San Luis Obispo County Civil Service Commission
Regular Session Meeting
Wednesday November 15, 2017 @ 9:00 A.M.
1055 Monterey Street, Suite D-271 San Luis Obispo, CA

AGENDA

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. October 25, 2017

4. Revised Specifications
   a. Assistant Airports Manager

5. Reports
   Commission President
   Commission Counsel
   Commission Secretary

6. Closed Session (per Government Code Section 54957): Deliberations regarding Appeal #A16-12

7. Adjournment
Civil Service Commission

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Regular Session Meeting
Wednesday October 25, 2017 @ 9:00 A.M.
1055 Monterey Street, Suite D-271 San Luis Obispo, CA

Present: President Bergman, Vice President Ohannesian, Commissioner Stewart, Commissioner Nix,

Staff: Commission Secretary, Tami Douglas-Schatz; Commission Clerk, Alisa Scantlin,

Counsel: County Counsel, Nina Negrant; County Counsel, Rita Neal

Absent: Commissioner Nicholson; Commission Outside Counsel, Steve Simas

1. Call to Order / Flag Salute / Roll Call
President Bergman called the meeting to order at 9:00 AM and led the flag salute. Roll was called.

2. Public Comment Period
President Bergman asked for public comment. Seeing none, he closed the public comment period.

3. Minutes
   a. President Bergman asked for any amendments to the September 27, 2017 meeting minutes.
      Seeing none, he asked for a motion to approve. Commissioner Nix made the motion to approve.
      Vice President Ohannesian seconded the motion. Motion passed. 4-0-1.

4. Presentation: Minimum Qualifications - Legal Considerations, Best Practices and Philosophy
Commission Secretary, Tami Douglas-Schatz introduced the presenter, Human Resources Analyst for Compensation and Classification, Mark Zeltmann. Mr. Zeltmann presented on the legal considerations, best practices, and philosophy used in determining minimum qualifications.

5. Recommendation to begin the meet and confer process for proposed rule changes
Tami Douglas-Schatz introduced this item, and requested that the Commission approve moving forward with the meet and confer process. Ms. Douglas-Schatz then introduced Human Resources Analyst Mark McKibben, to present initial proposals. After the presentation of the item, President Bergman asked for Public Comment. Seeing none, he opened questioning to the Commissioners. Commissioners provided input on revisions to Rules 13.05, 11.03, and 12.05. County Counsel, Rita Neal provided an answer for questioning related a rule. Seeing no further questions from Commissioners, President Bergman asked the Commissioners on the Rule Change Committee, Jeannie Nix, and Erwin Ohannesian, if they saw any reason to delay the start of the meet and confer process. Seeing none, President Bergman asked County Counsel, Rita Neal, who from County Counsel will be appointed to attend Closed Session Meetings for the Rule

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Civil Service Commission

Changes. Ms. Neal agreed to follow up with Tami Douglas-Schatz, as well as the Commission with the answer. President Bergman asked for a motion to recommend that the Human Resources department begin the meet and confer process for proposed rule changes. Commissioner Nix made the requested motion. Commissioner Stewart seconded the motion. Motion passed 4-0-1.

6. Commission Calendar Dates for 2018
President Bergman asked for public comment on this item. Seeing none, he requested Commission comments. Seeing none, the President requested a motion to approve the calendar dates for 2018. Vice President Ohannesian made the motion to approve. Commissioner Stewart seconded the motion. The motion passed 4-0-1.

7. Reports
Commission President – No report.
Commission Counsel – No report.
Commission Secretary – Commission Secretary, Tami Douglas-Schatz provided a reminder that a hearing before the Commission was approaching on November 6, and 7, 2017.

8. Adjournment
President Bergman 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.
TO: Civil Service Commission

DATE: November 15, 2017

FROM: Chip Spence, Human Resources Analyst

SUBJECT: Revised Class Specifications: Assistant Airports Manager

RECOMMENDATION:
It is recommended that the Commission approve the revisions to the Assistant Airports Manager as proposed, including a title change to Deputy Director - Airports.

DISCUSSION:
In early 2017, the incumbent in the Associate Real Property Agent classification at the Airports Department requested a position study be conducted pursuant to CSC rule 5.03. That study concluded the incumbent was performing duties that were not consistent with the current Associate Real Property Agent specification. The majority of the duties the incumbent was performing were business development and marketing duties unique to the Airports Department.

It was the recommendation of the Human Resources department to create a new Airport specific business development and marketing supervisor classification to reflect the duties being performed by the incumbent. However, concurrently with finalizing the position study the incumbent was offered and accepted a new position in another County department.

This vacancy allowed Human Resources and the Airports Department to further analyze the current and long-term needs of the department. The Airports Department is a unique County department in that it is an Enterprise Fund Department. The department’s operations are largely dependent on their ability to generate their own revenue. As such someone working primarily in a business development and marketing role is critical to the long-term success of the department.

The individual in this role will be responsible for identifying and securing new passenger flights, marketing new and existing flights, overseeing all property management activities and serve as the key administrator for concessions, vendors and other lease agreements.
With the opening of the new terminal this month, there are significant new opportunities for additional business development opportunities, including terminal display advertising and other concessionaire opportunities not currently being developed.

Additionally, as a result of this vacancy the department will be able to reorganize to allow the accounting and finance area to report directly to the Deputy Director responsible for Administration. This will allow a direct reporting relationship between revenue and the accounting and finance function and will provide better oversight and efficiencies between those department functions.

In analyzing the most appropriate classification it was determined, the Assistant Airports Manager position encompasses the business development and marketing duties currently required for the continued growth of the Airports Department, as well as, the oversight of the finance and accounting division. The job specification also appropriately describes the duties required for the operational aspects required of the current Assistant Airports Manager position.

Airport business development and marketing is complex and requires a high level of expertise in Airport specific knowledge which is reflected in the minimum qualifications of at least 3 years of airport experience.

The substantive changes to the Assistant Airport Manager specification are as follows:

1. **Change the classification title to Deputy Director – Airports.** We are requesting the classification title change to be consistent with other County naming conventions for similarly complex positions at the County and the Airport industry in general. The new structure at the Airport will have two allocations that are considered assistant to the Director in organizational structure. Historically, County Departments that have more than one assistant use the Deputy Director naming convention. Assistant Director or in this case Assistant Manager implies only one allocation whereas Deputy implies more than one in the organizational structure. In this proposed structure, one Deputy Director will be responsible for the Operations of the Airport (current Assistant Airport Manager) and the other will be responsible for the Administration of the Airport including finance, business development and marketing. The current Assistant Airports manager is in support of this change.

2. **Modernize the specification to reflect today’s responsibilities.** The specification has not been updated since February 2004. As such, we propose changes to modernize the specification to accurately reflect what is required for the Airport in 2017 and the years ahead.
OTHER AGENCY INVOLVEMENT:
The Airports Department and Administrative Office have been involved in the revisions of these specifications and concur with the specifications as proposed.

Attachments:
Assistant Airports Manager - Strikethrough
Deputy Director – Airports - Final
Airports – Organizational Charts
Proposed Department of Airports

- Director of Airports 1.0 FTE
  - Deputy Director - Airports 1.0 FTE
    - Airport Operations Supervisor 1.0 FTE
    - Administrative Assistant 0.75 FTE
  - Accountant III 1.0 FTE
    - Senior Account Clerk 1.0 FTE
    - Accounting Technician 1.0 FTE
  - Airport Operations Specialist 2.0 FTE
  - Airport Maint Worker 4.0 FTE
HUMAN RESOURCES DEPARTMENT
County of San Luis Obispo

Deputy Director - Airports

ASSISTANT AIRPORTS MANAGER

DEFINITION:
Under general direction of the Director of Airports-Manager, assists in the planning, organization and
direction of programs and resources involved in the operation, maintenance and development of County
airports; coordinates communications, information and personnel to assure airport compliance with
established requirements and meet County airport needs; supervises, trains and evaluates the performance
and development of assigned personnel; and does other related work as required.

REPRESENTATIVE DUTIES:
(Not in order of importance)

- Organize and direct programs and resources involved in the operation, maintenance and
development of County airports; assist in directing the day-to-day activities of County airports; assist
in assuring County airports and related programs comply with established local, State and federal
laws, codes, regulations, ordinances, policies and procedures.

- Coordinate programs, communications, information and personnel to assure airport
compliance with established requirements and meet County airport needs; ensure proper and timely
resolution of airport, compliance and customer service incidents, issues and conflicts.

- Train and evaluate the performance and professional development of assigned staff; interview and
select employees and recommend transfers, reassignment, termination and disciplinary actions;
assign employee duties and review work to assure compliance with established guidelines,
requirements and procedures.

- Collaborate with others in the research, development and implementation of revenue-
generating airport programs, projects and functions; assist in direction of related marketing and
promotion functions; assist in organization and direction of concessionary functions at County
airports to maximize profitability.

- Serves as the principle administrator for all concessions, vendor, special use, lease and rental
agreements; initiates requests for proposals and coordinates review.

- Plans, implements and directs all marketing functions of the airport, which includes an annual
marketing plan, advertising budget for various types of media, airport web site, and representation at
appropriate trade shows.
Serve as a liaison between County personnel, media representatives, tenants, users, governmental agencies, businesses and outside organizations concerning airport operations and activities; prepare and deliver oral presentations; prepare informational and media releases for the public as directed.

Coordinate airport programs, resources, operations and activities to assure the safety and wellbeing of airport customers and users; direct related security operations; coordinate maintenance personnel to assure facilities are maintained in a safe, clean and orderly condition.

Confer with airport personnel, outside agencies and the public concerning airport needs; conduct negotiations with airlines, concessionaires and other prospective users of airport facilities and property and provide recommendations concerning the award of contracts.

Assist in the planning, development and implementation of construction projects for County airports; research airport development strategies; assure planning, development and construction functions comply with permits, County requirements and established environmental regulations.

Serve as a technical resource to County personnel and others concerning airport operations and activities; respond to inquiries and provide detailed and technical information regarding related local, State and federal laws, codes, ordinances, regulations, policies and procedures.

Assist in the development and preparation of the operations and capital improvement budget for County airports; review and evaluate budgetary and financial data; control and authorize expenditures in accordance with established limitations; assist with acquisition and maintenance of grant funding.

Maintain current knowledge of laws, codes, ordinances, regulations and pending legislation related to airport programs, activities, requirements and functions; recommend modifications to systems, programs, policies and procedures to assure compliance with local, State and federal requirements as appropriate.

Prepare and maintain a variety of reports, records and files related to programs, projects, personnel, financial activity and assigned duties; oversee and participate in the preparation and distribution of airport correspondence and informational materials.

Operate a variety of office equipment including a copier, fax machine, computer and assigned software; drive a vehicle to conduct work.

Attend and conduct a variety of meetings as assigned.

Acts as Director of Airports-Manager in his/her absence.

**EMPLOYMENT STANDARDS:**

**Knowledge of:**
• Organization and direction of functions, activities and services involved in the operation, maintenance and development of County airports.

• Airport management and FAA rules and regulations:

• Applicable local, State and federal laws, codes, regulations, ordinances, policies and procedures.

• Practices, procedures and techniques involved in the research, development and implementation of revenue-generating airport programs, projects and functions.

• Operations, activities and precautions necessary to assure the safety and well-being airport customers and users.

• Practices and techniques involved in development of independent funding sources such as revenue bonds for capital development.

• Practices and procedures of grant acquisitions and management of relative programs.

• Principles and practices governing individual and workplace safety.

• Practice political astuteness.

• General accounting, budget and business functions of an airport.

• Requirements of maintaining airport facilities in clean, safe and proper operating condition.

• Policies and objectives of assigned programs and activities.

• Basic budget preparation and control.

• Oral and written communication skills.

• Principles and practices of supervision and training.

• Interpersonal skills using tact, patience and courtesy.

• Operation of a computer and assigned software.

• Technical aspects of field of specialty.

• Basic public relations techniques.

• Legally-mandated safety programs.

**Ability to:**
• Organize and direct programs and resources involved in the operation, maintenance and
development of airports.

• Coordinate programs, communications, information and personnel to assure airport compliance with
established requirements and meet County airport needs.

• Supervise, train and evaluate the performance and professional development of assigned
personnel.

• Collaborate with others in the research, development and implementation of revenue-generating
airport programs, projects and functions.

• Serve as a liaison between County personnel, media representatives, tenants, users, governmental
agencies, businesses and outside organizations concerning airport operations and activities.

• Coordinate airport operations and activities to assure the safety and well-being of airport patrons.

• Communicate clearly, concisely and effectively both orally and in writing.

• Interpret, apply and explain rules, regulations, policies and procedures.

• Establish and maintain cooperative and effective working relationships with others.

• Operate a computer and assigned office equipment.

• Determine appropriate action within clearly defined guidelines.

• Meet schedules and timelines.

• Work independently with little direction.

• Plan and organize work.

• Prepare records and reports related to assigned activities.

• Effectively work, make decisions and communicate under a variety of emergency conditions
involving public safety.

• Plan, implement and monitor State and federally-mandated safety programs.

EDUCATION AND EXPERIENCE:
Graduation from an accredited four-year college or university with a bachelor's degree in aviation
management, business administration or a related field. (Job-related, professional experience may
substitute for the required education on a year-for-year basis.) In addition, three years of experience
involving the operations and administration services of an airport or similar organization including one year of which must be in an administrative or supervisory position.

Must fulfill the requirements of the Accredited Airport Executive (AAE) program within five years of employment.

LICENSES AND CERTIFICATES:
A valid driver's license is required at the time of application. A valid CALIFORNIA driver's license is required at the time of appointment and must be maintained throughout employment.

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

Adopted: 08-25-99
Revised: 02-25-04
HUMAN RESOURCES DEPARTMENT
County of San Luis Obispo

Deputy Director - Airports

DEFINITION:
Under general direction of the Director of Airports, assists in the planning, organization and direction of programs and resources involved in the operation, maintenance and development of County airports; coordinates communications, information and personnel to assure airport compliance with established requirements and meet County airport needs; supervises, trains and evaluates the performance and development of assigned personnel; and does other related work as required.

REPRESENTATIVE DUTIES:
(Not in order of importance)

- Organize and direct programs and resources involved in the operation, maintenance and development of County airports; assist in directing the day-to-day activities of County airports; assist in assuring County airports and related programs comply with established local, State and federal laws, codes, regulations, ordinances, policies and procedures.

- Directs programs, communications, information and personnel to assure airport compliance with established requirements and meet County airport needs; assure proper and timely resolution of airport, compliance and customer service incidents, issues and conflicts.

- Train and evaluate the performance and professional development of assigned staff; interview and select employees and recommend transfers, reassignment, termination and disciplinary actions; assign employee duties and review work to assure compliance with established guidelines, requirements and procedures.

- Directs the research, development and implementation of revenue-generating airport programs, projects and functions.

- Serves as the principle administrator for all concessions, vendor, special use, lease and rental agreements; initiates requests for proposals and coordinates review.

- Plans, implements and directs all marketing functions of the airport which includes an annual marketing plan, advertising budget for various types of media, airport web site, and representation at appropriate trade shows.

- Serve as a liaison between County personnel, media representatives, tenants, users, governmental agencies, businesses and outside organizations concerning airport operations and activities; prepare and deliver oral presentations; prepare informational and media releases for the public as directed.
• Directs airport programs, resources, operations and activities to assure the safety and wellbeing of airport customers and users; direct related security operations; coordinate maintenance personnel to assure facilities are maintained in a safe, clean and orderly condition.

• Confer with airport personnel, outside agencies and the public concerning airport needs; conduct negotiations with airlines, concessionaires and other prospective users of airport facilities and property and provide recommendations concerning the award of contracts.

• Directs the planning, development and implementation of construction projects for County airports; research airport development strategies; assure planning, development and construction functions comply with permits, County requirements and established environmental regulations.

• Serve as a technical resource to County personnel and others concerning airport operations and activities; respond to inquiries and provide detailed and technical information regarding related local, State and federal laws, codes, ordinances, regulations, policies and procedures.

• Directs the development and preparation of the operations and capital improvement budget for County airports; review and evaluate budgetary and financial data; control and authorize expenditures in accordance with established limitations; assist with acquisition and maintenance of grant funding.

• Maintain current knowledge of laws, codes, ordinances, regulations and pending legislation related to airport programs, activities, requirements and functions; recommend modifications to systems, programs, policies and procedures to assure compliance with local, State and federal requirements as appropriate.

• Prepare and maintain a variety of reports, records and files related to programs, projects, personnel, financial activity and assigned duties; oversee and participate in the preparation and distribution of airport correspondence and informational materials.

• Operate a variety of office equipment including a copier, fax machine, computer and assigned software; drive a vehicle to conduct work.

• Attend and conduct a variety of meetings as assigned.

• Acts as Director of Airports in his/her absence.

EMPLOYMENT STANDARDS:

Knowledge of:

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• Operations, activities and precautions necessary to assure the safety and well-being airport customers and users;
• Practices and techniques involved in development of independent funding sources such as revenue bonds for capital development;
• Practices and procedures of grant acquisitions and management of relative programs;
• Principles and practices governing individual and workplace safety;
• Practice political astuteness;
• General accounting, budget and business functions of an airport;
• Requirements of maintaining airport facilities in clean, safe and proper operating condition;
• Policies and objectives of assigned programs and activities;
• Basic budget preparation and control;
• Oral and written communication skills;
• Principles and practices of supervision and training;
• Interpersonal skills using tact, patience and courtesy;
• Operation of a computer and assigned software;
• Technical aspects of field of specialty;
• Basic public relations techniques;
• Legally-mandated safety programs.

Ability to:

• Organize and direct programs and resources involved in the operation, maintenance and development of airports;
• Coordinate programs, communications, information and personnel to assure airport compliance with established requirements and meet County airport needs;
• Supervise, train and evaluate the performance and professional development of assigned personnel;
• Collaborate with others in the research, development and implementation of revenue-generating airport programs, projects and functions;
• Serve as a liaison between County personnel, media representatives, tenants, users, governmental agencies, businesses and outside organizations concerning airport operations and activities;
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Adopted: 08-25-99
Revised: 02-25-04