Rental for 4.2% year-over-year decrease; \$4.9M Training revenue for 4.5% decrease; \$8.2M State Market 0.2% year-over-year increase, \$12.6M Local Market 38% year-over-year increase, and \$5.5M for Emerging Market 19% increase. Main revenue increases are Chicago test administration and Class & Comp Consulting.

#### <u>Labor</u>

- The labor budget assumes potential 3% salary increases for January 2025 dependent on financial performance. Some positions have been budgeted for promotions in line with development plans.
- Operating Expense does not include any bonus accrual for FY2026 yet if financial performance warrants it, a request for approval may be initiated at future Board meeting.
- Fringe benefit expense is budgeted to increase by 12% considering rising health insurance.

#### <u>Expense</u>

- Largest Operating Expense items are labor related with ISD, Finance, HR, and Marketing expense in line with business needs and size.
- Depreciation and amortization accrual amounts of \$299k are included in expenses in monthly increments. The depreciation figure includes depreciation on existing assets plus capital budget.

#### Capital Expenditures

• Capital expenditures of \$40,000 for replacing Veeam and VMWare Servers that have reached the end of their service life.



#### Fiscal Year 2026 Budget Executive Summary

The attached schedules present the CPS HR Consulting budget for fiscal year 2026 with key points:

- Total revenue of \$32.5 million reflects 14.3% increase in revenue in comparison to projected revenue for the 12 months ending June 30, 2025. The revenue increase reflects more test development & administration and class & comp services offset with flat or slight declines in other service lines.
- Direct project costs reflect \$2.6 million increase in line with revenue increase including staffing mix of regular and intermittent consultants along with pass-thru expenses. Portfolio mix reflects range of gross margins due to labor and expense mix. FY2026 budgeted 35.4% gross margin is 0.2% decrease over FY2025.
- Indirect operating and overhead expenses show a 4% decrease in comparison to projection figures for the current fiscal year due to staff mix, strategic initiative funding, technology spend, and facility operating expense.
- No Bonus funds have been budgeted this fiscal year with break-even budget. Future meeting may request consideration for bonus if financial performance exceeds budget.
- Consolidated Operating Income/(Loss) is budgeted at \$779k loss and represents -2.4% operating margin. Adding \$800k interest income/special items produces \$21k Net Income or 0.1% of revenue.
- Net Income figure reflects depreciation and amortization expense of \$299k, a non-cash expense which is a method of recognizing the timing of benefits produced by capital expenditures of prior years.
- Ignoring depreciation and amortization expense generates a net income figure of \$319k which equates to cash flow from ongoing operations before depreciation and amortization.
- Subtracting anticipated capital expenditures of \$40k produces a positive net cash flow from operations of \$279k.

The following exhibits are attached and provide additional detail:

- 1. Executive Summary of the 2026 budget with comparisons to the FY2025 projected figures for the 12 months ended June 30, 2025.
- 2. Detailed FY25 budgets for CPS HR, with comparison to projected figures for the 12 months ended June 30, 2025, and computations of variances in dollars and percentages.
- 3. Monthly budget showing revenue and expenses by fiscal month.
- 4. Pie chart showing revenue by Market and Service Line Revenue graph.
- 5. Bubble chart showing relative size and gross margin of each Market.
- 6. Graphs of historical trends of revenue and expenses.
- 7. Capital expenditure detail.
- 8. Position Control.
- 9. Organization Chart.

# CPS HR CONSULTING

#### Fiscal Year 2025/26 Budget Executive Summary

The following is a summary of the proposed budget for the 2025/26 fiscal year

|   |    | 25 Annualized<br>Actuals<br>024-6/30/2025 | 026 Proposed<br>Budget<br>2025-6/30/2026 |
|---|----|---|--|
| Total Revenue                                   | \$ | 28,400,000                                | \$<br>32,452,852                         |
| Direct Project Costs                            |    | 18,378,550                                | <br>20,951,265                           |
| Gross Margin                                    |    | 10,021,450                                | 11,501,587                               |
| Indirect Expense - Business Units               |    | 4,606,767                                 | 3,880,538                                |
| Indirect Expense - OMS                          |    | 8,189,809                                 | <br>8,400,460                            |
| Total Indirect Expense                          |    | 12,796,576                                | <br>12,280,998                           |
| Operating Income / (Loss)                       |    | (2,775,125)                               | (779,411)                                |
| Net Interest Income / Special Items             |    | 950,000                                   | <br>800,000                              |
| Net Income / (Loss)                             | \$ | (1,825,125)                               | \$<br>20,589                             |
| Depreciation & Amortization Expense (Non-Cash)  |    | 295,073                                   | <br>298,686                              |
| Net Income Ignoring Depreciation & Amortization |    | (1,530,053)                               | 319,275                                  |
| Capital Expenditures                            |    | 12,819                                    | <br>40,000                               |
| Net Cash Flow From Ongoing Operations           | Ş  | (1,542,872)                               | \$<br>279,275                            |

# 

## FISCAL YEAR 2025/2026 BUDGET COMPARISON

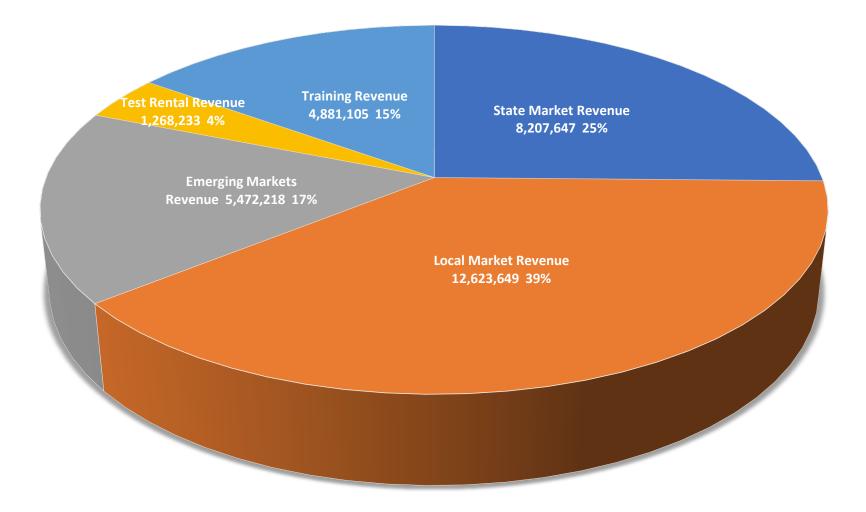
|                              | Y25 Annualized Actual<br>(7/1/24 - 6/30/25) |        | FY2026 Bu     | idget  | Variance<br>Budget vs Prior 12 Months |         |  |
|------------------------------|---|--------|---------------|--------|---------------------------------------|---------|--|
|                              |   |        | (7/1/25 - 6/3 | 0/26)  |                                       |         |  |
|                              | Actual                                      | z      | Budget        | ×      | Variance                              | % of    |  |
| Project Revenue              | 28,400,000                                  | 100.0% | 32,452,852    | 100.0% | 4,052,852                             | 14.3%   |  |
| Revenue                      | 28,400,000                                  |        | 32,452,852    |        | 4,052,852                             |         |  |
| Direct Labor - Regular       | 5,152,109                                   | 18.1%  | 6,421,362     | 19.8%  | 1,269,253                             | 24.6%   |  |
| Direct Labor - Interm/Proct  | 3,813,772                                   | 13.4%  | 3,517,426     | 10.8%  | (296,346)                             | (7.8%)  |  |
| Direct Fringe                | 2,562,159                                   | 9.0%   | 3,106,333     | 9.6%   | 544,174                               | 21.2%   |  |
| Direct Contract Services     | 944,731                                     | 3.3%   | 975,600       | 3.0%   | 30,869                                | 3.3%    |  |
| Direct Travel                | 715,670                                     | 2.5%   | 772,877       | 2.4%   | 57,207                                | 8.0%    |  |
| Test Site Rental             | 232,140                                     | 0.8%   | 696,000       | 2.1/   | 463,860                               | 199.8%  |  |
| Print Shop - Direct          | 497,903                                     | 1.8%   | 471,636       | 1.5%   | (26,267)                              | (5.3%)  |  |
| Direct Other                 | 4,460,065                                   | 15.7%  | 4,990,031     | 15.4%  | 529,966                               | 11.9%   |  |
| Direct Project Costs         | 18,378,550                                  | 64.7%  | 20,951,265    | 64.6%  | 2,572,715                             | 14.0%   |  |
| Gross Profit                 | 10,021,450                                  | 35.3%  | 11,501,587    | 35.4%  | 1,480,137                             | 0.2%    |  |
| Indirect Labor               | 6,296,242                                   | 22.2%  | 6,067,051     | 18.7%  | (229,191)                             | (3.6%)  |  |
| Bonus/TBPP                   | -   | -      | -             | -      | -                                     | -       |  |
| Fringe Benefits              | 2,905,956                                   | 10.2%  | 2,710,107     | 8.4%   | (195,849)                             | (6.7%)  |  |
| Contract/Consulting/Temp     | 316,429                                     | 1.1%   | 175,500       | 0.5%   | (140,929)                             | (44.5%) |  |
| Hardware, Software, Equip.   | 1,008,592                                   | 3.6%   | 929,393       | 2.9%   | (79,199)                              | (7.9%)  |  |
| Telephone                    | 79,939                                      | 0.3%   | 87,600        | 0.3%   | 7,661                                 | 9.6%    |  |
| Repairs, Maint & Utilities   | 168,460                                     | 0.6%   | 118,783       | 0.4%   | (49,677)                              | (29.5%) |  |
| Insurance                    | 204,427                                     | 0.7%   | 204,000       | 0.6%   | (427)                                 | (0.2%)  |  |
| Facilities Allocation        | (1,360,976)                                 | (4.8%) | (1,293,867)   | (4.0%) | 67,109                                | (4.9%)  |  |
| Facilities                   | 2,337,134                                   | 8.2%   | 2,271,905     | 7.0%   | (65,229)                              | (2.8%)  |  |
| Depreciation/Amortization    | 295,073                                     | 1.0%   | 298,686       | 0.9%   | 3,613                                 | 1.2%    |  |
| Miscellaneous                | 130,548                                     | 0.5%   | 232,740       | 0.7%   | 102,192                               | 78.3%   |  |
| Print Shop Allocation        | (499,055)                                   | (1.8%) | (660,970)     | (2.0%) | (161,915)                             | 32.4%   |  |
| Training & Seminars          | 26,692                                      | 0.1%   | 63,460        | 0.2%   | 36,768                                | 137.8%  |  |
| Supplies                     | 28,057                                      | 0.1%   | 45,300        | 0.1%   | 17,243                                | 61.5%   |  |
| Dues/Subs/Memberships        | 30,082                                      | 0.1%   | 52,985        | 0.2%   | 22,903                                | 76.1%   |  |
| Marketing & Advertising      | 370,732                                     | 1.3%   | 448,100       | 1.4%   | 77,368                                | 20.9%   |  |
| Freight                      | 20,392                                      | 0.1%   | 22,050        | 0.1%   | 1,658                                 | 8.1%    |  |
| Copier Machine Costs         | 58,966                                      | 0.2%   | 58,000        | 0.2%   | (966)                                 | (1.6%)  |  |
| PC&IF                        | 10,064                                      | 0.0%   | 12,000        | 0.0%   | 1,936                                 | 19.2%   |  |
| Professional Services        | 110,817                                     | 0.4%   | 124,500       | 0.5%   | 13,683                                | 12.3%   |  |
| Indirect Travel              | 258,006                                     | 0.9%   | 313,675       | 1.0%   | 55,669                                | 21.6%   |  |
| Operating Expenses           | 12,796,576                                  | 45.1%  | 12,280,998    | 37.8%  |                                       | (4.0%)  |  |
| Net Operating                | (2,775,125)                                 | (9.8%) | (779,411)     | (2.4%) | 1,995,714                             | (71.9%) |  |
| Interest Income (Expense)    | 950,000                                     | 3.3%   | 800,000       | 2.5%   | (150,000)                             | (15.8%) |  |
| Special Items (Pension/OPEB) | -   | -      | -             | -      | -                                     | -       |  |
| Non Operating                | 950,000                                     | 3.3%   | 800,000       | 2.5%   | (150,000)                             | (16%)   |  |
| Net Income                   | (1,825,125)                                 | (6.4%) | 20,589        | 0.1%   | 2,145,714                             | (118%)  |  |



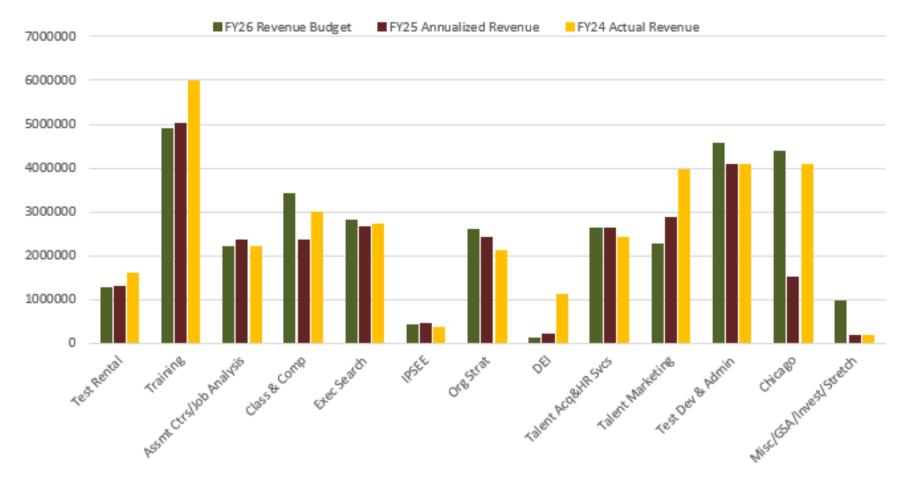
## Fiscal Year 2025/26 Monthly Budget

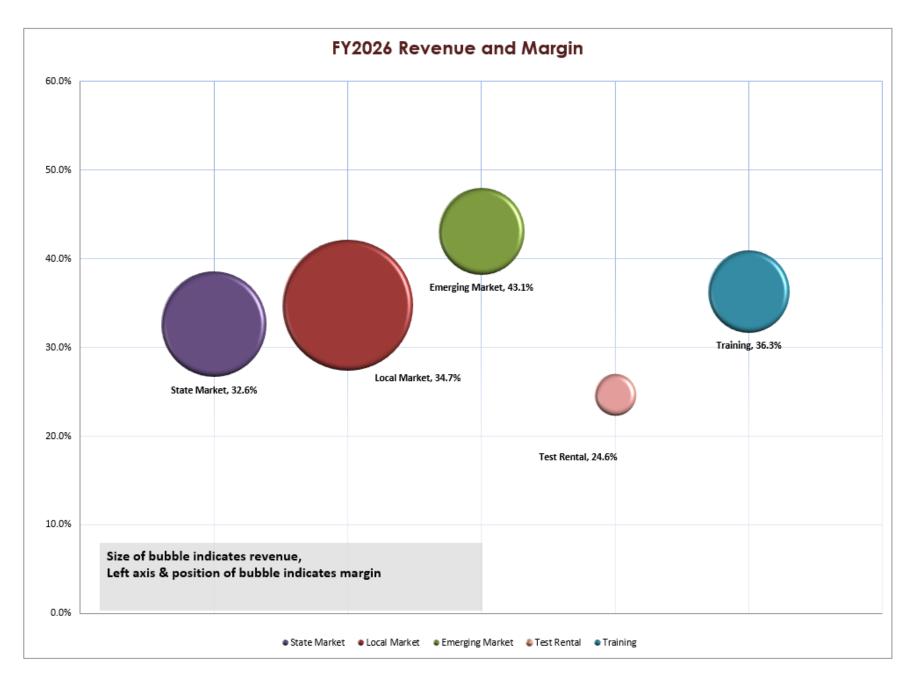
| Revenue                           | Total                                   | July      | August    | September | October   | November  | December  | January       | February  | March     | April     | May       | June       |
|-----------------------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|---------------|-----------|-----------|-----------|-----------|------------|
| State Market Revenue              | 8,207,647                               | 745,101   | 680,795   | 655,001   | 766,883   | 604,463   | 562,018   | 699,334       | 654,407   | 697,092   | 786,507   | 656,192   | 699,855    |
| Local Market Revenue              | 12,623,649                              | 1,079,251 | 941,998   | 1,124,059 | 1,132,222 | 849,949   | 887,227   | 1,423,076     | 1,145,055 | 965,125   | 1,099,813 | 1,103,545 | 872,330    |
| Emerging Markets Revenue          | 5,472,218                               | 500,966   | 435,230   | 426,610   | 514,861   | 449,595   | 406,291   | 467,982       | 418,760   | 436,330   | 510,061   | 476,706   | 428,826    |
| Test Rental Revenue               | 1,268,233                               | 110,686   | 110,686   | 110,686   | 110,686   | 80,686    | 80,686    | 110,686       | 110,686   | 110,686   | 110,686   | 110,686   | 110,687    |
| Training Revenue                  | 4,881,105                               | 276,110   | 347,645   | 410,770   | 458,245   | 350,535   | 359,620   | 367,675       | 469,010   | 490,535   | 492,145   | 462,645   | 396,170    |
| Total Revenue                     | 32,452,852                              | 2,712,114 | 2,516,354 | 2,727,126 | 2,982,897 | 2,335,228 | 2,295,842 | 3,068,753     | 2,797,918 | 2,699,768 | 2,999,212 | 2,809,774 | 2,507,868  |
| Direct Project Costs              | 20,951,265                              | 1,739,545 | 1,609,617 | 1,812,210 | 1,901,161 | 1,521,387 | 1,525,478 | 2,122,303     | 1,855,886 | 1,679,475 | 1,847,140 | 1,801,516 | 1,535,547  |
|                                   |   | .,        |           |           |           | .,,       | .,,       |               |           |           |           |           |            |
| Gross Margin                      | 11,501,587                              | 972,569   | 906,736   | 914,916   | 1,081,737 | 813,841   | 770,364   | 946,449       | 942,032   | 1,020,293 | 1,152,072 | 1,008,258 | 972,321    |
| -                                 | 35.4%                                   | 35.9%     | 36.0%     | 33.5%     | 36.3%     | 34.9%     | 33.6%     | 30.8%         | 33.7%     | 37.8%     | 38.4%     | 35.9%     | 38.8%      |
| Indirect Expense - Business Units | 3,880,538                               | 350,033   | 304,113   | 296,576   | 377,663   | 284,767   | 283,760   | 354,254       | 313,749   | 323,939   | 375,960   | 313,852   | 301,872    |
| Indirect Expense - OMS            | 8,400,460                               | 760,052   | 658,045   | 639,092   | 790,279   | 642,098   | 614,729   | 776,017       | 698,052   | 679,389   | 793,651   | 665,443   | 683,612    |
| _                                 |   |           |           |           |           |           |           |               |           |           |           |           |            |
| Total Indirect Expense            | 12,280,998                              | 1,110,085 | 962,157   | 935,668   | 1,167,943 | 926,865   | 898,489   | 1,130,271     | 1,011,801 | 1,003,328 | 1,169,611 | 979,296   | 985,485    |
| Operating Income (Loss)           | (779,411)                               | (137,516) | (55,421)  | (20,752)  | (86,206)  | (113,024) | (128,124) | (183,822)     | (69,769)  | 16,965    | (17,539)  | 28,962    | (13,164)   |
|                                   | (,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | (107,010) | (00) (21) | (20,702)  | (00,200)  | (         | (120).2.1 | (,            | (07,107)  | ,         | (,)       | 20,7 02   | (10),10 1) |
| Net Interest Income/Special Items | 800,000                                 | 60,000    | 60,000    | 60,000    | 60,000    | 70,000    | 70,000    | 70,000        | 70,000    | 70,000    | 70,000    | 70,000    | 70,000     |
| Net Income (Loss)                 | 20,589                                  | (77,516)  | 4,579     | 39,248    | (26,206)  | (43,024)  | (58,124)  | (113,822)     | 231       | 86,965    | 52,461    | 98,962    | 56,836     |
| =                                 |   |           |           |           |           |           |           |               |           |           |           |           |            |
| Depreciation and Amortization     | 298,686                                 | 24,593    | 24,593    | 24,593    | 24,619    | 24,619    | 24,619    | 25,175        | 25,175    | 25,175    | 25,175    | 25,175    | 25,175     |
| Net Income Ignoring Dep & Amor    | 319,275                                 | (52,923)  | 29,172    | 63,841    | (1,587)   | (18,405)  | (33,505)  | (88,647)      | 25,406    | 112,140   | 77,636    | 124,137   | 82,011     |
|                                   |   | 1         |           | 3-1-1-1   | 1.1-2.1   | 1         | 1 1 1     | 1 - 31 - 11 1 |           |           |           |           |            |

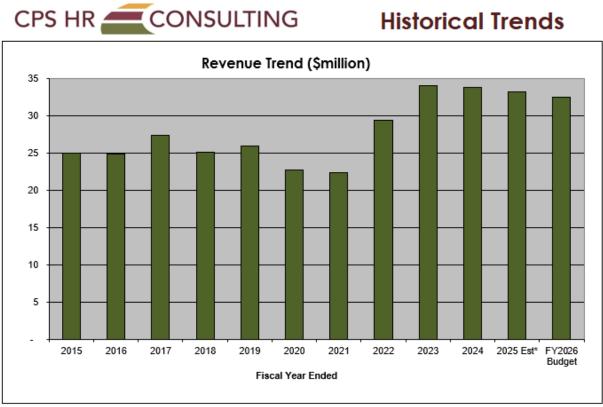
# FY2026 Budget Revenue Forecast Total Revenue: \$32.5M

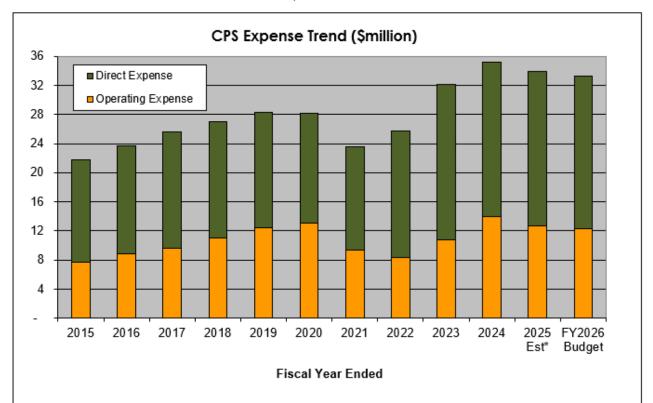


## Service Line Revenue FY26 \$32.5M in Compariston to FY25 \$28.4 and FY24 \$33.7M Actual Revenue









\*FY2025 Est reflects 10 months of actuals thru April 30, 2025 annualized.

The graph above indicates \$6.8 million increase in direct expense and \$4.6M increase in operating expense during the 12-year period shown.

## CPS HR CONSULTING Fiscal Year 2026 Budget Capital Spend Plan

| Asset Clas           | Asset Class Asset Description   |          | Useful<br>Life<br>(Yrs) | Capitalized<br>Cost |        |
|----------------------|---|----------|-------------------------|---------------------|--------|
| ISD Operation<br>H/W | <u>ns:</u><br>Veeam Ser∨er (Replace backup ser∨ers<br>for Cloud and OnPrem) | Mar-2026 | 3                       | \$                  | 20,000 |
| H/W                  | VMWare ESX Server (2 of 2)  | Dec-2025 | 3                       | \$                  | 20,000 |

**Total Capital Expenditures** 

\$ 40,000



## POSITION CONTROL BUDGETED POSITIONS FY2026

| UNIT                     | BUDGETED<br>POSITIONS | ACTUALS | VACANCIES |
|--------------------------|-----------------------|---------|-----------|
| EXECUTIVE                | 2.00                  | 2.00    | -         |
| FINANCE                  | 8.00                  | 8.00    | -         |
| Contracts                | 2.00                  | 2.00    | -         |
| HUMAN RESOURCES          | 4.00                  | 3.00    | 1.00      |
| ISD                      | 6.00                  | 7.00    | (1.00)    |
| Production               | 2.00                  | 2.00    | -         |
| MARKETING                | 13.00                 | 12.00   | 1.00      |
| STATE                    | 1.00                  | 1.00    | -         |
| CLIENT SERVICES          | 2.00                  | 2.00    | -         |
| Assessment & Selection   | 7.00                  | 6.00    | 1.00      |
| Classification & Comp    | 11.00                 | 9.00    | 2.00      |
| Executive Search         | 7.00                  | 7.00    | -         |
| Test Development & Admin | 16.00                 | 15.00   | 1.00      |
| Organizational Strategy  | 6.00                  | 5.00    | 1.00      |
| Talent Acq/HR Services   | 12.00                 | 12.00   | -         |
| Organizational Culture   | 1.00                  | 3.00    | (2.00)    |
| Test Rental              | 5.00                  | 6.00    | (1.00)    |
| Training                 | 5.00                  | 4.00    | 1.00      |
| TOTAL POSITIONS          | 110.00                | 106.00  | 4.00      |

See attached Retired Annuitant information for additional staffing information

#### New Positions/Vacancies:

HR replacement Sr HR Consultant Marketing replacement TX BD Rep Assessment Sr HR Consultant (Jan-2026 if business up) Class & Comp Sr HR Consultant & Assoc HR Consultant TDA Admin Tech (if business up) Org Strat Sr HR Consultant Training Coordinator (if business up)

Restructure: Contracts Manager, ISD Tech Specialist, Marketing Manager, Test Rental Sr HR Consultant Employee Engagement and DEI Principal HR Consultants

## **Retired Annuitants**

For fiscal year 2025-26, we anticipate employing retired annuitants (RAs) to assist on project work throughout our human resource areas of service. All candidates will be assessed to determine whether they possess specialized skills needed for the project work and will be hired only for the duration of the project or projects.

Retired annuitants are listed below by service area. Included are the hours each is forecasted to work. In some instances, the hours exceed that of one FTE. This is because one individual would not possess all of the expertise in the various competency areas required to provide the consulting services requested by clients.

## **Classification and Compensation**

Projects in this service area encompass the full range of classification studies for organizations of all sizes including the development of classification concepts and structures, job audits allocation of positions into the appropriate classification and the development or revision of classification specifications.

- Barbara Santos > 200
- Mindi Nunes >150

## Talent Acquisition & Human Resources Solutions

The services provided in this area pertain to outreach services, partial or full recruitment and selection services that range from marketing and outreach to managing the entire recruitment and selection process and human resources outsourcing.

- Cheri Fairchild > 500
- Charlene Harris > 500
- Arleen Shieh > 200
- Patricia O'Neil >400
- Katovia Reeves > 500
- Debora Boutte>500

## State Practice

The types of projects vary for California state agencies. Project work will include class and pay, workload assessments, succession planning, organizational assessments, and other yet-to-be determined projects.

- Julianne Brewer>100
- Deborah Harper >100
- Gerald Yee>650

Nettie Sabelhaus>700 Fariba Shahmirzadi>100 Mike Kanemoto>100

- Lisa Baker>50
- George Lolas>50
- Patricia Macht>400
- Jim Davis>100
- John Hiber>650

## Test Administration

The services in this area pertain to a full range of selection testing related activities/functions such as designing and administering several types of assessments, candidate proctoring and scheduling, test site arrangements, and candidate communications.

- Shannon Cleland > 500
- Robyn Davidson > 225
- Pauline Kelzer > 200
- Victoria Ludolph >250
- Lorraine Quattlebaum > 525
- Bettie Thomas > 100
- Jane Rex>250

#### Training

The various classes taught in this service area include Basic Supervision, Completed Staff Work, Critical Thinking, HR Academy, Basic Supervision for State Supervisors, Innovation, Labor Relations, Media Relations, Public Speaking, and other courses, as needed.

- Norman Lefmann >50
- Judy Capaul > 600
- David Clovis > 100
- Chaim Eyal > 300
- Lance Guerra > 400
- Craig Trombly >150

#### Miscellaneous

In this service area, the variety of work performed includes teamwork facilitation, performance management consulting, and executive recruiting support.

- Susan Hildreth > 50
- Jill Engelmann > 50
- Joanne Peterson > 600

Vickiann Tapia>400 Xina Bolden>400 Ramona Murray de Prieto>100

- George Lolas>50 Pauline Kelzer>100 Ronald Rowan>300 Dominic Dugo >500
- Brian Moritsch >250

