

Civil Service Commission

San Luis Obispo County Civil Service Commission
Regular Session Meeting
Wednesday June 22, 2022 @ 9:00 A.M.
1055 Monterey Street, Suite D-271 San Luis Obispo, CA



AGENDA

MEMBERS OF THE COMMISSION
President - Jeannie Nix
Vice President - Jed Nicholson
Robert Bergman
Erica Flores Baltodano
Lesley Santos

1. Call to Order / Flag Salute / Roll Call

2. Public Comment Period

Members of the public wishing to address the Civil Service Commission on matters other than those scheduled below may do so when recognized by the President. Presentations are limited to three minutes per individual.

3. Minutes

The following draft minutes are submitted for approval:

- a. April 27, 2022

4. Request to Approve New Job Specification(s):

- a. Sustainability Manager

5. Request to Approve Revised Job Specification(s):

- a. Utility Coordinator

6. State of the Workforce Presentation

- a. Presentation by Commission Secretary Tami Douglas-Schatz

7. Reports

Commission President
Commission Counsel
Commission Outside Counsel
Commission Secretary

8. Public Comment on Closed Session Item

Members of the public wishing to address the Civil Service Commission on Closed Session matters agendized here may do so when recognized by the President. Presentations are limited to three minutes per individual.

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9. CLOSED SESSION: CONFERENCE WITH LEGAL COUNSEL – PENDING LITIGATION

(Government Code Section 54956.9(a)) – Formally initiated: Luther v. County of San Luis Obispo Civil Service Commission, San Luis Obispo Superior Court Case Numbers 19CV-0713 and 20CV-0524

10. CLOSED SESSION: Conference with County Labor Negotiator regarding Civil Service Rule Update. (Gov Code Section 54957.6): Agency designated representative: Tami Douglas-Schatz, or designee

- Employee organization: San Luis Obispo County Employees' Association

11. Adjournment

Civil Service Commission

Regular Session Meeting

Wednesday April 27, 2022

1055 Monterey Street, Suite D-271 San Luis Obispo, CA



MEMBERS OF THE COMMISSION

President Jeannie Nix
Vice President Jed Nicholson
Robert Bergman
Erica Flores Baltodano
Lesley Santos

Present: President Nix
Vice President Nicholson
Commissioner Bergman
Commissioner Baltodano
Commissioner Santos

Staff: Commission Secretary Tami Douglas-Schatz
Commission Clerk Mike Milby/Shaley Gunther

County Counsel: Represented by Steve Simas

Outside Counsel: Steve Simas

1. Call to Order/Flag Salute/Roll Call

President Nix called the meeting to order at 9:00 a.m. and led the flag salute. Roll was called.

2. Public Comment Period

Members of the public wishing to address the Civil Service Commission on matters other than those scheduled below may do so when recognized by the President. Presentations are limited to three minutes per individual. There were no public comments.

3. Minutes

The following draft minutes are submitted for approval:

a. March 23, 2022

The minutes for March 23, 2022, were considered. Commissioner Bergman motioned to approve

Civil Service Commission

the minutes as written. Commissioner Baltodano seconded the motion. The motion carried 5-0-0.

4. Reports

Commission President – No report.

Commission Counsel – Represented by Steve Simas. No further reports.

Commission Outside Counsel – No report.

Commission Secretary – Tami Douglas-Schatz introduced Commission Clerk trainee Shaley Gunther, and Human Resources Analyst Miranda Wall.

Mark McKibben confirmed dates for upcoming meetings: Regular meeting scheduled June 22, 2022, and June 23, 2022, reserved for hearing regarding suspension from Public Works. Mr. McKibben reported that the July 27, 2022, Regular meeting will include time for letter of reprimand from the Public Works department with no additional meeting day scheduled. Commissioner Baltodano reports that she will not attend the June meeting and hearing.

Prior to Closed Session, President Nix asked for public comment regarding the Closed Session items. There were no comments regarding either item. Commissioner Bergman requested the order of closed session items be switched to allow Commission Secretary Tami Douglas-Schatz to be dismissed after review of item 6.

5. **CLOSED SESSION:** PUBLIC EMPLOYMENT DISCIPLINE/DISMISSAL/RELEASE pursuant to Gov. Code Section 54957(b).

President Nix took this item and Item 6 into Closed Session.

6. **CLOSED SESSION:** (per Government Code Section 54957.6): Conference with County Labor Negotiator, Tami Douglas-Schatz, regarding Civil Service Rule Update.

President Nix reports that no reportable action was taken.

7. Adjournment

President Nix adjourned the meeting.

*** Note: These minutes reflect official action of the Civil Service Commission. A digital record exists and will remain as the official, complete record of all proceedings by the Civil Service Commission.**



COUNTY OF SAN LUIS OBISPO
DEPARTMENT OF HUMAN RESOURCES

Tami Douglas-Schatz *Director*

TO: Civil Service Commission

DATE: June 22, 2022

FROM: Lynsey Bond, Human Resources Analyst

SUBJECT: New Classification: Sustainability Manager

Department: Public Works

Appointing Authority: John Diodati, Public Works Director

RECOMMENDATION

It is recommended that the Commission approve the new Sustainability Manager classification and specification as proposed. The proposed classification will allow the department and the County as a whole to delineate energy sustainability efforts between County facilities currently performed by a Utility Coordinator and those coordination and collaboration efforts made to outside agencies and entities in the County that serve to lower rates and expenses paid by County residents as a whole.

BACKGROUND

The department expressed its need to explore options of including a Sustainability Manager within their department which would enable them to separate energy cost containment and offset strategies between those directed toward internal County facilities and those directed toward the County's surrounding cities and towns.

DISCUSSION

The Sustainability Manager classification performs higher level functions than the Utility Coordinator and focuses on broader and more strategic efforts that benefit the County as a whole, not just the facilities that the County is directly responsible for. The current Utility Coordinator in Public Works will report to the Sustainability Manager and may assist them with overarching projects and with other related tasks, such as data management.

The Sustainability Manager will concentrate on energy cost saving and containment solutions, as well as other sustainability efforts related to areas such as stormwater and solid waste management. Using analysis of data gathered to identify needs in the community this position will anticipate risks and initiate new projects in the community with the aim to save County taxpayer expense, improve the County's carbon footprint, and create a more resilient County.

The Sustainability Manager role also acts as the County's representative at various sustainability events and organizations. The incumbent will work to assist in meeting State goals for energy conservation and contribute to the success of the County's Energy Wise Plan by liaising with local government and regional agencies and other stakeholders.

RESULT

The proposed Sustainability Manager specification accurately describes the duties and requirements specific to the position, enabling the County to better attract candidates who are qualified for this position within the County. The specification will be used as a basis for accurate classification, compensation, and performance management.

OTHER AGENCY INVOLVEMENT

The Public Works Department was involved in the development of the proposed classification and concurs with the specification as proposed.

Attachments:

1. Proposed Sustainability Manager Specification
2. Current Departmental Organization Chart – Public Works
3. Proposed Departmental Organization Chart – Public Works

1 **HUMAN RESOURCES DEPARTMENT**

2 **County of San Luis Obispo**

3
4 **SUSTAINABILITY MANAGER**

5
6 **DEFINITION:**

7
8 Under general direction, this position plans, directs, administers, and leads the energy and sustainability
9 programs, projects, and practices that benefit County facilities and infrastructure, contain utility rates,
10 and aid taxpayers. This position collaborates with local districts, agencies, and interest groups to promote
11 the efficient use of energy and utility resources by identifying effective strategies for developing
12 sustainable long-term solutions and establishing a coordinated framework for ongoing implementation
13 of protection measures.
14

15
16 **DISTINGUISHING CHARACTERISTICS:**

17
18 This is a single position class that has the responsibility of serving as the subject matter expert on
19 sustainable resource management and advising on related mandates, policies, and regulations,
20 characterized by highly difficult and sensitive public, environmental, and legislative issues. The
21 Sustainability Manager classification is distinguished from the Utility Coordinator class by the former's
22 focused responsibility for the planning and development of sustainability projects and efforts made to
23 outside agencies and entities in the County that serve to meet energy regulations and goals and lower
24 rates and expense paid by County residents. Additionally, this position will have supervisory
25 responsibilities and oversight over the latter.
26

27 **REPRESENTATIVE DUTIES:**

28 (Not in order of importance)

- 29
- Plans, organizes, manages, and reviews the work within the assigned programs.
 - Directs the long-range planning, development, and execution of energy and sustainability projects and program planning to implement the Energy Wise Plan.
- 31

- Monitors and ensures compliance with state and federal energy management regulations.
- Works with elected officials, department heads, or their designees, on energy and/or sustainability initiatives that directly impact their facilities, operations, or programs.
- Provides expertise and input on energy and sustainability-related topics for County plans, programs, and initiatives; facilitates staff and stakeholder involvement in assigned programs.
- Develops and implements long-term strategic plans for energy and sustainability. Reports progress to internal and external stakeholders.
- Recommends and implements sustainability approaches and metrics to ensure programs achieve goals and intended outcomes.
- Processes and manages contracts for professional engineering and other consulting services, equipment, and supplies.
- Develops and conducts training for managers, staff, and/or the public regarding energy topics.
- Oversees or assists in the development of related procurement strategies and policy formulation.
- Supervises staff, including but not limited to selection, training, and development, and performance evaluation.

EMPLOYMENT STANDARDS:

Knowledge of:

- Renewable and alternative energy technologies
- The general provisions of local, federal, and state laws and regulations applicable to resource management such as, but not limited to, renewable and alternative energy, water (both potable and stormwater), gas, electricity, solid waste, and recyclables
- Funding sources and finance issues related to resource management
- Budget preparation and administration.

Ability to:

- Define and refine the scope of the programs in response to new technologies, funding opportunities, changing resource management related regulations, and facility development plans
- Collect and synthesize information from a variety of stakeholders and sources in an objective, unbiased manner to reach a conclusion, goal, or judgement

- Identify and implement realistic and targeted program goals and performance metrics
- Strategically develop and implement programs using creative approaches, working effectively across the organization, and delivering measurable results
- Initiate and develop cost-effective policies
- Proactively anticipate risks and challenges and identify gaps and inconsistencies in performance and data needed to inform future policies
- Ensure facilities and infrastructure are compliant with California regulations related to resource management
- Brief Management and Executive Committees on technical or related challenges, controversial issues, and proposed solutions on a wide variety of energy subjects
- Serve as a leader and champion for sustainability in the organization
- Work effectively and maintain positive working relationships with others, including those of diverse perspectives and possess strong interpersonal skills such as listening, speaking, advisory, mediation, reconciliation, and consensus building
- Liaise and coordinate programs with local governments, regional agencies, and other external stakeholders
- Represent the County at various sustainability related regional events and organizations
- Apply for grants and other funding opportunities
- Administer professional services contracts related to assigned projects
- Prepare and negotiate contracts and amendments
- Research, compile and analyze statistical and other complex data
- Supervise, train, and evaluate assigned staff

EDUCATION AND EXPERIENCE:

Graduation from an accredited four-year college or university with a bachelor's degree in environmental science, environmental management, sustainability, energy systems, or closely related area of study AND five years of progressively responsible work experience related to environmental program management or monitoring and reporting related environmental analysis (job related experience may substitute for the required education on a year-for-year basis). Or, a combination of education, training, and experience

1 that provides the required knowledge and abilities equivalent to those provided from the requirements
2 listed above.

3
4 **LICENSES AND CERTIFICATES:**

5
6 Certain positions within this classification may require driving. When driving is an essential function of
7 the position, a valid CALIFORNIA driver license will be required at the time of appointment and must be
8 maintained throughout employment.

9
10
11 This class specification generally describes the duties and responsibilities characteristic of the position(s)
12 within this class. The duties of a particular position within a multi-position class may vary from the duties
13 of other positions within the class. Accordingly, the essential functions of a particular position (whether it
14 be a multi-position class or a single-position class) will be identified and used by medical examiners and
15 hiring authorities in the selection process. If you have any questions regarding the duties or the working
16 conditions of the position, please contact the Human Resources Department at 805.781.5959.

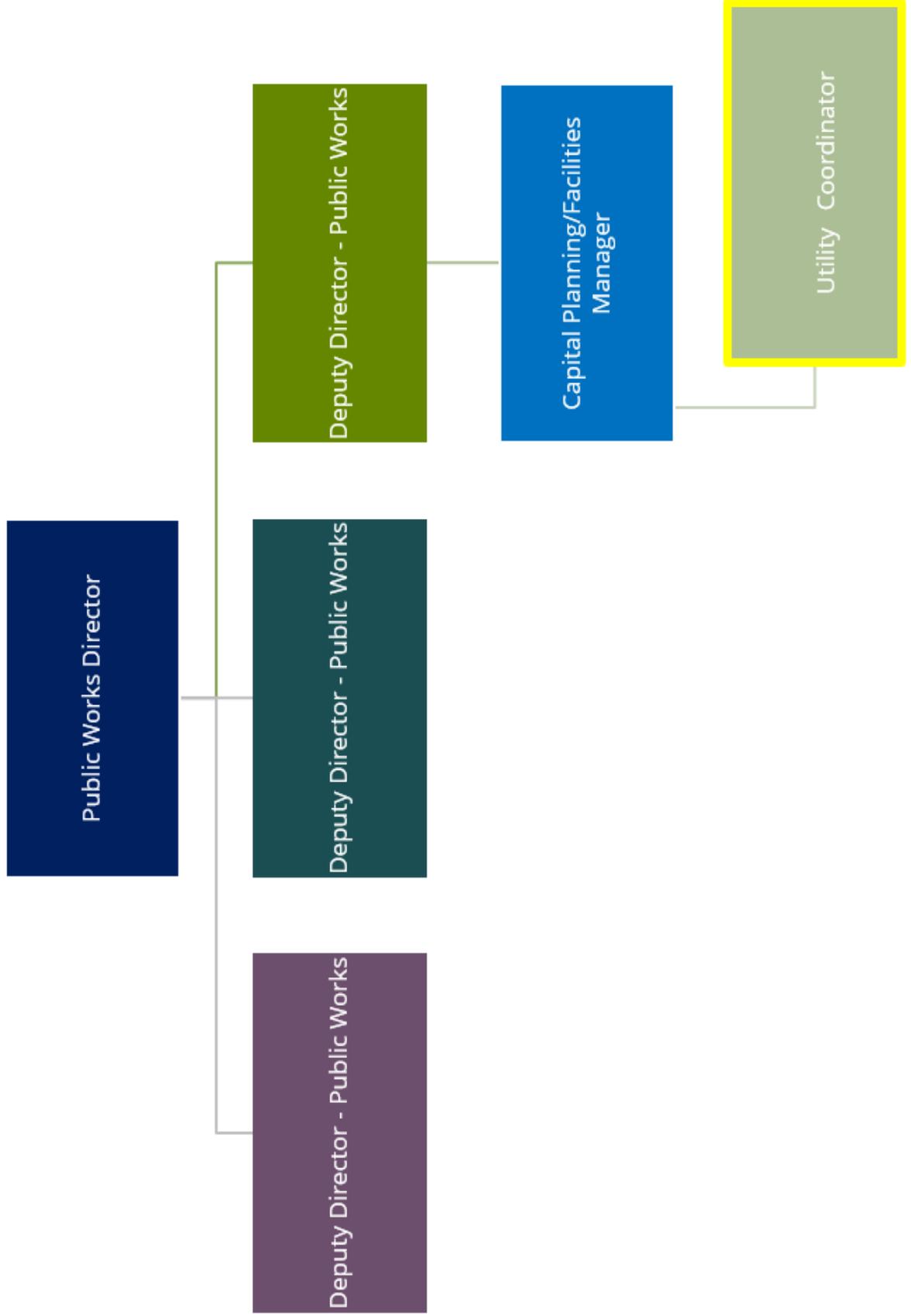
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18 Adopted: 00-00-00

19 BOS Approved: 00-00-00

20 Revised: 00-00-00

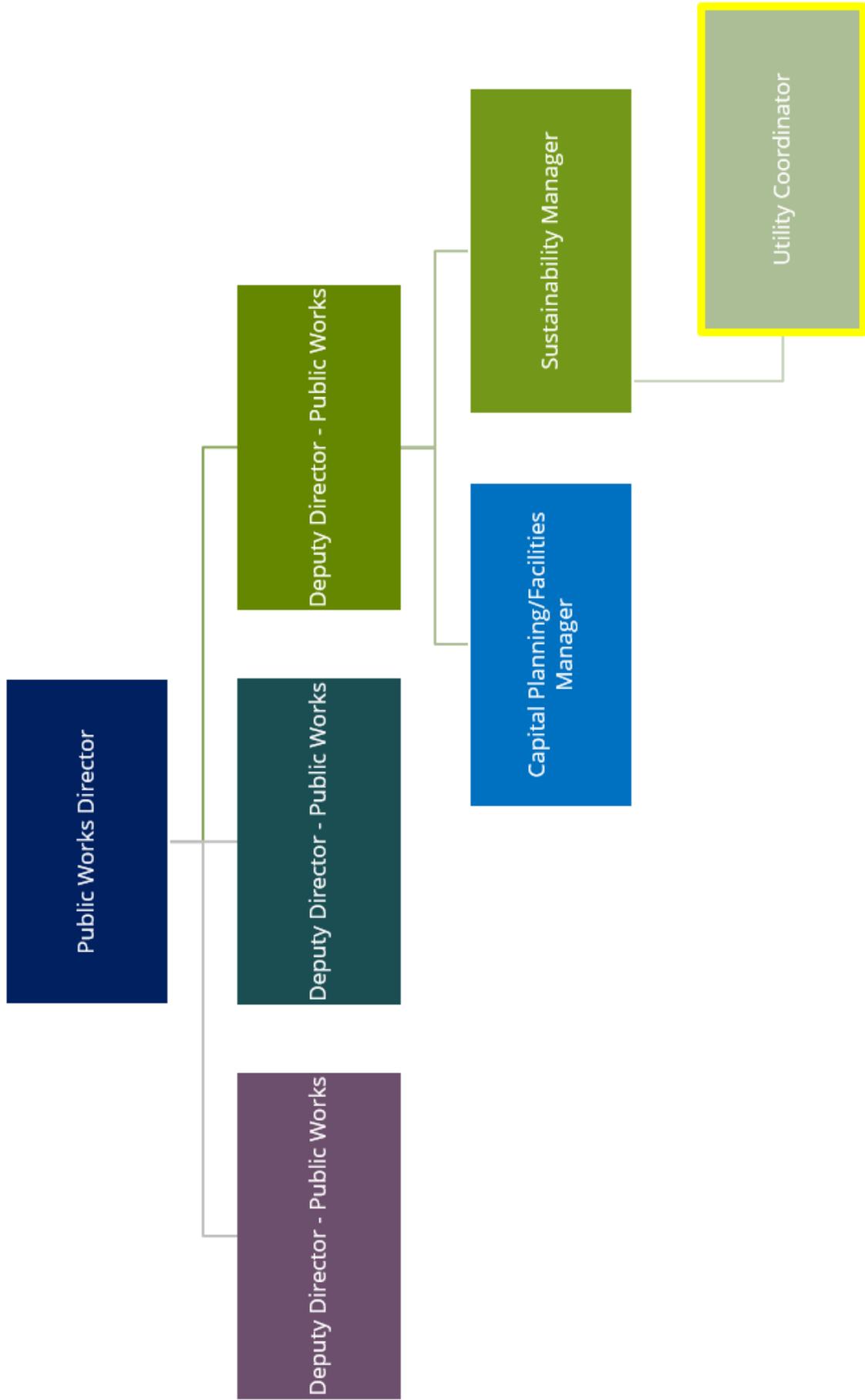


Public Works Department – Current Organizational Chart





Public Works Department – Proposed Organizational Chart





TO: Civil Service Commission

DATE: June 22, 2022

FROM: Lynsey Bond, Human Resources Analyst

SUBJECT: Revised Classification: Utility Coordinator
Department: Planning and Building
Public Works
Appointing Authority: Trevor Keith, Planning and Building Director
John Diodati, Public Works Director

RECOMMENDATION

It is recommended that the Commission approve the revisions to the Utility Coordinator specification as proposed.

BACKGROUND

The Utility Coordinator classification is currently utilized in the Department of Planning and Building and Public Works. This classification is responsible for County internal or external energy services or programs. It manages and performs professional level duties in energy planning, acquisition, conservation, monitoring, and consumption by County facilities or outside projects.

DISCUSSION

The Utility Coordinator classification was first established in 2001 and since that time has not undergone any updates or changes. In the 20 years since it was created, the role has become outdated and no longer accurately reflects the changes in technology and in the energy market. The need for a higher-level Sustainability Manager position in the Public Works department, presented the opportunity to review this specification, to ensure that the duties are accurately described and clearly distinguished between the two roles.

The specification has been modified to reflect use of positions in both departments. It was originally written specific to the position in the Public Works department that focuses on internal projects, while the Utility Coordinator in Planning is concentrated on outside private projects.

Modifications were also made to update the minimum qualifications to be consistent with current County and market standards. Lastly, revisions have been made to bring the specification up to current County formatting standards. Revisions include the elimination of outdated verbiage and obsolete references.

RESULT

The proposed specification revisions accurately describe the classification's duties and requirements to potential applicants thus enabling the County to better attract candidates qualified for the position. In addition, expectations for current employees will be clarified, and the specification will be used as a basis for classification, compensation, and performance management.

OTHER AGENCY INVOLVEMENT

The Planning and Building Department, Public Works, and SLOCEA, the representing union, were involved in the updates to the classification and concur with the specification as proposed.

Attachments:

1. Utility Coordinator Specification – Revisions Redlined
2. Utility Coordinator Specification – Revisions Accepted
3. Current Departmental Organization Chart – Planning and Building
4. Current Departmental Organization Chart – Public Works

1 **HUMAN RESOURCES DEPARTMENT**

2 ~~SAN LUIS OBISPO COUNTY~~County of San Luis Obispo

3
4
5 **UTILITY COORDINATOR**

6
7 **DEFINITION:**

8
9 Under general direction, develops, administers, and coordinates ~~the County~~ internal or external's energy
10 services or management programs, ~~including utility purchase and usage contracts for county facilities.~~
11 Manages energy conservation grants, ~~and~~ rebate programs, and performs other professional level duties
12 ~~in the area of~~ in energy planning, acquisition, conservation, monitoring, and consumption by County
13 facilities or projects ~~and other County operations.~~

14
15
16 **DISTINGUISHING CHARACTERISTICS:**

17
18 The Utility Coordinator classification is distinguished from the Sustainability Manager class by the former's
19 focused responsibility for maintaining and coordinating either the County facilities energy and water model
20 or energy programs for private projects.

21
22
23 **TYPICAL TASKS: REPRESENTATIVE DUTIES:**

24
25 (Not in order of importance)

- 26
27
 - Analyzes and establishes current baseline for County or private projects' facility energy and or water
28 use using software systems ~~computer modeling~~ or other methods.
 - Analyzes and recommends contractual arrangements with energy and or water providers, grantors,
29 energy ~~rebate providers,~~ and other ~~energy~~ suppliers; audits vendor records and utility bills to
30 ensure contract compliance; coordinates the negotiation and enforcement of contractual
31

1 arrangements.

- 2 • Conducts administrative and budget analysis to coordinate the purchase of energy at favorable
3 rates.; reviews and interprets legislative developments relative to energy ~~and energy and or water~~
4 purchases.; ~~coordinates the purchase of energy at most favorable rates.~~
- 5 • Identifies ~~and implements~~ energy efficiency and or offsetting saving measures and programs;
6 evaluates energy efficiency and or offsetting saving technologies; develops proposals and projects
7 for reducing or offsetting energy consumption and making facilities more resilient to utility
8 outages.
- 9 • Designs, administers, and implements energy efficiency programming.
- 10 • Coordinates the development and processing of requests for proposals for various implementor
11 selection.
- 12 • Manages subcontractors and associated scopes of work and budgets
- 13 • Participates in the design of County facilities to ensure recommend efficient energy utilization and
14 or offsetting energy consumption, and improve resiliency to utility outages.
- 15 • ~~Serves as liaison to county departments to ensure implementation of cost-saving measures;~~
16 Coordinates the implementation of conservation and or offsetting measures by County staff,
17 vendors, and contractors, or outside parties.
- 18 • Makes recommendations and provides training on energy and utility management.
- 19 • Interacts with State and Federal agencies, nonprofits, and industry groups to secure grant funding
20 for studies and projects; represents the County at public utility rate hearings and other meetings.
- 21 • May monitor consumption at County facilities and develop conservation plans.
- 22 • May supervise, train, and evaluate the performance of assigned personnel including training;
23 interviewinterviewing and selecting employees, evaluating performance, and recommending
24 reassignment, termination, and disciplinary actions; developing employee schedules, assigning
25 staff duties, and reviewing completed work for accuracy and completeness.

27 EMPLOYMENT STANDARDS:

29 Knowledge of:

- 31 • Principals, methods, ~~techniques~~ and procedures of energy conservation and efficiency, and
32 distributed resources in public facilities and other County required operations

- 1 • ~~Existing and upcoming energy providers and their organizational structures, and delivery methods~~
- 2 • ~~Knowledge of legislation, and regulations and legal issues~~ related to the management and
- 3 administration of a comprehensive ~~internal County~~ energy usage program
- 4 • Knowledge of energy efficiency regulatory landscape as it relates to rate payer funded programs
- 5 and the California Energy Code
- 6 • ~~Basic understanding of facility energy systems including building automation systems, electrical~~
- 7 ~~distribution systems, HVAC systems, data distribution systems, and gas, water, and sewer systems.~~
- 8 • Distributed energy resources including solar and battery energy storage systems
- 9 • Fundamental research, program analysis, and data control methods
- 10 ~~Understanding of computerized energy tracking software, environmental controls and facility~~
- 11 ~~automation systems.~~

12

13 **Ability to:**

- 14
- 15 • ~~Analyze utility company rates, tariffs, bills, and requirements and regulations.~~
- 16 • Develop and implement energy and utility conservation, efficiency, and offsetting programs;
- 17 • ~~Analyze existing systems for utility efficiency, distributed energy resource opportunities, and~~
- 18 ~~modernization and recommend appropriate retrofit projects;~~
- 19 • ~~Audit utility records, make projections and write reports.~~
- 20 • Communicate effectively orally verbally and in writing;
- 21 • ~~Establish and maintain effective working relationships with County officials, employees, vendors,~~
- 22 ~~contractors, and the public. Work effectively and maintain positive working relationships with County~~
- 23 ~~officials, employees, vendors, contractors, and the public, including those of diverse perspectives~~
- 24 ~~and possess strong interpersonal skills such as listening, speaking, advisory, mediation, reconciliation,~~
- 25 ~~and consensus building~~
- 26
- 27 • Prepare and analyze monthly and annual budgets
- 28 • Prepare and negotiate contracts and amendments
- 29 • Use modern office practices and computer applications, including word processing, graphic and
- 30 tabular presentation of data, and database management
- 31 • Supervise, train, and evaluate the performance of assigned staff
- 32

33 **EDUCATION AND EXPERIENCE:**

34

1 ~~Graduation from an accredited four-year college or university with a bachelor's degree~~ Graduation from
2 ~~an accredited college with an Bachelor degree in~~ environmental science, environmental management,
3 ~~sustainability, energy systems, Engineering, Industrial Technology, Business~~ or other closely related field.

4
5 AND: ~~Three (3)~~ years of recent (within the last ~~seven~~ 5 years) experience in the utility field (job related
6 experience may substitute for the required education on a year-for-year basis); ~~Experience with an~~
7 ~~emphasis on energy procurement, energy conservation or utility deregulation is highly desirable.~~

8 ~~-Or, a combination of education, training, and experience that provides the required knowledge and~~
9 ~~abilities equivalent to those provided from the requirements~~ the requirements listed above. ~~A Masters~~
10 ~~degree in Engineering, Industrial Technology, Business or other closely related field may substitute for one~~
11 ~~year of the required experience.~~

12
13 ~~This class specification generally describes the duties and responsibilities characteristic of the position(s)~~
14 ~~within this class. The duties of a particular position within a multi-position class may vary from the duties~~
15 ~~of other positions within the class. Accordingly, the essential duties of a particular position (whether it be~~
16 ~~a multi-position class or a single-position class) will be identified and used by medical examiners and hiring~~
17 ~~authorities in the selection process. This information will also be made available for review at the time of~~
18 ~~any recruitment for that position and at such other times as reasonably required.~~

19 **LICENSES AND CERTIFICATES:**

20 ~~Certain positions within this classification may require driving. When driving is an essential function of~~
21 ~~the position, a valid CALIFORNIA driver license will be required at the time of appointment and must be~~
22 ~~maintained throughout employment.~~

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27 ~~be a multi-position class or a single-position class) will be identified and used by medical examiners and~~
28 ~~hiring authorities in the selection process. If you have any questions regarding the duties, working~~
29 ~~conditions, or employment standards of the position, please contact the Human Resources Department at~~
30 ~~805.781.5959.~~

31
32 Adopted: 05-23-01

1 **HUMAN RESOURCES DEPARTMENT**

2 **County of San Luis Obispo**

3
4
5 **UTILITY COORDINATOR**

6
7 **DEFINITION:**

8
9 Under general direction, develops, administers, and coordinates County internal or external energy
10 services or programs. Manages energy conservation grants, rebate programs, and performs other
11 professional level duties in energy planning, acquisition, conservation, monitoring, and consumption by
12 County facilities or projects.

13
14
15 **DISTINGUISHING CHARACTERISTICS:**

16
17 The Utility Coordinator classification is distinguished from the Sustainability Manager class by the former's
18 focused responsibility for maintaining and coordinating either the County facilities energy and water model
19 or energy programs for private projects.

20
21
22 **REPRESENTATIVE DUTIES:**

23
24 (Not in order of importance)

- 25
- 26 • Analyzes and establishes current baseline for County or private projects' facility energy and or water
27 use using software systems or other methods.
 - 28 • Analyzes and recommends contractual arrangements with energy and or water providers, grantors,
29 rebate providers, and other suppliers; audits vendor records and utility bills to ensure contract
30 compliance; coordinates the negotiation and enforcement of contractual arrangements.
 - 31 • Conducts administrative and budget analysis to coordinate the purchase of energy at favorable

1 rates.; reviews and interprets legislative developments relative to energy or water purchases.

- 2 • Identifies energy efficiency and offsetting measures and programs; evaluates energy efficiency
- 3 offsetting technologies; develops proposals and projects for reducing or offsetting energy
- 4 consumption and making facilities more resilient to utility outages.
- 5 • Designs, administers, and implements energy efficiency programming.
- 6 • Coordinates the development and processing of requests for proposals for various implementor
- 7 selection.
- 8 • Manages subcontractors and associated scopes of work and budgets
- 9 • Participates in the design of County facilities to recommend efficient energy utilization, offsetting
- 10 energy consumption, and improve resiliency to utility outages.
- 11 • Coordinates the implementation of conservation and offsetting measures by County staff, vendors,
- 12 contractors, or outside parties.
- 13 • Makes recommendations and provides training on energy and utility management.
- 14 • Interacts with State and Federal agencies, nonprofits, and industry groups to secure grant funding
- 15 for studies and projects; represents the County at public utility rate hearings and other meetings.
- 16 • May monitor consumption at County facilities and develop conservation plans.
- 17 • May supervise assigned personnel including training, interviewing, and selecting employees,
- 18 evaluating performance, recommending reassignment, termination, and disciplinary actions,
- 19 developing employee schedules, assigning staff duties, and reviewing completed work for accuracy
- 20 and completeness.

21

22 **EMPLOYMENT STANDARDS:**

23

24 **Knowledge of:**

25

- 26 • Principals, methods, and procedures of energy conservation and efficiency, and distributed
- 27 resources in public facilities
- 28 • Existing and upcoming energy providers and their organizational structures and delivery methods
- 29 • Knowledge of legislation and regulations related to the management and administration of a
- 30 comprehensive energy usage program
- 31 • Knowledge of energy efficiency regulatory landscape as it relates to rate payer funded programs
- 32 and the California Energy Code

- Basic understanding of facility systems including building automation systems, electrical distribution systems, HVAC systems, data distribution systems, and gas, water, and sewer systems
- Distributed energy resources including solar and battery energy storage systems
- Fundamental research, program analysis, and data control methods

Ability to:

- Analyze utility rates, tariffs, bills, and requirements
- Develop and implement energy and utility conservation, efficiency, and offsetting programs
- Analyze existing systems for utility efficiency, distributed energy resource opportunities, and modernization and recommend appropriate retrofit projects
- Audit utility records, make projections and write reports
- Communicate effectively verbally and in writing
- Work effectively and maintain positive working relationships with County officials, employees, vendors, contractors, and the public, including those of diverse perspectives and possess strong interpersonal skills such as listening, speaking, advisory, mediation, reconciliation, and consensus building
- Prepare and analyze monthly and annual budgets
- Prepare and negotiate contracts and amendments
- Use modern office practices and computer applications, including word processing, graphic and tabular presentation of data, and database management
- Supervise, train, and evaluate the performance of assigned staff

EDUCATION AND EXPERIENCE:

Graduation from an accredited four-year college or university with a bachelor's degree in environmental science, environmental management, sustainability, energy systems, or other closely related field AND three years of recent (within the last seven years) experience in the utility field (job related experience may substitute for the required education on a year-for-year basis). Or, a combination of education, training, and experience that provides the required knowledge and abilities equivalent to those provided from the requirements listed above.

1 **LICENSES AND CERTIFICATES:**

2 Certain positions within this classification may require driving. When driving is an essential function of
3 the position, a valid CALIFORNIA driver license will be required at the time of appointment and must be
4 maintained throughout employment.

5
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8 of other positions within the class. Accordingly, the essential functions of a particular position (whether it
9 be a multi-position class or a single-position class) will be identified and used by medical examiners and
10 hiring authorities in the selection process. If you have any questions regarding the duties, working
11 conditions, or employment standards of the position, please contact the Human Resources Department at
12 805.781.5959.

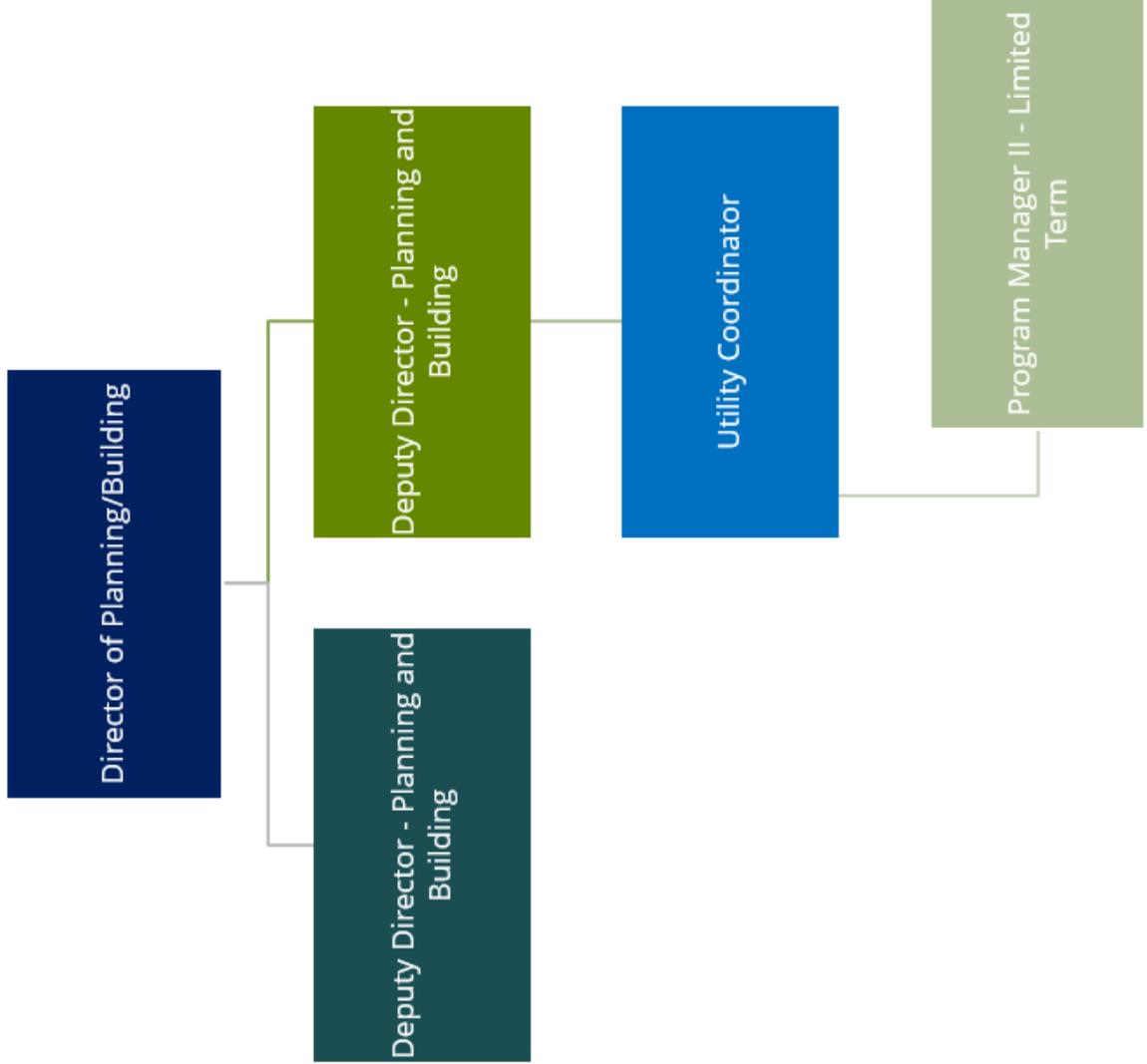
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14 Adopted: 05-23-01

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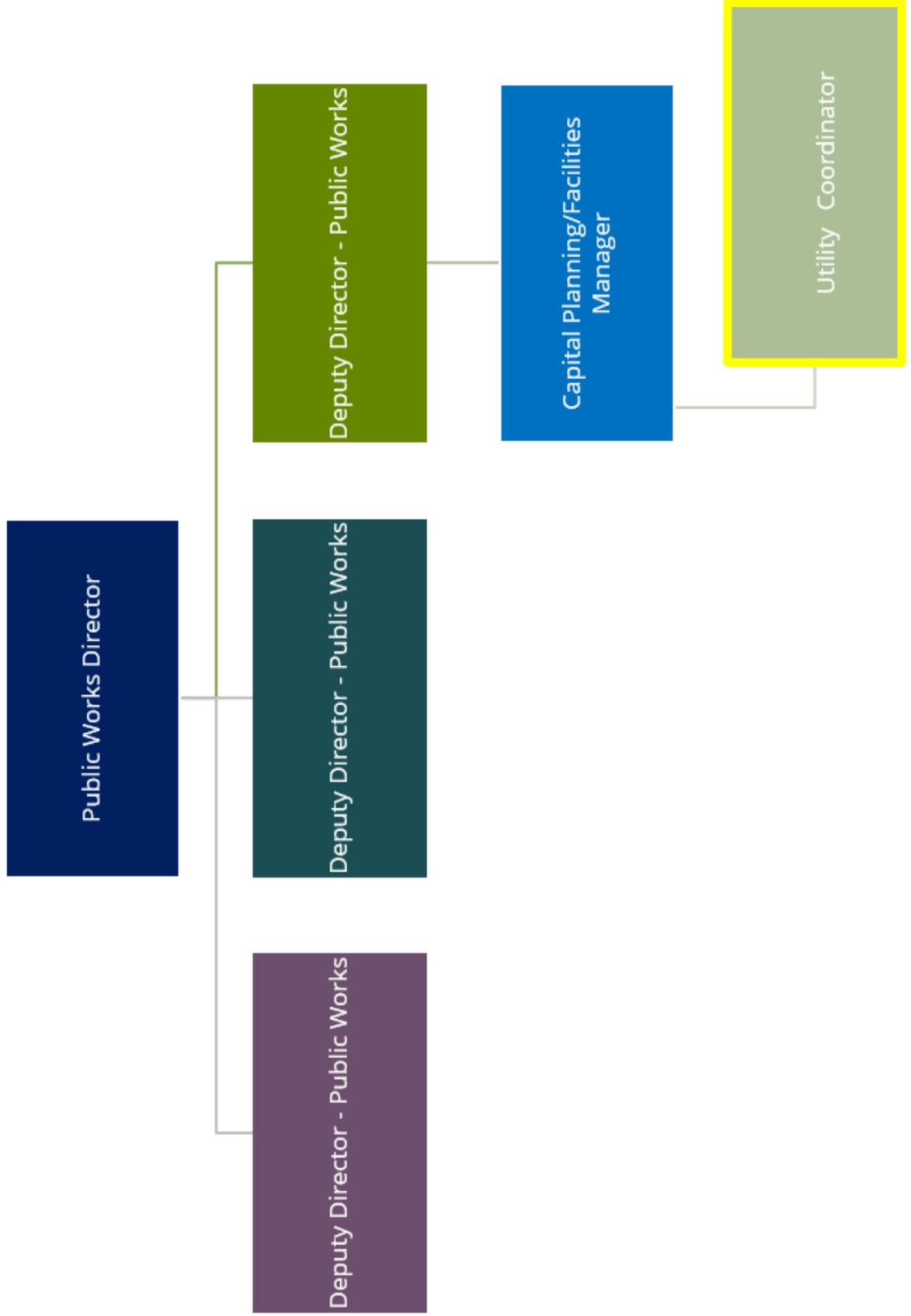


Planning and Building Department - Current Organizational Chart





Public Works Department – Current Organizational Chart





STATE OF THE COUNTY WORKFORCE



www.slocounty.ca.gov

AGENDA

- Labor Market Conditions
- Employee Experience
- Impacts on Public Service Delivery
- County Workforce Strategy
- Recruitment and Retention Initiatives

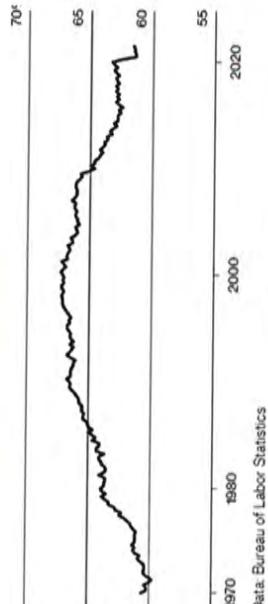


Inflation has risen around the world, but the U.S. has seen one of the biggest increases

BY DREW DESILVER



U.S. Labor Force Participation Rate



WSJ Wall Street Journal

Goldman Sachs Rolls Out New Worker Benefits to Combat Employee Burnout

3 days ago

F Fortune
The Great Raise is the solution to the Great Resignation

The so-called Great Resignation has rocked the U.S. labor market, but it's just 1 day ago

The workers picking up the slack in the Great Resignation

Workers who haven't quit amid the Great Resignation are covering for their former colleagues 1 day ago

Viewpoint: Does FFCRA Leave Exhaust FMLA Leave? Minneapolis

'Striketober' has been a long time coming and is only the beginning

BY EDWARD M. SMITH, OPINION CONTRIBUTOR — 10/27/21 12:01 PM EDT
THE VIEWS EXPRESSED BY CONTRIBUTORS ARE THEIR OWN AND NOT THE VIEW OF THE HILL



CNN

Vaccine mandate for some health care workers blocked in 10 states 3 days

WLOS

Pandemic fatigue is pushing many healthcare workers out of the field

(WLOS) — Pandemic fatigue: healthcare workers say it's real, leading many to leave the profession 1 hour ago

Women Leave the Workforce

U.S. participation rate, women (seasonally adjusted) Participation rate, men



More Than Childcare Support Is Needed To Bring Working Mothers Fully Back to the Workforce

Companies report...

Parental Burnout Continues Its Toll in 2021, Fueling Large Talent Losses

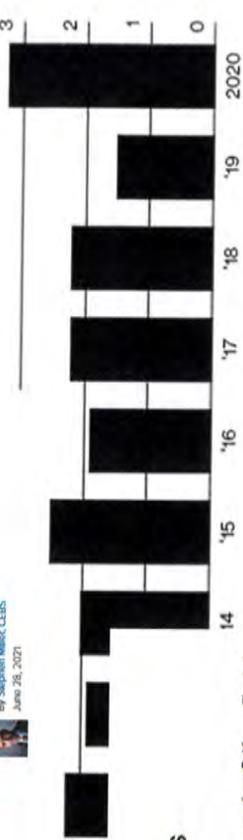
4.8M current cases of parental burnout could be prevented

Annual Increase in Retired Baby Boomers in the U.S.

Inflation's Return Will Affect Compensation

A recent spike in prices may be transitory, but rising inflation is likely in coming years

By Stephen Miles, CEBS
June 28, 2021



After analysis of Ippolito's data

Great Resignation: If workers want to lock in good jobs, we need unions but workers aren't stopping



Bloomberg

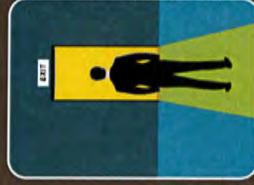
LABOR MARKET CONDITIONS

Pandemic Accelerates Workforce Trends Already in Motion – Will Not “Return to Normal”

LABOR & SKILLS SHORTAGE



- Baby Boomer retirements and **rising turnover** are **leaving** skill gaps in the existing workforce
- Millennials and Gen Z workers will represent 75% of the US workforce **by 2025**. Preferences for mobility, gig-work, **flexibility**, **work-life balance** will increase.
- 2.3 Million fewer women are in the workforce



GREAT RESIGNATION – JOB MARKET ON FIRE

- Low unemployment, and intense competition for talent
- 4.3% local unemployment rate
- SLO County's workforce shrank by 7K people since February 2020
- +11.7% Turnover in last 12 months
- Organizations are trying everything: money, culture, and flexibility, to avoid business and service disruption

RISING INFLATION



- The Consumer Price Index for All Urban Consumers (CPI-U) is 6.2% over the last 12 months.
- Along with labor shortages, rising inflation is **driving higher compensation pressure** impacting Labor Relations, Compensation and Benefits programs

INCREASING REGULATION



- OSHA/Cal-OSHA, CARES & ARPA Unemployment and Healthcare changes, CFRA Expansion, Expanded Retention of Employment Records, Reduced Settlement Agreement Protections for Employers and more pending Federal changes from Build Back Better (Healthcare/Paid FMLA)
- Expansion of Unfair Labor Practice Qualifications
- Increasing regulation is not a new trend and is expected to continue



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LABOR MARKET CONDITIONS

What has worked is no longer working

INCREASING UNION MOMENTUM

- In October 2021, Roughly 25,000 workers walked off their jobs, demanding better pay and benefits, and improved workplace protections
- Strikes happen in waves, and **may increase risk of unionization**
- **Power shift to employees in a job seekers market**



HARD INSURANCE MARKETS

- Historically, very stable programs
- Rising insurance costs driven by wildfires, public sector cyber security risks, work comp claims increase, litigation settlements, and jury verdicts



POLITICAL POLARIZATION

- Political Fatigue at Work
- Clerk Recorder Recruitment
- Redistricting
- Masks & Vaccine Mandates
- Impacts relationships in the workplace and creates more sensitive issues for HR to manage



COVID-19, HEALTH & SAFETY

- COVID19 changed perspectives and requirements about safety in the workplace
- Stress, decreased focus and decreased productivity linked to safety
- Conducted 500K daily health checks



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EMPLOYEE DEMOGRAPHICS



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HOW ARE EMPLOYEES DOING?

Key Issues Impacting Employees County and Nationwide



Employee Burnout

- **Employee stress is increasing** with heavier workloads, kids at home, elder care, and a volatile political environment – all on top of the stress from COVID-19.
- Some employees may not realize they are experiencing burnout.
- **Healthcare worker fatigue and Safety PTSD** are rising.
- Fueling talent loss

#4 on Pulse Survey

Safety at Work

- Physical Safety
- Mask adherence
- Vaccines
- Psychological Safety
- Employees are more concerned with safety for themselves and their families than pre-pandemic and **expect their employers to play a greater role**
- **Safety is political**

#1 & 2 on Pulse Survey

Mental, Financial, Health & Wellness

- Increased levels of anxiety and depression **drive down employee productivity**
- Deferred Healthcare increases costs
- Financial health is a top concern among employees and a top contributor to poor mental health.
- **Flexibility needs are here to stay**

#1 & 2 on Pulse Survey

Childcare

- Disproportionately impacts **women**
- Providers are closing decreasing availability and delaying ability for mothers to return to work
- Cost are rising due to labor shortage
- 28% of respondents to the health benefits survey said they have a need for child or elder care. 264 EEs.

#3 & 6 on Pulse Survey

Equity & Inclusion

- The disparate impact of the pandemic is becoming increasingly clear and it's **resulting in very different needs amongst workers**. Low-wage, frontline workers and employees of color are much more likely to consider leaving at rates higher than pre-pandemic to seek higher-quality jobs, more security, safety and better pay.

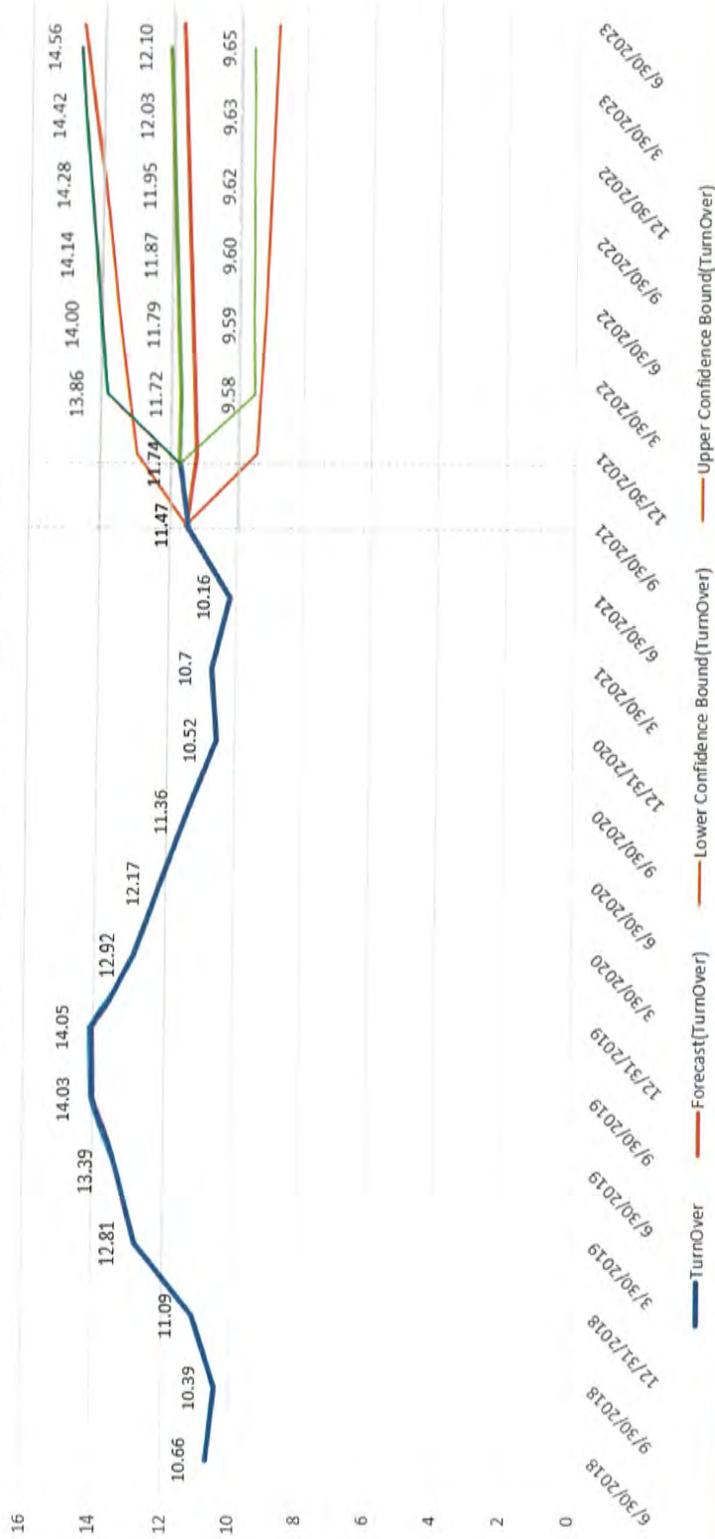
National Movement



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Turnover Projections From November 2021

Forecast Turn Over Based on Quarterly Actuals



- Orange line was forecast as of Sept 30, 2021
- Green line is revised forecast as of October 1 - December 7, 2021
- + 0.5% increase in turnover
- 11.74% Current Turnover in the last 12 months



BREAKING DOWN THE COST OF TURNOVER

Hard Costs

- Replacement Costs
 - ✓ Advertising Recruitment Costs
 - ✓ Staff time for interviews
 - ✓ Pre-employment testing
 - ✓ Job Offer & Reference checking
 - ✓ New Employee Orientation
 - ✓ On The Job Training
- Separation Costs for Exit Interviews staff time
- Vacancy Costs for remaining staff to absorb extra work (over time)

Soft Costs

- Separation Costs vary for high performing and low performing employees. Productivity lost for:
 - ✓ Employee
 - ✓ co-workers
 - ✓ supervisor working to correct employee
- Vacancy Costs of Lost Productivity from vacant position
- Replacement Costs incur lost productivity:
 - ✓ new hire learning curve
 - ✓ co-workers mentoring and training new hire
 - ✓ supervisor due to additional coaching and oversight needed for new hire



COSTS OF TURNOVER CAN BE HIDDEN

COST OF TURN OVER AS A PERCENTAGE OF SALARY



- In 2021, the County has spent between \$15M - \$51M on turnover
- In 5 years, that is \$79M - \$263M in turnover costs
- Lower Limit Estimate of \$15M equals:
 - 4% of total payroll costs
 - 2.3% of general fund budget
 - 1.9% of total budget



HIDDEN COSTS OF TURNOVER

Reducing your capability to accomplish Community Objectives

- Losing your best talent means losing:
 - your reliable winners,
 - your constant innovators,
 - your most effective problem solvers
 - Internally, breaking down team morale
- When it comes to rare talent, "**voluntary turnover**" is simply a nice way of saying, "**You just lost the future.**"
- Externally, it can mean lost customer relationships. Depending on the quality of the exit, it can **threaten your brand** or, at worst, **lead to litigation**
- 52% of voluntarily exiting employees say their manager or organization **could have done something to prevent them from leaving their job.**
- 51% of exiting employees say that in the three months before they left, **neither their manager nor any other leader spoke with them** about their job satisfaction or future with the organization.



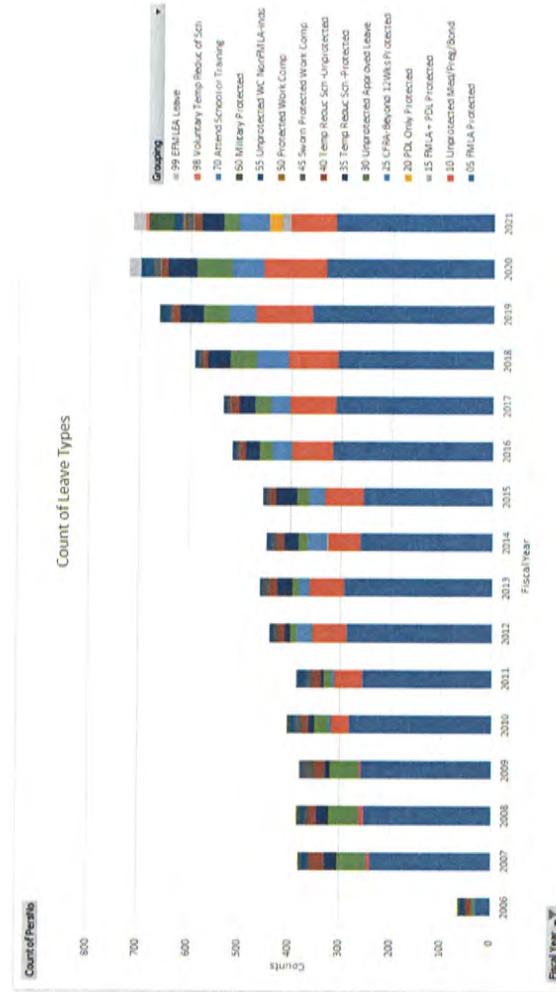
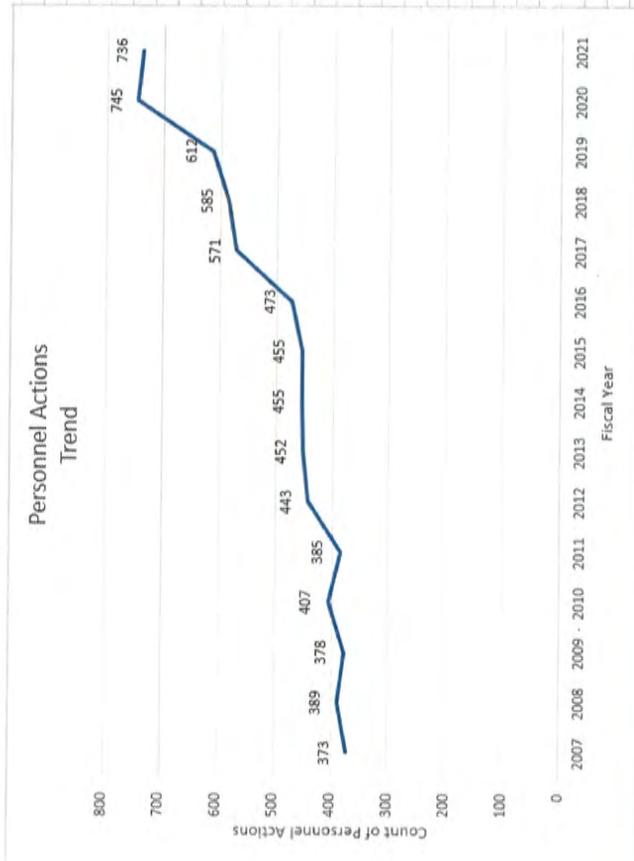
Job Class	Turnover %	Cost of Turnover for 1 position	Cost of Turnover for the year
PLANNER I OR II OR III	42.07	\$87,971.10	\$615,797.70
LICENSED PSYCH TECH/LV NURSE I OR II OR III	31.09	\$79,643.46	\$955,721.52
ENGINEER IV	25.43	\$136,066.08	\$544,264.32
CUSTODIAN	21.61	\$52,474.14	\$262,370.70
LEGAL CLERK	18.65	\$62,076.87	\$620,768.70
ACCOUNTING TECHNICIAN	16.49	\$67,960.80	\$339,804.00
B.H. SPECIALIST I OR II OR III	15.24	\$80,165.46	\$641,323.68
ENGINEER I OR II OR III	14.89	\$119,535.51	\$478,142.04
ADMIN ASST SERIES	14.82	\$57,295.53	\$1,489,683.78
SHERIFF'S CORRECTIONAL SGT	14.06	\$92,451.18	\$184,902.36
B.H. CLINICIAN I OR II OR III	13.89	\$96,947.40	\$1,260,316.20
HUMAN RESOURCES TECHNICIAN I OR II-CONFIDENTIAL	13.55	\$75,913.47	\$151,826.94
SERGEANT	13.28	\$130,750.08	\$261,500.16
SHERIFF'S CORRECTIONAL DEPUTY	12.51	\$92,451.18	\$1,294,316.52
CORRECTIONAL TECH I OR II OR III	12.35	\$67,724.16	\$203,172.48
ENVIR HEALTH SPECIALIST I OR II OR III	12.00	\$103,622.40	\$207,244.80
EMPLOYMENT/RESOURCE SPEC IV	11.75	\$78,793.95	\$236,381.85
SHERIFF'S DISPATCHER I OR II OR III	10.98	\$95,239.29	\$190,478.58
ADMIN SERVICES MANAGER	10.79	\$112,631.85	\$225,263.70



B.H. PROGRAM SUPERVISOR	10.70	\$106,651.35	\$213,302.70
AGRICULTURAL INSPECTOR/BIOLOGIST TRAINEE OR I OR I	9.86	\$90,051.00	\$180,102.00
ACCOUNTANT I OR II OR III	9.79	\$97,607.88	\$292,823.64
SYSTEMS ADMINISTRATOR I OR II OR III	9.58	\$115,910.19	\$231,820.38
NURSING SERIES - C. H. NURSE - SR P.H. NURSE	8.57	\$104,002.35	\$208,004.70
ACCOUNT CLERK OR SR	8.32	\$62,910.54	\$188,731.62
LIBRARY ASSOCIATE I OR II OR III	7.30	\$57,379.65	\$172,138.95
SHERIFF'S CADET/DEPUTY SHERIFF	7.25	\$96,413.58	\$771,308.64
SHERIFF'S SENIOR CORRECTIONAL DEPUTY	7.07	\$101,052.45	\$101,052.45
SHERIFF'S SENIOR DEPUTY	6.96	\$117,553.23	\$235,106.46
SOCIAL WORKER SUPERVISOR II	6.70	\$99,949.05	\$99,949.05
AUDITOR-ANALYST TRAINEE OR I OR II OR III	6.64	\$112,339.05	\$112,339.05
HEALTH INFORMATION TECH I OR II OR III	6.40	\$71,753.16	\$71,753.16
DEPUTY DISTRICT ATTORNEY I OR II OR III OR IV	6.31	\$167,166.87	\$334,333.74
SOCIAL WORKER AIDE I OR II OR III	6.23	\$52,282.02	\$52,282.02
PUBLIC WORKS WORKER I OR II OR III	6.21	\$71,763.00	\$143,526.00
EMPLOYMENT/RESOURCE SPEC I OR II OR III	6.08	\$69,666.93	\$557,335.44
JUVENILE SERVICES OFFICER I OR II OR III	6.06	\$85,537.65	\$171,075.30
ADMIN SERVICES OFFICER I OR II	5.90	\$84,696.45	\$254,089.35
PROGRAM MANAGER I OR II	5.04	\$96,814.50	\$193,629.00
APPRAISER TRAINEE OR I OR II OR III	4.94	\$93,389.49	\$93,389.49
DEPARTMENTAL AUTOMA SPEC I OR II OR III	4.14	\$111,533.7	\$111,533.70
DEPUTY PROBATION OFFICER I OR II	3.84	\$97,840.2	\$195,680.40
SOCIAL WORKER I OR II OR III OR IV	3.36	\$90,452.7	\$271,358.10
TOTAL		\$91,730.95	\$15,419,945.37

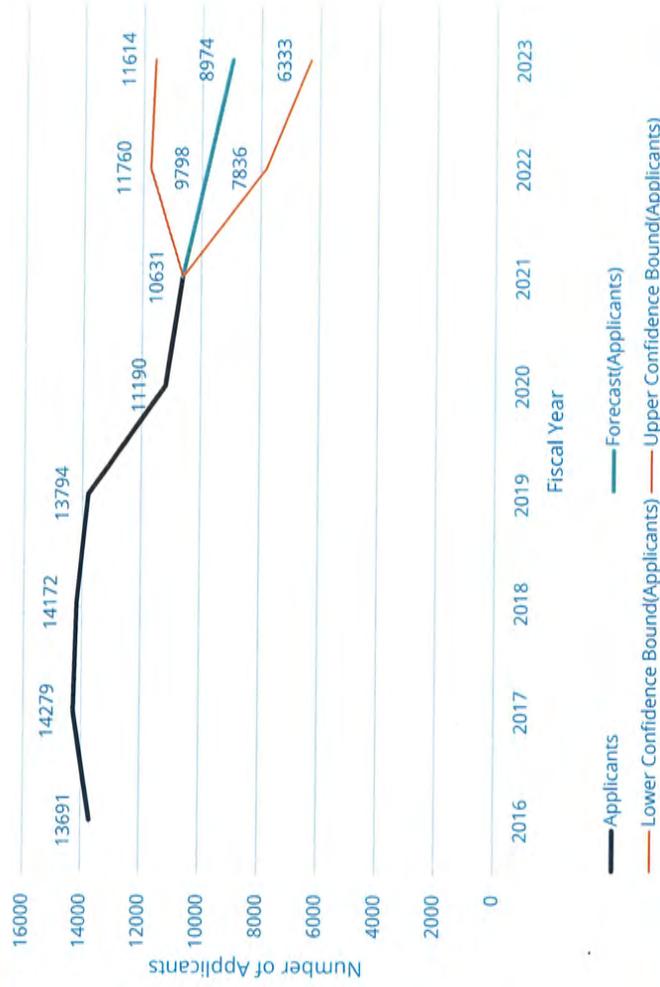


LEAVES OF ABSENCE ARE RISING

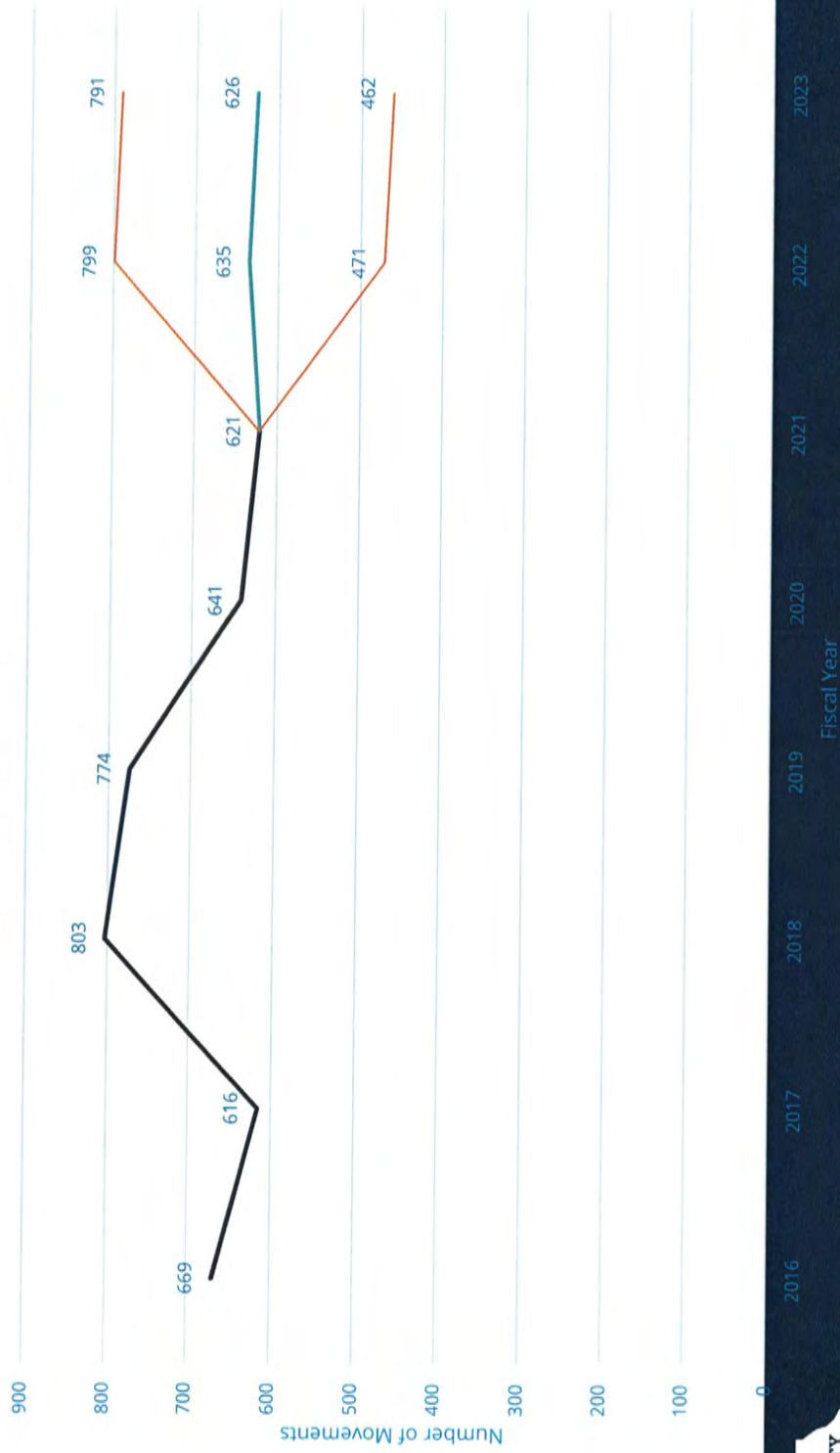


NATIONAL TREND PUBLIC SECTOR APPLICANTS VS JOBS

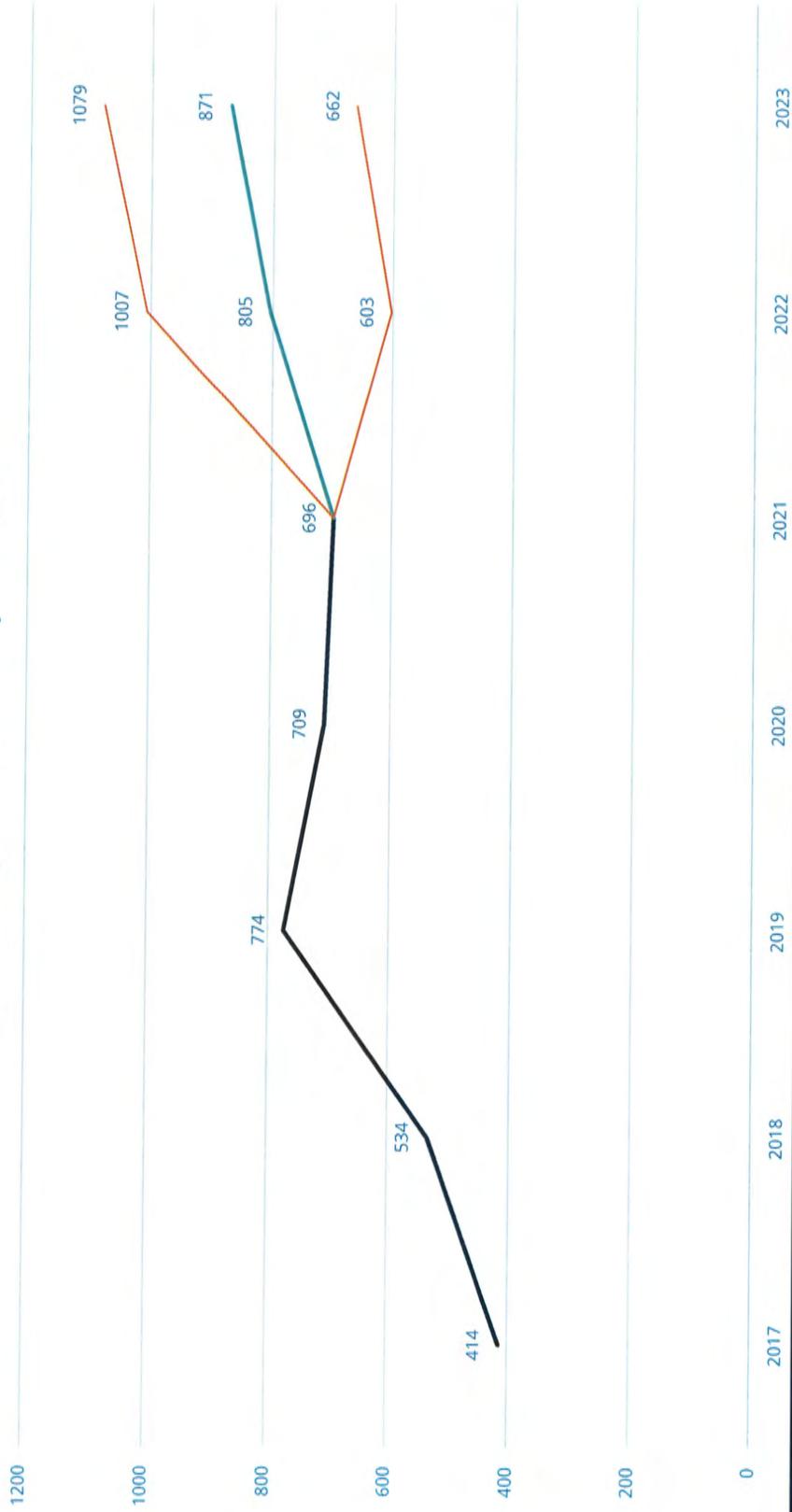
- According to NeoGov, the number of applications per job has dropped 21% since 2015
- County application data supports this with a 22% reduction in applicants since 2016



Forecast Movements



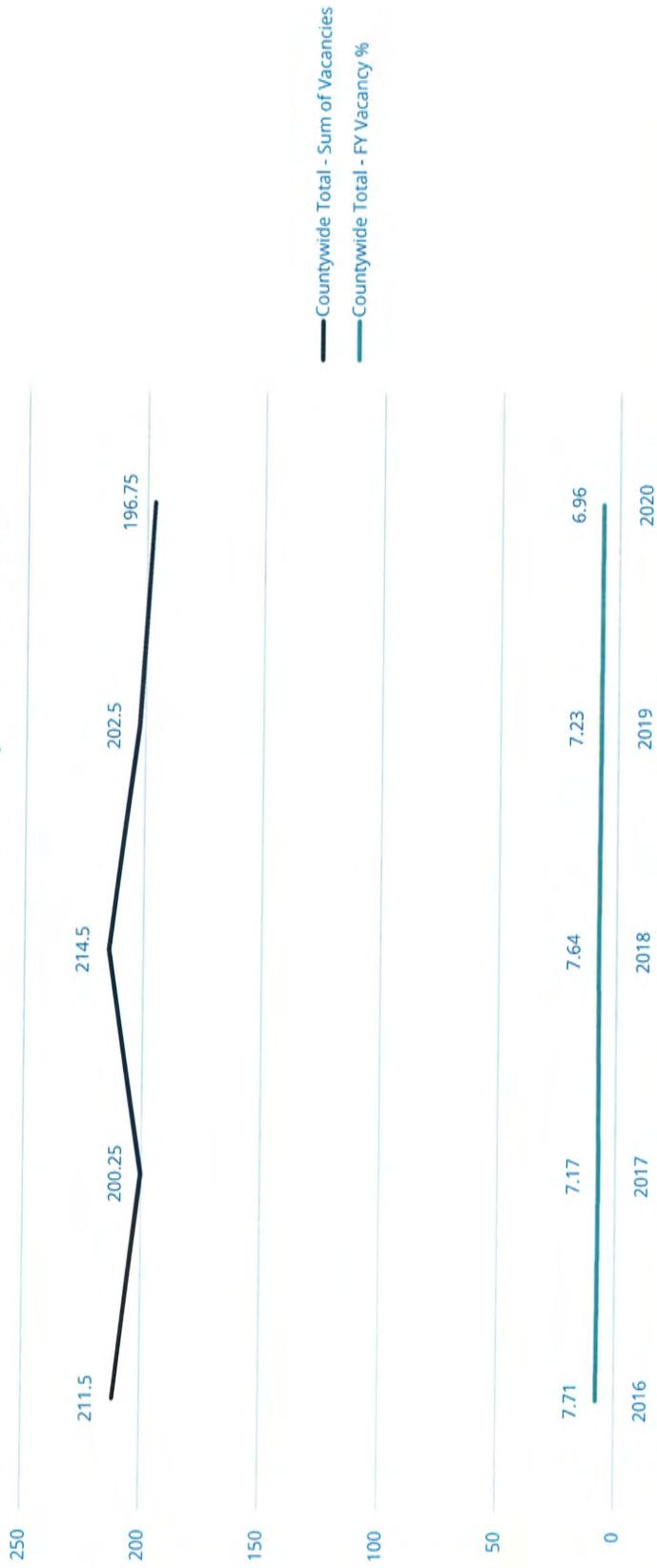
Forecast Requisitions Created by Fiscal Year



Values Forecast Upper Confidence Bound



% of Vacancies Countywide as of 12/31



Failed Recruitments



- There was nearly a 200% increase in failed recruitments in FY 20/21 over FY19/20
- We saw relatively low numbers of failed recruitments previously usually in typically hard to fill positions
- Failed recruitments in FY 20/21 were in a variety of classifications including Engineers, System Administrators, and Accounting Technicians



Cost of a Failed Recruitment

Activity	Hours	Average staff salary	Total Cost
HR Recruiting (Analyst)	10 \$	44.12	\$ 441.20
HR Recruiting (Tech)	10 \$	28.58	\$ 285.80
Department Screening (x2)	8 \$	39.17	\$ 313.36
Panel Interviews (x3)	24 \$	39.17	\$ 940.08
Internal Interviews	15 \$	39.17	\$ 587.55
3 month loss in productivity	520 \$	39.17	\$ 20,368.40
advertising dollars			\$ 500.00
		Total Cost	\$ 23,436.39



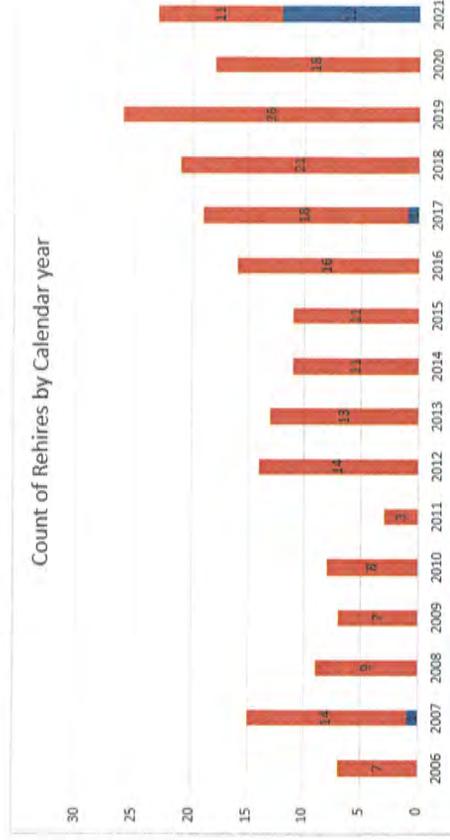
SEPARATION FEEDBACK

"Although the County of SLO offers great benefits, the compensation is too low. There are a lot of responsibilities that my position holds, but it is very discouraging to be compensated lower than other companies that are willing to pay more."

No, I loved this job and my coworkers. I'm sad to leave, but unfortunately COL is significantly unaffordable for working class families. Thank you for the opportunity and experience. The leadership at ACTTC are so supportive especially during 2020 to present. Thank you!

I strongly believe that the County as an employer needs to think about ways to encourage, empower, recognize and celebrate the amazing people that work here. Many people are underpaid for the work they do, and it's not enough to just give them a paycheck and benefits. It would be great if the County made it a point to publicly and internally recognize employees in a variety of ways.

- Separated Employees do not return
- Average 11 Rehires Per Year
- Rehires Average 196 days of employment after rehire



SEPARATION FEEDBACK

I've chosen to retire earlier than I planned because although I believe that for the most part everyone is doing their best, the level/complexity of the work, the amount of work needed, and the barriers to solving problems have significantly increased in the last few years. Covid did not cause this, it just added more challenges. Watching my team struggle to keep up with work they wanted to do, dealing with the overwhelm, and not being able to get more staffing, has really broken me at this point. After 20 years, I had to call it quits for my employment with the County. It is hard to see the negative impact of the resource neglect on the team and the clients. There's simply far, far, far too much work to do for the time we have to do it in. I'm also noticing that we are having more problems staffing up, and new staff don't last as long in the roles--I believe this is a combination of resource/workload issues and the reduction of benefits available to new employees (retirement and medical). I believe in the mission, and I planned to stay longer, but I just can't do it anymore. I have to admit that I am angry about that, and although I'm extremely proud of my 20 years with the County, I'm disappointed to see the lack of growth in core services. If anyone wanted to ask me more about that, I'd be open to sharing more on this. Good luck to all!



COMPETITION FOR TALENT IS INCREASING

JOB SEEKERS HAVE MORE CHOICES FOR EMPLOYERS THAN EVER BEFORE

- Traditionally, the County has been an employer of choice for local workers
- Telework has expanded options for employment beyond our geographic area
- Active recruitment and employee development is required



NEGATIVE IMPACT TO PUBLIC SERVICE DELIVERY

- External market conditions and Employee Experiences impact the County's ability to deliver services to the Community
- Current Trends:
 - Applicant decline
 - Turnover is returning to pre-pandemic levels
 - Rising insurance costs across all lines of insurance coverage
 - Employee burnout and wellness is impacting productivity levels
 - Presenteeism
 - Absenteeism
- Managers and supervisors are less experienced (6-year average TIS)
- Increasing urgent requests



Other Recruitment and Retention Ideas

- Signing bonuses
- Retention bonuses
- Referral Bonuses
- Pay at any step ordinance change
- Bilingual – increase benefit and incentivize





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