CTANDADD ACDELMENT ATTROVED STITLE						CONTRACT NUM	BER	AM. NO.	
STANDARD AGREEMENT — ATTORNEY GENERAL STD. 2 (REV.5-91) (Modified by LCB)					LCB #2			CATION NUMBER	
THIS AGREEMENT, made	and entered i	nto this	20 day of	May	, 20 <u>24</u> ,	TAXPAYER'S FEE	ERAL EMPLOYER IDENTIFI	CATION NUMBER	
in the State of California, by			a, through its duly ele	cted or appointed,	qualified and a	cting			
TITLE OF OFFICER ACTING FO	R STATE		AGENCY				•		
Chief Administrative Officer Assembly Committee on Rule						n Rules	, hereafter called the State, and		
CONTRACTOR'S NAME CPS HR Consulting							, hereafter called the	Contractor.	
WITNESSETH: That the does hereby agree to furn time for performance or	nish to the St	ate services and	materials as follow	s: (Set forth se	ns, agreement vice to be ren	s, and stipulation dered by Contrac	s of the State hereina etor, amount to be po	fter expressed, aid Contractor,	
		GI	ENERAL TER	RMS AND C	ONDITIC	ONS			
1. Se	ervices	,							
1. 5	ELVICES	2							
	inc		s furthered by refe				which is he this	reby	
							/Con++	d)	
							(Conti	.nuea)	
IN WITNESS WHEREC	OF, this agree	ement has been e	executed by the par	ties hereto, upor	the date first	above written.			
	TE OF	ALIFORN	A		CONTRACTOR				
agency Assembly Comm	nittee	on Rules		1			r a corporation, partnership	etc.)	
Assembly Committee on Rules					CPS HR Consulting BY (AUTHORIZED SIGNATURE)				
\triangleright									
PRINTED						ald-Hopp	CFO		
TITLE					Sandy MacDonald-Hopp, CFO ADDRESS 2450 Del Paso Road, Suite 220				
Chief Administrative Officer				ADDRESS	2450 D	el Pago F		220	
AMOUNT ENGLINDEDED BY TH	ninistr	acive or	ficer	ADDRESS				220	
			ficer CORY (CODE AND TITLE			el Paso F ento, CA	95834 Department of C	General Service	
DOCUMENT \$	IS	PROGRAM/CATEG			Sacram		95834 Department of C		
DOCUMENT PRIOR AMOUNT ENCUMBERED CONTRACT	IS				Sacram		95834 Department of C	General Service	
DOCUMENT PRIOR AMOUNT ENCUMBERED CONTRACT	O FOR THIS	PROGRAM/CATEG			Sacram		95834 Department of C	General Service	
DOCUMENT S PRIOR AMOUNT ENCUMBERED CONTRACT	O FOR THIS	PROGRAM/CATEG) F	Sacram UND TITLE	ento, CA	95834 Department of C	General Service	
DOCUMENT S PRIOR AMOUNT ENCUMBERED CONTRACT TOTAL AMOUNT ENCUMBERED	O FOR THIS	PROGRAM/CATEG) F	Sacram UND TITLE	ento, CA	95834 Department of C	General Service	
AMOUNT ENCUMBERED BY THE DOCUMENT PRIOR AMOUNT ENCUMBERED CONTRACT TOTAL AMOUNT ENCUMBERED I hereby certify upon my of the process of the	D FOR THIS	(OPTIONAL USE) ITEM OBJECT OF EXPE	ORY (CODE AND TITLE	CHAPTER	Sacram UND TITLE	ento, CA	95834 Department of C	General Service	
DOCUMENT PRIOR AMOUNT ENCUMBERED CONTRACT TOTAL AMOUNT ENCUMBERED \$	O FOR THIS O TO DATE Own persona of the expendi	(OPTIONAL USE) ITEM OBJECT OF EXPEN	NDITURE (CODE AND TILE	CHAPTER	Sacram UND TITLE	ento, CA	95834 Department of C	General Service	
PRIOR AMOUNT ENCUMBERED CONTRACT TOTAL AMOUNT ENCUMBERED Thereby certify upon my of the period and purpose of	O FOR THIS O TO DATE Own persona of the expendi	(OPTIONAL USE) ITEM OBJECT OF EXPEN	NDITURE (CODE AND TILE	CHAPTER	Sacram UND TITLE STATUTE T.B.A. NO.	ento, CA	95834 Department of C	General Service	
PRIOR AMOUNT ENCUMBERED CONTRACT OTAL AMOUNT ENCUMBERED hereby certify upon my of the period and purpose of the period and	O FOR THIS O TO DATE Own persona f the expend.	(OPTIONAL USE) ITEM OBJECT OF EXPEN	NDITURE (CODE AND TILE	CHAPTER TLE) a available for	Sacram UND TITLE STATUTE T.B.A. NO.	ento, CA	95834 Department of C	General Service	

STATE OF CALIFORNIA

(b) The services described in Subparagraph (a) of this Paragraph 1 and in Rider A shall occur between April 1, 2024 and December 31, 2024 according to a schedule mutually agreed upon by the parties.

2. Term of Agreement

The term of this Agreement is April 1, 2024, to December 31, 2024, inclusive, except that the provisions of Paragraphs 6, 8, 12, and 13 of these General Terms and Conditions apply beyond any termination of this Agreement.

3. Amount Payable

The total amount payable under this Agreement shall not exceed fifty thousand dollars (\$50,000), and is payable in accordance with Paragraph 4 of these General Terms and Conditions and as follows:

- (a) The State shall pay the Contractor up to forty-six thousand five hundred dollars (\$46,500) at the hourly rates set forth in Rider A for an organizational assessment, as described Paragraph 1 of these General Terms and Conditions and in Rider A.
- (b) The State shall pay the Contractor up to three thousand five hundred dollars (\$3,500) for actual travel and living expenses incurred by the Contractor, as documented by the Contractor in the manner prescribed by the State, in providing the services that are the subject of this Agreement at locations other than the Contractor's usual place or places of business, as follows:
 - (1) Airfare: commercial carrier coach fare rate, supported by a receipt.
 - (2) Other transportation: actual, reasonable expense, supported by a receipt.
 - (3) Living expenses: actual expenses, not to exceed maximum state employee per diem rates, to be claimed and computed in accordance with California Department of Human Resources regulations in effect when the expenses are incurred.

(c) The consideration to be paid to the Contractor, as provided herein, is in compensation for all of the Contractor's expenses incurred in performance under this Agreement unless otherwise expressly provided.

4. Invoicing and Payment for Services

- (a) The Contractor shall submit monthly invoices to the State in arrears for all services provided up to the date of the invoice, using one, but not both, of the following methods:
 - (1) Invoices may be submitted by mail to the following address:

Assembly Committee on Rules 1020 O Street, Suite 6250 Sacramento, CA 95814 Attention: Tosha Cherry, Deputy Administrative Officer

(2) Alternatively, invoices may be submitted electronically to the following email address:

Tosha.Cherry@asm.ca.gov

- (b) The State shall make payment to the Contractor, as promptly as fiscal procedures permit, for services performed under this Agreement in accordance with applicable completion criteria and in accordance with the invoices submitted by the Contractor. The State's obligation to pay any amounts due under this Agreement is contingent upon the appropriation and approval of funds for that purpose. All claims under this Agreement shall be subject to the approval of the State that services have been satisfactorily performed.
- (c) Each invoice submitted to the State by the Contractor shall contain all of the following:
 - (1) The word "INVOICE," in a prominent location, at the top of the page.
 - (2) A unique numerical identifier by which that invoice may be referenced to the exclusion of all others.

- (3) The printed name of the Contractor.
- (4) The Contractor's business address, including city and ZIP Code and post office box number, if applicable.
- (5) The date of the invoice.
- (6) A reference to this Agreement as "LCB #24:13873."
- (7) An itemized account of the services for which the State is being billed, including a brief description of the services performed and the tasks completed, the time period covered in 15 minute increments, the dates and hours when the services were performed, the name and title of the individual or individuals performing those services, and an explanation of the method for computing the amount due as derived from salaries, wages, consultant fees, travel expenses, and time worked.
- (8) The total amount due, in a prominent location in the lower right-hand portion of the last page and clearly distinguishable from other figures or computations appearing in the invoice.

5. State Project Manager

Unless the State otherwise directs, Tosha Cherry is the State project manager under this Agreement, and is the individual to whom all communications to the State relative to the Contractor's performance of services under this Agreement shall be addressed.

6. Inspections and Audits

From time to time, the State may direct the State Auditor, or some other accounting organization, to make inquiries and examinations to verify that the services for which the Contractor invoiced the State were performed, and that the invoices accurately reflect any price schedule established under this Agreement. To accommodate this requirement, the Contractor shall permit the auditor or auditors designated by the State for the purposes of this Paragraph 6 to inspect and audit the records of the Contractor relating to this Agreement.

7. Taxes

The State is exempt from federal excise taxes and no payment shall be made by the State for any personal property taxes levied on the Contractor or any taxes levied on the wages of the Contractor's employees. The State shall pay only for any applicable State of California or local sales or use taxes levied on the services rendered or on the equipment, parts, or software supplied to the State pursuant to this Agreement.

8. Confidentiality of Information

- All financial, statistical, personal, technical, and other data and information relating to the operations of the State that are made available to the Contractor in carrying out this Agreement, or that become available to the Contractor in carrying out this Agreement, unless designated by the State as not confidential, are deemed to be confidential and shall be protected by the Contractor from unauthorized use or disclosure. In providing that protection, the Contractor shall comply with any procedural requirements of the State that are provided in writing to the Contractor. The Contractor may not be required under this Paragraph 8 to keep confidential any data or information that is or becomes publicly available, is rightfully in the Contractor's possession on the date this Agreement becomes effective, is independently developed by the Contractor outside the scope of this Agreement, or is rightfully obtained from third parties.
- (b) The Contractor shall require each of its employees who performs services of any type in connection with this Agreement and any other individual who performs services of any type for the Contractor in connection with this Agreement, and who thereby has access to confidential data and information of the State as described in Subparagraph (a) of this Paragraph 8, to sign the Confidentiality Statement attached as Exhibit A, which is hereby incorporated by reference and made a part of this Agreement. The Contractor shall file the signed Confidentiality Statement with the State with regard to each such employee or

individual before the employee or individual performs services of any type in connection with this Agreement.

- (c) The Contractor shall retain all materials, whether in a physical or electronic format, associated with the performance of this Agreement for a period of five years from the termination date of this Agreement.
- (d) The Contractor may not use the name of the State or reference this Agreement or the services performed under this Agreement in any marketing materials or press releases, or include the State in a list of customers, without prior written permission from the State.

9. Contractor Personnel

- (a) The Contractor, and the agents and employees of the Contractor, shall act, in the performance of this Agreement, in an independent capacity and not as officers, employees, or agents of the State. In accordance with that independent capacity, it is mutually understood and agreed that the State has no right under this Agreement to control or direct the manner or means by which the Contractor undertakes to provide the services to be rendered to the State, and that the Contractor shall exercise independent judgment in all matters pertaining to the manner and means of its performance under this Agreement.
- (b) Subject to Subparagraph (a) of this Paragraph 9, the Contractor shall ensure that its employees and agents, whenever performing services on the State's premises, observe all reasonable instructions and directions issued by the State.

10. Notices

Unless otherwise stated in this Agreement, all notices described in this Agreement shall be in writing and shall be considered given upon personal delivery of the written notice or within four days after deposit in the mail, certified or registered, and addressed to the appropriate address set forth below. Any change in address shall be made by written notice pursuant to this Paragraph 10.

If to the State:

Assembly Committee on Rules 1020 O Street, Suite 6250 Sacramento, CA 95814 Attention: Tosha Cherry, Deputy Administrative Officer

If to the Contractor:

CPS HR Consulting 2450 Del Paso Road, Suite 220 Sacramento, CA 95834 Attention: Sandy MacDonald-Hopp, CFO

11. Assignment

This Agreement is not assignable by the Contractor in whole or in part without written consent of the State. It is the policy of the State to withhold consent from proposed assignments, subcontracts, or novations when that transfer of responsibility would operate to decrease the State's likelihood of receiving performance on an agreement. The State ordinarily does not object to the granting of assignments for financial purposes, provided that the original Contractor retains all of its responsibilities and obligations under the Agreement. In the event of any assignment hereunder to which the State consents, each such assignment shall contain a provision that further assignments may not be made to any third or subsequent party without the additional written consent of the State.

12. General Indemnity

The Contractor shall, at its expense, indemnify, defend, and hold harmless the State, its officers, agents, employees, and any other entity or individual acting on behalf of the State from any and all claims, losses, and damages accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims, losses, and damages accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Contractor in the performance of this Agreement that are attributable to the negligence or other tortious act of the Contractor, provided that the Contractor is notified in writing within 30 days after the date the State has knowledge of those claims. The

State shall cooperate with the Contractor as necessary for the Contractor to defend or settle such action.

13. Contractor's Liability for Injury to Persons or Damage to Property

The Contractor shall be liable for damages arising out of any act or omission of the Contractor in providing products or services under this Agreement that results in injury to the person, damage to the property, or both, relating to property of the State, employees of the State, persons designated by the State for training, or any other person (other than an agent or employee of the Contractor) designated by the State for any purpose, regardless of where the injury or damage occurs, provided that the injury or damage was caused by the negligence or other tortious act of the Contractor.

14. Workers' Compensation Insurance

The Contractor shall obtain, and keep in force during the term of this Agreement, workers' compensation insurance in conformity with applicable state law.

15. Evidence of Insurance

The Contractor shall deliver to the State, within 30 days after the execution of this Agreement by both parties, a certificate evidencing the policy of insurance required by Paragraph 14 of these General Terms and Conditions.

16. Amendment of Agreement

This Agreement may be amended by mutual consent of the State and the Contractor. An alteration of or variation from the terms of this Agreement is not valid unless made in writing and signed by the parties to this Agreement.

17. Waiver

No term or provision of this Agreement may be deemed waived and no breach excused, unless that waiver or consent is in writing and signed by an individual authorized to so waive or consent. Any consent by either party to, or waiver of, a breach by the other, whether express or implied, does not constitute a consent to, waiver of, or excuse for, any other

breach or subsequent breach, except as may be provided expressly in the waiver or consent.

18. Termination of Agreement

- (a) This Agreement may be terminated by the State, without cause, by providing 14 days' prior written notice to the Contractor. The Contractor agrees that the work in progress at the time of notification shall be brought to an orderly conclusion to the satisfaction of the State during the 14-day notice period.
- The State may terminate this Agreement and be relieved (b) of the payment of any consideration to the Contractor if the Contractor fails to perform the covenants contained in this Agreement at the time and in the manner provided in this Agreement. In the event of termination pursuant to this Subparagraph (b), in addition to any other remedies that may be available under law the State may proceed with the work that is the subject matter of this Agreement in any manner deemed proper by the State, and any amount by which the resulting cost to the State exceeds the total amount identified in Paragraph 3 of these General Terms and Conditions shall be deducted from any sum otherwise due to the Contractor under this Agreement; the balance, if any, of the total payment to be made to the Contractor under this Agreement shall be paid to the Contractor upon demand.
- Upon written notification to the Contractor from the State that, in accordance with Subparagraph (b) of Paragraph 4 of these General Terms and Conditions, funds to make any payment under this Agreement are not appropriated or approved, this Agreement shall be deemed to be terminated, the Contractor shall thereupon terminate any performance to the State under this Agreement for which payment has not been made, and the State shall be relieved of any further obligation under this Agreement. The State shall use its best efforts to obtain appropriation and approval of the funds necessary to avoid termination of this Agreement under this Subparagraph (c) by taking all appropriate action, including the inclusion, in the State's budget request for each fiscal year during the term of this Agreement, of a request for adequate funding to meet its obligations under this Agreement.

19. Force Majeure

The Contractor and the State are not responsible for delays or failures to perform resulting from acts beyond the control of the nonperforming party. Those acts include, but are not limited to, acts of God, strikes, lockouts, riots, acts of war, epidemics, earthquakes, other disasters, governmental statutes or regulations imposed after the fact, and ancillary functions or utilities that are provided by a person or entity not a party to this Agreement.

20. Time of Performance

Time is of the essence of this Agreement, for purposes including the performance of services under any schedule established under this Agreement.

21. Covenant Against Gratuities

The Contractor warrants by signing hereon that no gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by the Contractor, or by any agent or representative of the Contractor, to any officer or employee of the State with a view toward securing this Agreement or securing favorable treatment with respect to any determinations concerning the performance of this Agreement. For breach or violation of this warranty, the State may terminate this Agreement immediately, either in whole or in part, and any loss or damage sustained by the State in procuring on the open market any items that the Contractor agreed to supply shall be borne and paid for by the Contractor. The rights and remedies of the State provided in this Paragraph 21 are not exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

22. Nondiscrimination

The Contractor's signature affixed hereon and dated constitutes a certification under penalty of perjury under the laws of the State of California that the Contractor, unless exempted, has complied with the nondiscrimination program requirements of Section 12990 of the Government Code, Section 11102 of Title 2 of the California Code of Regulations, and Form 17A, as attached, which is hereby incorporated by reference and made a part of this Agreement.

23. Drug-Free Workplace Certification

By signing this Agreement, the Contractor certifies, under penalty of perjury under the laws of the State of California, that the Contractor shall comply during the term of this Agreement with the Drug-Free Workplace Act of 1990 (Ch. 5.5 (commencing with Sec. 8350), Div. 1, Title 2, Gov. C.) and shall provide a drug-free workplace by taking all of the following actions:

- (a) Publishing a statement that notifies the Contractor's employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifies the actions to be taken against employees for violations, as required by paragraph (1) of subdivision (a) of Section 8355 of the Government Code.
- (b) Establishing a drug-free awareness program, as required by paragraph (2) of subdivision (a) of Section 8355 of the Government Code, to inform the Contractor's employees about all of the following:
 - (1) The dangers of drug abuse in the workplace.
 - (2) The person's or organization's policy of maintaining a drug-free workplace.
 - (3) Any available counseling, rehabilitation, and employee assistance programs.
 - (4) The penalties that may be imposed upon employees for drug abuse violations.
- (c) Providing, as required by paragraph (3) of subdivision (a) of Section 8355 of the Government Code, that each of the Contractor's employees engaged in the performance of this Agreement receives a copy of the drug-free policy statement described in Subparagraph (a) of this Paragraph 23 and agrees to abide by the terms of that statement as a condition of his or her employment by the Contractor in the performance of this Agreement.

The failure to comply with the requirements of this Paragraph 23 is grounds for the suspension of payment by the

State under this Agreement or termination of the Agreement, or both. The Contractor may be ineligible for the award of any future state contracts if the State determines that the Contractor has either made false certification under this Paragraph 23 or violated the certification by failing to carry out those requirements.

24. National Labor Relations Board Certification

By signing this Agreement, the Contractor certifies under penalty of perjury that no more than one final, unappealable finding of contempt of court by a federal court has been issued against the Contractor within the immediately preceding two-year period because of the Contractor's failure to comply with an order of a federal court that orders the Contractor to comply with an order of the National Labor Relations Board. This provision shall be construed in accordance with Section 10296 of the Public Contract Code.

25. Entire Agreement

- (a) This Agreement represents the complete and exclusive statement of the agreements between the State and the Contractor with respect to the subject matter of this Agreement, and supersedes all prior agreements, proposals, representations, and other communications, written or oral, between the State and the Contractor regarding this subject matter. The State and the Contractor agree that there are no oral or written covenants, conditions, or agreements with respect to the subject matter of this Agreement except as set forth in this Agreement.
- (b) In the event of a conflict between the provisions of any Rider or other Attachment to this Agreement and the provisions of the General Terms and Conditions of this Agreement or any amendment thereto, the provisions of these General Terms and Conditions or any amendment thereto shall govern.

26. Governing Law

This Agreement, and any amendments to this Agreement, shall be governed by and construed in accordance with the laws of the State of California.

27. Conflict with Existing Law

The Contractor and the State agree that, if any provision of this Agreement is found to be illegal or unenforceable, that provision shall be deemed stricken and the remainder of the Agreement shall remain in full force and effect. Either party having knowledge of any such provision promptly shall inform the other of the presumed inapplicability of the provision. If the deletion of the illegal or unenforceable provision would substantially frustrate the purposes of this Agreement, the Agreement thereupon shall be terminated in a manner that is commensurate, to the maximum extent feasible, with the interests of both parties.

28. Headings and Captions

The headings and captions contained in this Agreement are inserted for convenience only and do not constitute a part of this Agreement.

EXHIBIT A

CONFIDENTIALITY STATEMENT

As an employee of CPS HR Consulting, or other individual performing services in the name of CPS HR Consulting, I warrant that I shall maintain in strict confidence any documents, diagrams, information, information storage media, and data of the State of California made available to me in connection with any services I may perform for CPS HR Consulting pursuant to the Agreement numbered LCB #24:13873 between the Assembly Committee on Rules and CPS HR Consulting; and that I shall not enter into any agreement or discussion with any third person concerning these materials or otherwise disclose any of these materials, except with prior written consent from the State of California.

I understand that any failure on my part to comply with the requirements set forth in this confidentiality statement will subject me to liability, including, but not limited to, damages to the State of California, including the Assembly Committee on Rules, and third parties.

(Signature of individual or employee)

Greg Hammond
(Typed name of individual or employee)

May 16, 2024

(Date)

FORM 17A

NONDISCRIMINATION CLAUSE

- 1. During the performance of this Agreement, the Contractor and its subcontractors shall not unlawfully harass, allow the harassment of, or discriminate against any employee or applicant for employment because of race, religious creed, color, national origin, ancestry, physical disability (including HIV and AIDS), mental disability, medical condition (cancer/genetic characteristics), genetic information, marital status, sex, gender, gender identity, gender expression, age (40 and above), sexual orientation, military or veteran status, or any other basis enumerated in the California Fair Employment and Housing Act (Pt. 2.8 (commencing with Sec. 12900), Div. 3, Title 2, Gov. C.). The Contractor and its subcontractors shall ensure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. The Contractor and its subcontractors shall comply with the provisions of the California Fair Employment and Housing Act and the applicable regulations promulgated thereunder (2 Cal. Code Regs. 10000 et seq.). applicable regulations of the Civil Rights Council implementing Section 12990 of the Government Code, set forth in Subchapter 5 of Division 4.1 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. The Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement.
- 2. The Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under this Agreement.



RIDER A

California State Assembly

Organizational Assessment Proposal

The California State Assembly is requesting CPS HR Consulting provide an organizational assessment which will include interviews with both sworn and non-sworn staff in the Sergeant-At-Arms department. Project tasks will include:

- a. Work with California State Assembly on project expectations and outcomes.
- b. Facilitate a kick-off meeting with California State Assembly leadership.
- c. Provide the California State Assembly with CPS HR draft communication templates.
- d. Provide the California State Assembly with draft interview questions.
- e. Work with California State Assembly to schedule check in meetings and interview slots.
- f. Provide up to 50 individuals with one-hour interviews. Interviews will be held in person.
- g. Interviews will be primarily focused on staff morale and engagement, but may also assess staff perspectives on operations, policies, procedures, and/or structure.
- h. Provide findings and recommendations to California State Assembly leadership in a closed meeting.



Timeline and Pricing

This engagement is expected to not exceed \$36,975 and last through August 2024.

Travel costs would be additional, and would need to cover air and ground transportation, lodging, and meals. Travel time would be billed at a rate of \$75/hr. We anticipate travel will be needed for two consultants for two consecutive days each, with a total travel cost not to exceed \$3,500.

Classification	Name	Rate	Hours	Costs
Project Manager	Greg Hammond	\$175/hr.	39	\$6,825
Project Consultant	Chris Atkinson	\$150/hr.	40	\$6,000
Project Consultant	Brisha Young	\$150/hr.	34	\$5,100
Project Consultant	Kammy Haynes	\$150/hr.	60	\$9,000
Project Consultant	Ivory Tran	\$150/hr.	67	\$10,050
			Travel	\$3,500
			Grand Total	\$40,475



Project Team

The Project Manager on this project will be led by Greg Hammond. Greg will be supported with project consultants that are highly experienced in projects of this nature. Resumes are found below.

Greg Hammond, Ph. D.

Profile

Dr. Hammond possesses a strong strategic orientation and a deep technical background. He is often engaged in designing and leading complex project efforts by working with executive leaders to understand organizational objectives, customizing project approaches to address specific client needs, and providing effective recommendations based on a systemic understanding of the challenges and opportunities available to an organization.

Dr. Hammond has a decade of consulting and project leadership experience in multiple aspects of human resources consulting, including organizational assessment, workload and staffing analysis, succession management, workforce planning, performance auditing, fee analysis, test development and administration, assessment and selection, employee engagement, data analysis, and classification and compensation. Dr. Hammond has a Ph.D. in Industrial/Organizational Psychology with a background in employee selection, performance, statistics, and job attitudes.

Employment History

- Principal Consultant Organizational Strategy, CPS HR Consulting 8 years
- Consultant, HR Chally Group 2 years

Professional Experience

Project Leadership

- Provide leadership for small and large-scale projects from proposal development through completion and evaluation phases. Includes management of project strategies, activities, milestones, personnel, timelines, budget, contracts, and deliverables.
- Consult with clients on sensitive projects to assess needs, build trust, facilitate understanding, and gain buy-in from stakeholder groups.
- Facilitate strategic decision-making among executive leaders, provide recommendations, identify and prioritize objectives, and guide action planning.

Organizational Development

Perform a wide range of organizational assessment efforts to diagnose organizational needs, develop a systems-level understanding of organizational processes, and make effective recommendations for improvement.

CPS HR **CONSULTING**

- Design and conduct workload and staffing analyses to recommend appropriate staffing levels. Consult on study outcomes and implications for organizational functioning with recommendations on effective practices.
- Develop succession management processes and provide supporting documentation in the form of process instructions, templates, and reports. Provide technical and strategic consultation on implementation of succession management processes.
- Conduct workforce planning to identify key client strategic needs throughout the employee lifecycle, identify gaps between the current and desired state, and provide recommendations on actionable steps to close gaps.

Employee Engagement

- Conduct interviews and focus groups to cultivate deeper understanding of root causes of employee engagement issues. Synthesize findings into a coherent framework for understanding key organizational issues and opportunities.
- Facilitate action planning workshops to guide understanding of results, identify root-causes, build consensus on solutions, and structure actionable steps.
- Perform statistical analysis of employee engagement survey data and construct presentations and reports to facilitate clear understanding of important issues.

Data Analysis

- Provide statistical expertise in preparing and delivering results to clients on a wide range of projects.
- Construct training materials for Power BI and provide training to clients in the use of the tool to meet organizational needs.

Assessment and Selection

- Develop items for a wide range of selection tools.
- Develop selection and assessment processes, such as written tests, structured interviews, situational judgment tests, and assessment center exercises.
- Administer selection tests and assessment centers to ensure a secure and defensible testing protocol.

Classification and Compensation

- Perform classification research and construct classification specifications. Conduct employee orientation meetings, interviews, and focus groups to facilitate classification reviews.
- Perform compensation research and analysis including data collection, validation, analysis, and reporting.

Education

CPS HR CONSULTING

- Ph.D., Industrial/Organizational Psychology, Wright State University, Dayton, OH
- M.S., Industrial/Organizational Psychology, Wright State University, Dayton, OH
- B.S., Psychology, Michigan State University, East Lansing, MI



Chris Atkinson

Profile

Mr. Atkinson has over 10 years of experience working in private sector consulting, local government, and in internal consulting capacities. He specializes in organizational performance assessment, and its several focus areas. These include organizational assessment, organizational structure and staffing, business process improvement, and workload analysis. He has assisted numerous of organizations to assess problem areas and make recommendations for improvement so that they can target resources and achieve significant performance improvement. His work experience also includes fee studies, job analyses, test development and validation, recruitment and selection, and employee engagement.

Employment History

- Principal Consultant, CPS HR Consulting, Sacramento, CA
- Pre-Employment Testing Consultant, Biddle Consulting Group, Folsom, CA
- HR Analyst II Recruitment, City of Santa Cruz, Santa Cruz, CA
- HR Data Analytics Analyst, Mitchell International, San Diego, CA
- Business Intelligence Intern, Mitchell International, San Diego, CA
- HR Intern Mitchell International, San Diego, CA
- Learning and Talent Development Intern, AMN Healthcare, San Diego, CA
- Statistics Instructor, San Diego State University, San Diego, CA

Professional Experience

- Workload Studies and Process Improvement. While at CPS HR Consulting, for several clients, created process maps for a variety of processes ranging from recruitment, leave management, procurement, etc. utilizing cross functional teams; then identified issues from stakeholders and worked collaboratively to developed agreed upon solutions; subsequently, developed desired state process maps that were then implemented. Conducted a workload study for a county client to evaluate the centralization of HR, IT, Accounts Payable and Payroll functions which involved workload analysis and process mapping; Conducted several workload studies within the same government organization resulting in additional staff increases.
- Organizational Assessments. While at CPS HR Consulting, conducted organizational assessments for various departments including water agencies and county courts that identified areas of improvement related to the workflow, communication, roles and responsibilities, organizational structure, classification usage, overall performance etc., and developed recommendations to address those issues along with corresponding implementation plans.
- Fee Studies. While and CPS HR Consulting, completed numerous fee studies for clients within the Department of Consumer Affairs that involved identifying the amount of

CPS HR **CONSULTING**

additional revenue the agency needs to achieve a certain financial reserve target and increasing fees in a way that corresponds with the workload associated with those fees.

- Data Analysis. While at Mitchell, led the annual employee engagement survey communication, administration, statistical analysis, action planning, and presentation to executive and senior leadership teams; Worked with all the functions in HR to develop and analyze a set of HR metrics that were presented at the HR quarterly review meetings with the CEO; While CPS HR Consulting, conducted analyses on employee engagement data and prepared reports for clients.
- Recruitment and Selection. While at Biddle Consulting, conducted test development and validation for a variety of tests including oral interviews, physical ability tests, work samples tests, personality tests and other written exams; Performed job analyses for a variety of positions and created technical validation reports. While at City of Santa Cruz, planned and executed the recruitment and testing process for an average of 20 recruitments at any given time; While at Mitchell, implemented a pre-employment assessment program for all positions which included researching potential vendors, gaining buy in from executive and senior leaders, and partnering with managers to identify the correct assessment for positions; While at CPS HR Consulting, conducted job analysis for a variety of government clients and developed multiple-choice test items for police and fire agencies.

Education

- M.S., Industrial/Organizational Psychology, San Diego State University
- B.A., Psychology, San Diego State University, with a minor in management



Brisha Young, M.A.

Ms. Young is a strategic HR professional with over 15 years of direct human resources and labor relations experience. She has successfully led organizational planning and development projects, as well as succession planning and performance management programs. She has created and executed leadership and development programs, including diversity and inclusion training, and led culture initiatives for organizational design change and performance enhancement. She is a certified career and health coach with decade of career coaching experience.

Employment History

- Principal HR Consultant, CPS HR Consulting
- Director of Human Resources, Grocery Outlet
- HR Business Partner (Regional), Walgreen Co.
- Senior HR Business Partner, Waste Management
- Executive Board Member, United Service Workers West SEIU

Professional Experience

- Created a direct hire staffing model which, moved frontline labor from a temp hire model to a direct hire model. Saving the company 30% average in labor budget cost.
- Conduct succession-planning for executive level and mid-level managers.
- Created career development plans and hired production engineers in addition to senior level management for organization supply chain growth.
- HR specialist for human resources related system implementation such as HCM/HRIS, LMS, and performance management systems. Experience with UKG, Taleo, Salesforce, and SOIG
- Designed a performance analysis program with leveling calibration review sessions for managers to evaluate employee performance, based on operation and HR analytical data.
- Constructed employee engagement program for struggling departments with low employee morale issues. Program was designed to reengage employees and connect them to the company values and goals.
- Created culture inclusion program to support diverse heritage in the workplace for employee engagement cultural acceptance.
- Coach management and HR teams on managing in a union environment. Review grievances, CBA compliance, and employee complaints; conduct employee relation investigation.
- Conduct one-on-one coaching with managers around compliance including proper documentation, performance improvement plans, and progressive discipline.

CPS HR _CONSULTING

- Brand leader for diversity equity and inclusion program. Led company employee resources group for inclusion. Directed implementation team for LMS platform configuration that housed DEI content and compliance training for the company.
- Created leadership development training program for employee coaching, effective communication, preventative harassment, and workplace bullying program.

Education and Certifications

- M.A., Business Management, University of Phoenix, Concord, CA
- B.S., Administration of Criminal Justice, University of Phoenix, Concord, CA
- Certification: Lifestyle Prescription University (NBHWC Certification in progress)
- Certification: Career and Health Coach (IFC Certified) HCI Institute, Sacramento, CA
- Certification: ER Investigator Wickzulander, San Francisco, CA
- Certification: Medical Administration Assistant San Francisco, CA

Professional Affiliations

Member – National Society of Leadership and Success



Kammy R. Haynes, Ph.D., Project Consultant

Profile

Dr. Haynes is the CEO of her own company and a Project Consultant with CPS HR Consulting with more than 25 years of experience of enhancing organizational success with performance-focused solutions that increase employee engagement, productivity, managerial and leadership capabilities, and improve cross-functional relationships. She is results- oriented and able to work effectively with all levels of an organization in a wide range of industries.

Recent CPS HR project work includes succession planning for the Eastern Municipal Water District and Port of Oakland, strategic planning for the Los Angeles County Department of Human Resources and City of San Bernardino and workload studies for the Nevada County Office of Emergency Services and California Department of Corrections and Rehabilitation.

Employment History

- Project Consultant, CPS HR Consulting
- Instructor, University of Massachusetts Global (formerly Brandman University)
- President, Inside the Bottomline, Bullhead City, AZ
- Chief Executive Officer, Kammy Haynes Unlimited, Inc., Chino Hills, CA
- Adjunct Faculty, University of California- Irvine
- Principal Management Consultant, The Context Group, Los Angeles, CA
- Human Resource Consultant, Southern California Edison, Rosemead, CA

Professional Experience

Executive Officer Evaluation

American Civil Liberties Union of Southern California – Interviewed Board Chairs, Board Members, Department Heads, and Staff to evaluate the Chief Executive Officer's progress on previously determined goals. Presented the findings and recommendations for continued development.

Performance Management

- Bay Area Air Quality Management District Reviewed and revised the performance evaluation simple to align with strategic goals, develop employee capabilities, encourage frequent conversations, and simplify the documentation process.
- JAE Electronics, One OC, Southern California Edison— Developed and delivered performance management and feedback training to first-line supervisors and managers.



University of Massachusetts Global – Developed and delivered multiple webinars and training workshops on Creating an Accountability Culture, Feedback Strategies to Improve Performance, Leading Remote Teams, and Turning Feedback into Actionable Results.

Succession Planning

■ Eastern Metropolitan Water District and Port of Oakland — Interviewed incumbent leaders to create job profiles that outline the most critical competencies to succeed in their positions, specific tasks or behaviors that demonstrate those competencies, and potential training, mentoring, or on-the-job opportunities that aspiring leaders would need to be competitive for those incumbent positions.

Supervisory and Managerial Training

- University of Massachusetts Global, One OC, Pendleton Woolen Mills: Delegation, Employee Engagement, Performance Management, Making the Transition from Peer to Manager, Creating an Accountability Culture, Strategic Thinking, Situational Leadership, Change Management, Coaching, First Time Supervisor, Leading Remote Teams, Working Virtually, Turning Feedback into Actionable Results, The Exponential Engagement Equation.
- American Honda Financial Services Created a year-long development program for managers that included self-study, facilitated group discussions, and a private bulletin board for peer interactions.
- Southern California Edison Served as project manager for the training needs identification phases of a management certification program. Conducted focus groups and interviews to identify core skills and learning objectives.

Employee Growth & Development

- Southern California Edison, Pendleton Woolen Mills, Media One, Mitsubishi Motors Designed and implemented multiple assessment centers/simulation processes for developing the supervisory skills of current and aspiring supervisors and managers, selecting new employees, and selecting participants for executive cross training assignments. Provided feedback regarding strengths and areas for improvement. Administered a multi-rater (360°) assessment to identify the strengths and areas for improvement for supervisors and managers. Created development plans and provided training and coaching.
- San Diego Housing Commission Conducted interviews and focus groups to identify how to create a more robust succession planning and employee



development program to retain top talent. Developed and trained supervisors on career aspiration conversations.

Strategic Planning & Implementation Planning

- City of San Bernardino Developed the Strategic Plan including specific goals and objectives for each department. Conducted progress interviews to document progress for a year end summary presentation to the City Council and to inform the goals for the following year.
- Port of Long Beach Facilitated a strategic planning offsite to promote teamwork, identify obstacles, interdependencies between business units, and document project team operational ground rules for a multi-year, multi-billion-dollar infrastructure project.
- Vital Research Facilitated a strategic planning offsite to identify the organization's strengths and areas for development during a significant business growth cycle. Crafted a phased plan for implementing the prioritized changes with team member assignments and resource allocations.
- Southern California Edison Facilitated multiple strategic plan design meetings. Developed, implemented, and analyzed a corporate-wide survey to evaluate the organization's understanding of the newly launched strategic plan.

Employee Engagement - Surveys & Action Planning

- City of Menlo Park Conducted one-on-one interviews and cross-functional focus groups to gain insight into the Employee Engagement Survey results and to identify specific actionable strategies to address the areas for improvement in alignment with the City's strategic goals.
- Southern California Edison Provided guidance and coaching to executives, department heads, and managers based on the results of the bi-annual corporate Workplace Effectiveness Survey. Created and implemented action plans to address areas for improvement (e.g., engagement, communication, teamwork, workflow, training & development, trust, leadership, supervision, pay & benefits) based on the survey results and subsequent interviews and focus groups.

Competency Modeling & Alignment

- Southern California Edison -- Revised assessment tools to align with new corporate-wide competencies for the purpose of selecting the most qualified candidates and developing existing employees' skills to assume new and greater responsibilities (in call centers, operations departments, and human resources).
- Southern California Edison Designed competency based self-assessment tool



with three levels of behavioral anchors to be used as an organization-wide Skills Inventory to facilitate internal mobility and support development plans.

Organizational Assessment

- City of Pleasanton Conducted one-on-one interviews, focus groups, and benchmark interviews to determine the most effective structure for the organization. Identified the key issues for improvement that would not be solved through restructuring.
- LACDC Collected interview, focus group, and process mapping information to determine how to increase the effectiveness and efficiency of a subset of departments/divisions.
- Southern California Edison Conducted multiple department and division assessments to identify areas for improvement (structure, workload, staffing levels, processes). Developed detailed action plan recommendations for department re-organizations.

Change Management

■ Southern California Edison - Led teams responsible for managing change management issues around performance management, process improvements, communication, and morale concerns. Created procedure manuals to facilitate transformational changes, onboard employees, and technological updates.

Workload Analysis

Nevada County Office of Emergency Services, California Department of Corrections & Rehabilitation, and California Department of General Services – Facilities Management Division – Conducted multiple interviews with each classification across departments to identify and quantify the key tasks, amount of time for each task, any work backlog, and anticipated future changes with each position in the department to understand and make recommendations regarding current and future staffing needs.

Education

- Ph.D., Industrial-Organizational Psychology, Texas A&M University, College Station, TX
- B.A., Psychology, San Diego State University, San Diego, CA



Ivory Tran, M. A.

Profile

Ms. Tran is an Associate HR Consultant with CPS HR. She has a master's degree in Industrial/Organizational Psychology and two years of experience in organizational strategy, survey design and administration, organizational assessments, succession planning, and data analysis. Ms. Tran has also completed courses in training and development, classification and compensation, organizational theory and development, occupational health psychology, research methods, and advanced statistics.

Employment History

- Associate HR Consultant, CPS HR Consulting 1.5 years
- Human Resources Analyst I, Tennessee Bureau of Investigation 1 year
- Graduate Assistant, Middle Tennessee State University 2 years

Professional Experience

Workload Studies

- Conducted workload data collection in interview and focus group settings, obtaining the percentage of time spent on tasks and overtime hours for each classification within the unit.
- Quantified backlogged work through discussions with staff, providing a comprehensive understanding of work currently being performed and backlogged tasks.
- Conducted data analysis and summarization, analyzing current and backlogged work to determine recommended staffing levels and presenting a comprehensive analysis in the final report.

Organizational/Departmental Assessments

- Participated in conducting interviews with key members of the leadership team to gather insights on HR strengths, challenges, staff knowledge, work planning, teamwork, communications, organizational structure, and performance.
- Designed, launched, and analyzed surveys using Alchemer, gauging stakeholder feedback on human resources services and focusing on criteria such as timeliness, efficiency, practice/policy adherence, quality, customer service, and roles/responsibilities.
- Facilitated focus groups with key personnel, delving deeper into noteworthy survey results and obtaining valuable insights to inform the assessment process.
- Developed and prioritized actionable recommendations for HR improvement, cataloging potential actions for independent or collaborative implementation.
- Prepared a detailed survey report, including analysis and findings, and presented a draft project report incorporating tasks, findings, and recommendations for review and input from the executive sponsor and project manager.



■ Finalized the project report after incorporating feedback and input from key stakeholders, ensuring a comprehensive and actionable document.

Succession Planning

- Contributed to the creation of comprehensive key job profiles, defining leadership, business, and technical competencies for future leaders within client organization.
- Collaborated with Incumbent Leaders to identify nuanced development opportunities for aspiring leaders, ensuring strategic alignment with organizational goals.
- Conducted one-on-one interviews with Aspiring Leaders, aligning their competencies with validated job profiles, and guiding them through self-assessment for effective talent development.
- Coordinated the compilation of Aspiring Leader responses, enabling a comprehensive analysis to identify developmental opportunities and support data-driven decisionmaking.
- Curated and organized responses from all Aspiring Leaders, establishing a comprehensive database to analyze and identify tailored developmental opportunities, aligning with the Board and General Manager's continuity objectives.

Test Administration and Development

- Drafted tailored test items to ensure alignment with organizational requirements and standards.
- Reviewed test items and ensured the accuracy and appropriateness of each item, adhering to stringent quality standards, thus enhancing the overall reliability and validity of departmental assessments.
- Collaborated with a dedicated test administration team for the City of Chicago police detective competency-based examination. Played a pivotal role in training, supervising, and providing direction to Assistant Proctor staff, showcasing leadership and mentoring skills.
- Verified the accuracy of work products, even as part of a collaborative effort, ensuring precision and reliability in the assessment results.
- Adhered to established protocols by promptly and systematically returning all test materials in proper order, contributing to the security and organization of testing materials as a responsible team member.

Job Analyses

Conduct job analyses with subject matter experts to determine essential tasks, knowledge, skills, abilities, and competencies.



- Facilitate focus groups and interviews for job analysis purposes.
- Write and update job descriptions for various positions.

Employee Engagement

- Design and administer employee engagement surveys.
- Perform statistical analysis of employee engagement survey data and construct presentations and reports.

Research Methods/Statistics

- Design research studies and perform statistical analyses to answer research questions.
- Provide statistical expertise in preparing and delivering results to clients on a wide range of projects.

Classification and Compensation

- Construct a compensation system using the point factor method as well as external market rates.
- Perform compensation research and analysis including data collection, validation, analysis, and reporting.

Education

- M.A., Industrial and Organizational Psychology, Middle Tennessee State University, Murfreesboro, TN
- B.S., Marketing, Oregon State University, Corvallis, OR