

Civil Service Commission



Jed Nicholson *Commission President, District 1*

Lesley Santos *District 2*

Erica Flores Baltodano *Commission Vice President, District 3*

David Warren *District 4*

Gere Sibbach *District 5*

Jamie L. Russell *Commission Secretary*

AGENDA

County of San Luis Obispo Civil Service Commission

Regular Session Meeting

Wednesday August 27, 2025 @ 9:00 a.m.

1055 Monterey Street, Suite D-271, San Luis Obispo, CA 93408

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. June 25, 2025

4. Reports

Commission President
Commission Counsel
Commission Outside Counsel
Commission Secretary

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

- a. Airport Operations Supervisor (Revised) and Airport Operations Manager (New)
- b. Payroll Manager (New)

6. Adjournment

Civil Service Commission



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Minutes

County of San Luis Obispo Civil Service Commission

Regular Session Meeting

Wednesday, June 25, 2025 @ 9:00 a.m.

1055 Monterey Street, Suite D-271, San Luis Obispo, CA 93408

Present: Commissioners: Vice President Baltodano, Commissioner Santos, Commissioner Sibbach

Staff: Commission Secretary Jamie Russell
Commission Clerk Shaley Salsbury

County Counsel: Daniel Solish

Outside Counsel: Steve Simas

Absent: Commissioners: President Nicholson, Commissioner Warren

1. Call to Order / Flag Salute / Roll Call

Commission Vice President Baltodano called the meeting to order at 9:00am and led the flag salute. Roll was called. Commission President Nicholson and Commissioner Warren were absent.

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 was no public comment.

3. Minutes

The following draft minutes are submitted for approval:

a. May 28, 2025

Commission Vice President Baltodano invited public comment. There was none. Commissioner Sibbach motioned to approve the minutes as presented. Commissioner

Civil Service Commission

Santos seconded the motion. The motion to approve the minutes from May 28, 2025, as presented passed 3-0-2.

4. Reports

Commission Vice President – None

Commission Counsel – None

Commission Outside Counsel – None

Commission Secretary – None

5. Receive and File: Annual Report

- a. Annual Report 2024

Human Resources analysts Natalie Fixler and Chrystal Pope presented the 2024 Civil Service Commission Annual Report. Commission Vice President Baltodano invited public comment. There was none.

6. Request to Approve New Job Specification(s) and Approve Revised Job Specification(s):

- a. Sheriff's Cadet (Revised)

Human Resources Analysts Mackenzie Lawrie and Chrystal Pope introduced the proposed revisions to the specification along with Undersheriff Nicholson. Commission Vice President Baltodano invited public comment. There was none. Commissioner Santos motioned to approve the revised specification as presented. Commissioner Sibbach seconded the motion. The motion to approve the revised specification as presented passed 3-0-2.

- b. Digital Forensics Lab Manager (New) and Victim and Witness Assistance Division Manager (New)

Human Resources Analysts Mackenzie Lawrie and Chrystal Pope introduced the proposed new specifications along with District Attorney Dan Dow. Commission Vice President Baltodano invited public comment. There was none. Mr. Dow thanked Human Resources Director Jamie Russell, Human Resources Analyst Mackenzie Lawrie, and the human resources staff for their professionalism and expertise throughout the classification study process. Commissioner Sibbach motioned to approve the new specifications as presented and to abolish the *Division Manager – District Attorney* classification. Commissioner Santos seconded the motion. The motion passed 3-0-2.

7. Adjournment

Vice President Baltodano adjourned the meeting at 9:55am.

*** 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

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: August 27, 2025

SUBJECT: Revised Classification: Airport Operations Supervisor
New Classification: Airport Operations Manager
Department: Airports
Appointing Authority: Courtney Johnson, Director of Airports

RECOMMENDATION

It is recommended that the Commission approve the revisions to the Airport Operations Supervisor classification and the creation of the Airport Operations Manager classification and specification as proposed.

BACKGROUND

Since the opening of San Luis Obispo County Regional Airport's (SBP) new terminal in 2017, the airport's annual passenger volume has experienced significant and sustained growth, culminating in a record 746,764 passengers in calendar year 2024, which is a staggering 83% increase over six years. This growth has expanded the scope, complexity, and regulatory obligations of airport operations, creating a need to strengthen the department's operational structure to ensure ongoing effectiveness, compliance, and long-term sustainability.

On the operations side, the current structure places responsibility for a team of 17 Airport Terminal Service Workers, Airport Operations Specialists, and Airport Maintenance Workers under a single Airport Operations Supervisor reporting to the Deputy Director of Operations. As operational demands have grown, this structure has become increasingly limited in its

ability to balance higher-level management responsibilities with direct daily supervision of frontline staff.

DISCUSSION

The creation of the proposed Airport Operations Manager classification is in response to the evolving scope and increasing complexity of operations that comes with rapid expansion in a highly regulated environment.

The Airport operates on an extended 20-hour daily schedule, requiring continuous oversight and coordination across early morning, mid-day, and evening shifts. The Supervisor is responsible for ensuring adequate staffing, oversees training, and manages real-time incident response in compliance with stringent federal safety and security regulations as defined by the Federal Aviation Administration (FAA) and the Transportation Security Administration (TSA). These supervisory functions alone require constant attention to ensure smooth terminal operations, effective airfield maintenance, and compliance with safety and security procedures.

In addition to daily staff and operational oversight, the Airport Operations Supervisor has assumed responsibility for several essential regulatory programs with direct implications for federal compliance and funding. These include direct responsibility for federally mandated compliance programs such as the FAA Mass Casualty Incident Drill, environmental compliance through the Stormwater Pollution Prevention Program (SWPPP), and administration of the Airport Noise Program. Each carries significant regulatory and operational implications, requires coordination with multiple external agencies, and demands independent judgment in planning, execution, and reporting. The role also administers critical technology systems that support daily operations and federal compliance, including the Airports Operations Management System and Badge Access Control System, while also participating in long-range

planning, serving as a stakeholder in capital projects, and coordinating interagency emergency preparedness.

Because of the highly autonomous and technical nature of these responsibilities, the position requires advanced decision-making and coordination skills that extend beyond the scope of a first-line supervisory role. Maintaining these functions at the supervisory level understates the true breadth of the position and creates long-term challenges for workload distribution, sustainability, and succession planning.

Establishing the Airport Operations Manager classification provides a structural solution that more accurately reflects the operational demands of the Airport and supports the County's broader goals of organizational effectiveness, regulatory compliance, and long-term resiliency as passenger volume and regulatory complexity continue to grow. The revised Airport Operations Supervisor classification will then assume a more appropriately focused scope, concentrating on direct supervision of frontline staff and enforcement of operational and security requirements. This division of responsibilities aligns with practices in comparable airports and with the County's organizational framework.

RESULT

The proposed specifications accurately describe the classifications' duties and employment standards and are consistent with current format, terminology, and titling standards. The creation of the Airport Operations Manager specification and the revision of the Airport Operations Supervisor specification will strengthen the Airport's management structure, support succession planning, and enhance recruitment and retention for key operational roles.

OTHER AGENCY INVOLVEMENT

The Department of Airports and the representing union, SLOCEA, were involved in the creation and revisions of these specifications and concur with them as proposed.

Attachments:

1. Proposed Specification for Airports Operations Manager
2. Proposed Specification for Airport Operations Supervisor – Tracked Changes Version
3. Proposed Specification for Airport Operations Supervisor – Clean Version
4. Current Organizational Chart
5. Proposed Organizational Chart

HUMAN RESOURCES DEPARTMENT

County of San Luis Obispo

AIRPORT OPERATIONS MANAGER

DEFINITION:

Under general direction, manages airside and landside operations for the Department of Airports; develops, implements, and enforces operational programs and standards including airport regulations, terminal and airfield procedures, maintenance standards, safety protocols, and security policies; oversees terminal, operations, and maintenance staff; coordinates with regulatory agencies; and ensures safe, compliant, efficient, and secure commercial, cargo, military, general aviation, and public-use activities.

DISTINGUISHING CHARACTERISTICS:

The Airport Operations Manager is distinguished from the Airport Operations Supervisor in that the latter is a first-line supervisor over maintenance and terminal services, with primary responsibility for the day-to-day operations and enforcement of Federal Aviation Administration (FAA) regulations under closer supervision and with a narrower scope.

The Airport Operations Manager is distinguished from the Deputy Director - Airports in that the latter holds executive-level authority over strategic planning, organizational leadership, capital improvement programs, financial stewardship, and higher-level coordination with governing bodies and external stakeholders.

TYPICAL TASKS AND REPRESENTATIVE DUTIES:

(Not in order of importance)

- Plans, organizes, and supervises airport operational functions including airfield safety, security, maintenance, and customer service.

- 1 • Ensures compliance with the FAA Part 139, Transportation Security Administration
2 (TSA) security regulations, and other applicable local, state, and federal laws,
3 standards, policies, and procedures.
- 4 • Maintains and updates the Airport Certification Manual and ensures compliance
5 with the FAA's certification requirements for airports.
- 6 • Develops, implements, and monitors airport security programs, emergency
7 response plans, and standard operating procedures.
- 8 • Oversees airport maintenance programs, including airfield lighting, pavement
9 repairs, signage, facilities upkeep, and preventative maintenance.
- 10 • Manages and directs airport operations during emergencies, incidents, and special
11 events; leads the planning execution of required emergency exercises, including the
12 Mass Casualty Incident drill.
- 13 • Authorizes and issues Notices to Airmen (NOTAMs); manages airfield access control
14 and operational communications systems.
- 15 • Assists in the preparation and administration of the operations budget; controls and
16 authorizes expenditures in accordance with established limitations; optimizes
17 resource allocation.
- 18 • Supervises, mentors, and evaluates the performance of assigned staff; interviews and
19 selects employees; recommends appointments, reassignments, and disciplinary
20 actions; assigns and reviews work for accuracy, completeness, and compliance with
21 policies and performance standards.
- 22 • Coordinates and serves as a liaison with FAA, TSA, Aircraft Rescue and Fire Fighting
23 (ARFF), airlines, tenants, local agencies, and other stakeholders to ensure safe and
24 efficient airport operations.
- 25 • Conducts and oversees inspections and audits of airport facilities and operations for
26 regulatory compliance and operational efficiency; maintains accurate records and
27 prepares reports tracking maintenance and operations performance against
28 established goals; prepares and presents findings and corrective-action
29 recommendations to executive leadership and regulatory agencies.

- May oversee environmental or safety-related programs such as the Stormwater Pollution Prevention Program (SWPPP), Wildlife Hazard Management Plan (WHMP), and other environmental or safety-related projects.
- Performs other related duties as assigned.

EMPLOYMENT STANDARDS:

Knowledge of:

- FAA Part 139 regulations and airport operational standards
- TSA requirements and airport security protocols
- Airport operations, including airfield safety, terminal operations, maintenance procedures, and emergency response
- Budget development, procurement processes, contract administration, and vendor oversight
- Applicable local, state, and federal laws, regulations, and procedures governing airport operations, safety, and environmental compliance
- Public Employee Safety and Health (PEOSH) or Cal/OSHA standards as they relate to airport maintenance and operations
- Airside and landside operational procedures, including airfield inspections, pavement maintenance, and airfield lighting systems
- Recordkeeping and documentation practices for operational reporting and regulatory compliance
- Emergency response planning, incident command, and airport safety management systems (SMS)
- The role of federal and state regulatory agencies (e.g., FAA, TSA, Department of Transportation) in the oversight of commercial service, general aviation, military, and cargo operations
- Principles, practices, and procedures of supervision, leadership, evaluation, mentoring, training, team dynamics, and team building

1 **Ability to:**

- 2 • Effectively plan, organize, and direct airport operational activities, programs, and
- 3 personnel
- 4 • Interpret, apply, and ensure compliance with FAA, TSA, and other federal, state, and
- 5 local regulatory requirements
- 6 • Manage complex projects, contracts, and operational budgets with attention to
- 7 timelines, performance metrics, and fiscal accountability
- 8 • Respond promptly and decisively to emergencies, incidents, and operational
- 9 disruptions using sound judgment and established procedures
- 10 • Develop and deliver training, guidance, and performance feedback to staff across
- 11 diverse operational functions
- 12 • Analyze operational challenges, identify risks, and implement practical and
- 13 innovative solutions
- 14 • Exercise independent judgment and maintain composure in high-pressure or
- 15 politically sensitive situations
- 16 • Represent the airport in meetings, inspections, and regulatory audits with confidence
- 17 and professionalism
- 18 • Understand, evaluate, and apply laws, codes, rules, regulations, policies, and
- 19 procedures
- 20 • Use a variety of software applications and department-specific systems to perform
- 21 assigned tasks
- 22 • Promote an organized, professional, and safety-conscious work environment
- 23 • Communicate effectively verbally and in writing to a diverse population of
- 24 individuals and groups
- 25 • Foster effective and positive working relationships with individuals from diverse
- 26 perspectives by demonstrating strong interpersonal skills, including active listening,
- 27 effective communication, advisory expertise, mediation, conflict resolution, and
- 28 consensus building
- 29

1 **EDUCATION AND EXPERIENCE:**

2 A combination of education, training, and experience resulting in the required knowledge,
3 skills, and abilities. An example of qualifying education and experience includes:

4
5 Possession of a bachelor's degree from an accredited college or university in aviation
6 management, business or public administration, engineering, or a closely related field. In
7 addition, five years of progressively responsible experience in airport operations, including
8 at least two years in a supervisory or management role.

9
10 **LICENSES AND CERTIFICATES:**

11 This classification requires driving as an essential job function. A valid California driver's
12 license is required at the time of appointment and must be maintained throughout
13 employment.

14
15 **OTHER CONDITIONS OF EMPLOYMENT:**

16 The incumbent must successfully complete a TSA-approved Civil Aviation Security Training
17 course within six months of appointment. Must pass a background and law enforcement
18 security check for this position.

19
20 Hours: The employee in this classification may be on call for holidays, weekends, irregular
21 hours and airport operational emergencies.

HUMAN RESOURCES DEPARTMENT

San Luis Obispo County

AIRPORT OPERATIONS SUPERVISOR

DEFINITION:

Under direction of the Airport Operations Manager, coordinates and supervises the day-to-day aeronautical operations ~~at the airports; establishes and directs for the Department of Airports; assists in~~ the implementation and enforcement of airport maintenance, ~~construction operations~~, and security programs; coordinates regulatory compliance and emergency response efforts; supports environmental or safety-related programs including the Storm Water Pollution Prevention Program; ~~and performs other related work as required.~~ (SWPPP).

DISTINGUISHING CHARACTERISTICS:

The Airport Operations Supervisor is distinguished from the Airport Operations Manager in that the former is a first-line supervisor for maintenance and terminal services functions with primary responsibility for day-to-day operations, while the Airport Operations Manager is responsible for tactical and operational leadership, including program planning, policy development, budget oversight, and cross-functional coordination.

The Airport Operations Supervisor is further distinguished from the Airport Operation Specialist in that the latter may provide lead direction but does not exercise formal supervisory authority.

TYPICAL TASKS:

~~Manages the day-to-day enforcement of all ordinances~~ **AND REPRESENTATIVE DUTIES:**

- ~~Supervises and enforces daily compliance with County airport rules and regulations affecting the County airport; coordinates operational activities with and~~ Federal Aviation Administration (FAA) air traffic control; maintains liaison with branch)/Transportation Security Administration (TSA) operational requirements.

- Coordinates real-time airside and landside operational activities with FAA Air Traffic Control and airport stakeholders.
- Liaises with regulatory agencies including FAA regional offices of the FAA and State aeronautics division; maintains Aeronautics.
- Serves as Airport representative on unified incident command with emergency responders until relieved by the Airport Operations Manager or a member of the executive team.
- Maintains aeronautical-, maintenance, and operational activity records and answers operational correspondence; coordinates.
- Maintains operational logs, inspection records, incident reports, and regulatory documentation.
- Assists in coordinating security, fire, rescue, and emergency response activities; maintains.
- Supervises operational safety and security of air operations areas; establishes and implements airside areas including perimeter inspections, wildlife hazard monitoring, and access control.
- Enforces airport safety programs to ensure compliance with the federal, state, and local regulations; monitors.
- Monitors airport construction projects and provides escort activities for operational impact; escorts work parties crews and equipment into air operations areas; directs and ensures compliance with airfield safety protocols.
- Directly supervises custodial and grounds, maintenance for the, and operations staff assigned to terminal, airfield, and airfield; facility support.
- Revises and maintains and revises Airport Certification Manual, Airport Emergency Plan and the Airport Security Plan, as required by Federal Aviation Regulations (FAR); maintains liaison with California Regional Water Quality Control Board (RWQCB); maintains and revises the Storm Water Pollution Prevention Program; provides (SWPPP); collects water samples and prepares regulatory reports.
- Provides reports and water samples as required by the RWQCB Regional Water Quality Control Board (RWQCB) and by the U.S. Environmental Protection Agency; reviews.
- Supports review and implementation of new airport or updated regulations/legislation and attends related policies.
- Responds to and resolves operational issues, tenant concerns, or customer complaints in coordination with airport leadership.

- Assists in providing staff training courses; coordinates the purchase of airport goods and services; handles airport community relations; prepares and presents media releases on airport ensuring adherence to operational incidents; acts for procedures and safety protocols.
- May act in the place of the Airport Operations Manager, as directed.
- Performs other related duties as assigned.

EMPLOYMENT STANDARDS: _____

Knowledge of:

- Federal, state, and local rules, regulations and ordinances governing the operation of a public airport; operational activities of an airport complex; principles operations, including FAA Part 139 and TSA security requirements
- Airport operations and maintenance procedures including airfield inspections, Notices to Airmen (NOTAMs), and emergency response
- Airport safety and security protocols, including access control and incident reporting
- Principles of security and emergency services planning;
- Basic recordkeeping and reporting practices

Ability to:

- PlanLearn principles, practices, and coordinate procedures of supervision, leadership, mentoring, training, team dynamics, and team building
- Plan, organize, and direct the work of diverse airport support personnel; interpret
- Interpret and enforce complex aviation-related rules and regulations; maintain good under established procedures
- Coordinate work schedules to ensure adequate coverage for facilities and operations
- Evaluate performance and deliver effective feedback
- Use a variety of software applications and department-specific systems to perform assigned tasks
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with aircraft operators and the general public; individuals from diverse perspectives by demonstrating strong interpersonal skills, including

1 active listening, effective communication, advisory expertise, mediation, conflict resolution, and
2 consensus building
3

4 **EDUCATION AND EXPERIENCE:**

5 ~~Graduation~~ A combination of education, training, and experience resulting in the required knowledge,
6 skills, and abilities. An example of qualifying education and experience includes:
7

8 Possession of a bachelor's degree from an accredited college or university ~~with a major~~ in aviation
9 management, business ~~administration, or~~ public administration, engineering, or a closely related field.
10 ~~(Job-related experience in management administration or a regulatory enforcement field may be substituted~~
11 ~~for the required education on a year-for-year basis.)~~ In addition: One year of, two years of progressively
12 responsible experience in airport operations, airport maintenance, or airport administration. Experience
13 in a supervisory or lead role is ~~required~~ highly desirable.
14

15 **LICENSES AND CERTIFICATES:**

16 This classification requires driving as an essential job function. A valid ~~driver's license is required at the time~~
17 ~~of application. A valid CALIFORNIA driver's~~ California driver's license is required at the time of
18 appointment and must be maintained throughout employment.
19

20 **OTHER CONDITIONS OF EMPLOYMENT:**

21 Hours: ~~The employee~~ Positions in this classification may be on call for holidays, weekends, irregular hours,
22 and airport operational emergencies.
23

24 ~~The incumbent~~

25
26 Must pass a background and law enforcement security check prior to appointment. Incumbents must
27 successfully complete a FAATSA-approved Civil Aviation Security Training course within six months of
28 appointment. ~~Must pass a background and law enforcement security check for this position.~~
29

30 **SPECIAL SUBCLASS RECRUITMENT:**

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

8 Adopted: 02-24-88

9 Revised: 06-28-00

DRAFT

HUMAN RESOURCES DEPARTMENT

San Luis Obispo County

AIRPORT OPERATIONS SUPERVISOR

DEFINITION:

Under direction of the Airport Operations Manager, coordinates and supervises the day-to-day aeronautical operations for the Department of Airports; assists in the implementation and enforcement of airport maintenance, operations, and security programs; coordinates regulatory compliance and emergency response efforts; supports environmental or safety-related programs including the Storm Water Pollution Prevention Program (SWPPP).

DISTINGUISHING CHARACTERISTICS:

The Airport Operations Supervisor is distinguished from the Airport Operations Manager in that the former is a first-line supervisor for maintenance and terminal services functions with primary responsibility for day-to-day operations, while the Airport Operations Manager is responsible for tactical and operational leadership, including program planning, policy development, budget oversight, and cross-functional coordination.

The Airport Operations Supervisor is further distinguished from the Airport Operation Specialist in that the latter may provide lead direction but does not exercise formal supervisory authority.

TYPICAL TASKS AND REPRESENTATIVE DUTIES:

- Supervises and enforces daily compliance with County airport rules and regulations and Federal Aviation Administration (FAA)/Transportation Security Administration (TSA) operational requirements.
- Coordinates real-time airside and landside operational activities with FAA Air Traffic Control and airport stakeholders.
- Liaises with regulatory agencies including FAA regional offices and State Aeronautics.
- Serves as Airport representative on unified incident command with emergency responders until relieved by the Airport Operations Manager or a member of the executive team.

- Maintains aeronautical, maintenance, and operational activity records.
- Maintains operational logs, inspection records, incident reports, and regulatory documentation.
- Assists in coordinating security, fire, rescue, and emergency response activities.
- Supervises operational safety and security of airside areas including perimeter inspections, wildlife hazard monitoring, and access control.
- Enforces airport safety programs to ensure compliance with federal, state, and local regulations.
- Monitors airport construction activities for operational impact; escorts work crews and equipment into air operations areas and ensures compliance with airfield safety protocols.
- Directly supervises custodial, maintenance, and operations staff assigned to terminal, airfield, and facility support.
- Revises and maintains the Storm Water Pollution Prevention Program (SWPPP); collects water samples and prepares regulatory reports.
- Provides reports and water samples as required by the Regional Water Quality Control Board (RWQCB) and by the U.S. Environmental Protection Agency.
- Supports review and implementation of new or updated regulations and policies.
- Responds to and resolves operational issues, tenant concerns, or customer complaints in coordination with airport leadership.
- Assists in providing staff training and ensuring adherence to operational procedures and safety protocols.
- May act in the place of the Airport Operations Manager, as directed.
- Performs other related duties as assigned.

EMPLOYMENT STANDARDS:

Knowledge of:

- Federal, state, and local regulations governing airport operations, including FAA Part 139 and TSA security requirements
- Airport operations and maintenance procedures including airfield inspections, Notices to Airmen (NOTAMs), and emergency response
- Airport safety and security protocols, including access control and incident reporting
- Principles of security and emergency services planning
- Basic recordkeeping and reporting practices

1
2 **Ability to:**

- 3 • Learn principles, practices, and procedures of supervision, leadership, mentoring, training, team
4 dynamics, and team building
- 5 • Plan, organize, and direct the work of diverse airport support personnel
- 6 • Interpret and enforce aviation-related rules and regulations under established procedures
- 7 • Coordinate work schedules to ensure adequate coverage for facilities and operations
- 8 • Evaluate performance and deliver effective feedback
- 9 • Use a variety of software applications and department-specific systems to perform assigned tasks
- 10 • Communicate effectively verbally and in writing to a diverse population of individuals and groups
- 11 • Foster effective and positive working relationships with individuals from diverse perspectives by
12 demonstrating strong interpersonal skills, including active listening, effective communication,
13 advisory expertise, mediation, conflict resolution, and consensus building
- 14

15 **EDUCATION AND EXPERIENCE:**

16 A combination of education, training, and experience resulting in the required knowledge, skills, and
17 abilities. An example of qualifying education and experience includes:

18

19 Possession of a bachelor's degree from an accredited college or university in aviation management,
20 business or public administration, engineering, or a closely related field. In addition, two years of
21 progressively responsible experience in airport operations, airport maintenance, or airport
22 administration. Experience in a supervisory or lead role is highly desirable.

23

24 **LICENSES AND CERTIFICATES:**

25 This classification requires driving as an essential job function. A valid California driver's license is
26 required at the time of appointment and must be maintained throughout employment.

27

28 **OTHER CONDITIONS OF EMPLOYMENT:**

29 Hours: Positions in this classification may be on call for holidays, weekends, irregular hours, and airport
30 operational emergencies.

31

1 Must pass a background and law enforcement security check prior to appointment. Incumbents must
2 successfully complete a TSA-approved Civil Aviation Security Training course within six months of
3 appointment.
4

5 **SPECIAL SUBCLASS RECRUITMENT:**

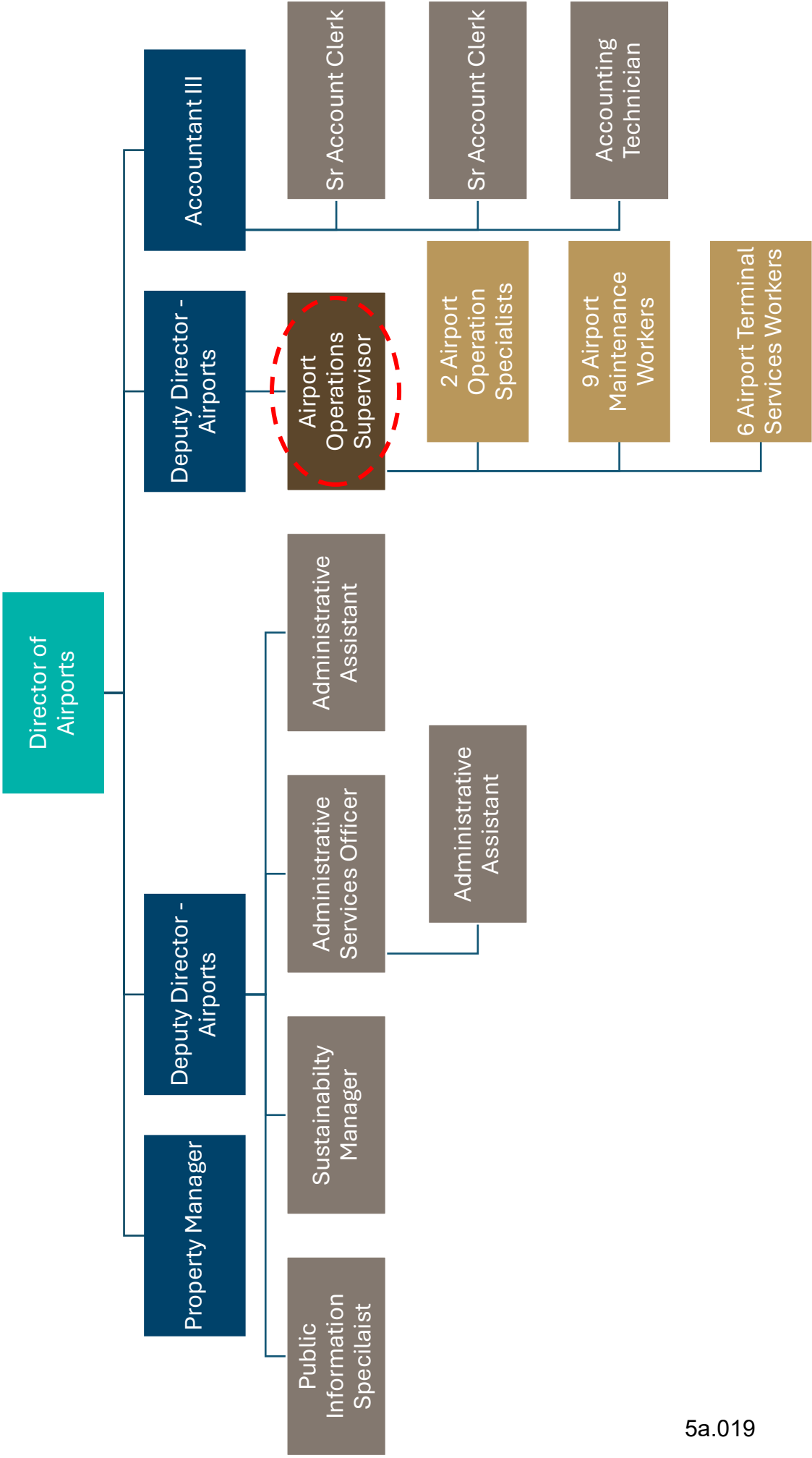
6 This class specification generally describes the duties and responsibilities characteristic of the positions(s)
7 within this class. The duties of a particular position within a multi-position class may vary from the duties
8 of other positions within the class. Accordingly, the essential functions 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 or the working
11 conditions of the position, please contact the Human Resources Department at 805.781.5959.
12

13 Adopted: 02-24-88

14 Revised: 06-28-00

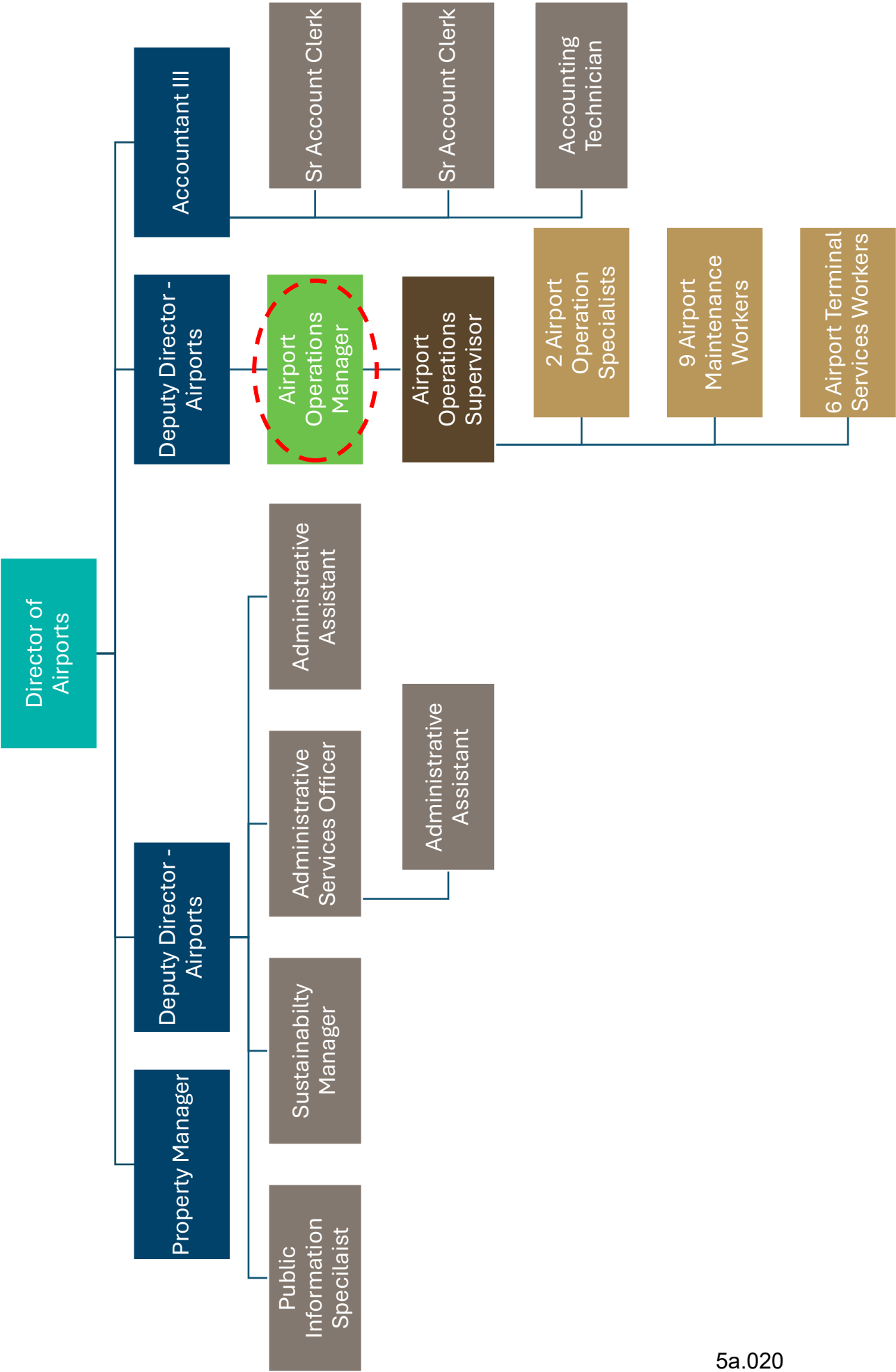


Department of Airports Current Organizational Chart





Department of Airports Proposed Organizational Chart





TO: Civil Service Commission

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: August 27, 2025

SUBJECT: New Classification: Payroll Manager

Department: Auditor-Controller-Treasurer-Tax Collector

Appointing Authority: James Hamilton, Auditor-Controller-Treasurer-Tax Collector

RECOMMENDATION

It is recommended that the Commission approve the creation of the Payroll Manager classification and specification as proposed.

BACKGROUND

The County's payroll operations are administered by the Auditor-Controller-Treasurer-Tax Collector's Office. Every two weeks, over 3,000 employees must be issued paychecks, accounting for multiple labor agreements, insurance and retirement contributions, garnishments, specialized pay types, and comprehensive federal and state tax reporting. Managing the payroll function is a major responsibility that demands specialized knowledge and strategic oversight. This responsibility is currently assigned to the Auditor-Analyst classification series, a broad classification intended to perform a variety of accounting, auditing, and financial systems management-related duties. This structure does not reflect the concentrated oversight required for full-cycle payroll. The proposed Payroll Manager classification is intended to provide that focus by establishing a dedicated role responsible for biweekly payroll processing, regulatory compliance, systems oversight, and staff supervision.

DISCUSSION

The Payroll Manager serves as the County's subject-matter expert and holds ultimate responsibility for ensuring that payroll is processed accurately and on time. In carrying out these responsibilities, the Payroll Manager oversees biweekly payroll processing, conducts year-end reconciliations, ensures accurate tax reporting and regulatory compliance, manages system updates, and supervises payroll staff. The role also provides functional direction and training to 30–40 departmental Payroll Coordinators across the County. In addition, the Payroll Manager is responsible for ensuring that payroll data is accurately transmitted through file feeds and interfaces with external benefit and retirement vendor systems, monitoring and troubleshooting transmission errors, and resolving discrepancies when system integrations fail.

Beyond these core operational duties, the Payroll Manager advises both Human Resources and the Auditor-Controller-Treasurer-Tax Collector on payroll matters and provides direct guidance to Labor Relations on the feasibility of proposed contract provisions from a compliance, system, and operational standpoint. This advisory role is critical to ensuring that negotiated labor agreements can be implemented effectively within payroll systems and remain consistent with state and federal requirements. The position is also routinely involved in confidential matters such as large retroactive pay adjustments, settlement payouts, and sensitive personnel actions that directly impact employees' paychecks.

These responsibilities currently exceed the capacity of the existing Auditor-Analyst classification, revealing a structural gap in how the County supports and organizes its payroll function. While the Principal Auditor-Analyst classification represents a similar level of responsibility, it is rooted in accounting, auditing, and financial systems consistent with the broader series, with management oversight more directly tied to those areas rather than payroll law and operations. Payroll management requires specialized expertise in payroll law and compliance, including IRS regulations, Fair Labor Standards Act (FLSA), Social Security,

Medicare, garnishments, and wage and hour rules. The Principal specification does not contemplate these duties or set qualification standards aligned with payroll expertise, and a working title alone would not provide the defensibility or accountability needed for recruitment, performance management, or discipline.

The creation of the Payroll Manager classification also aligns with common practice in comparable counties, the majority of which have established dedicated Payroll Manager or equivalent roles. Establishing a Payroll Manager classification follows that model, recognizes the unique and specialized nature of payroll management, and strengthens the County's ability to recruit and retain professionals with the depth of knowledge and experience required to sustain a high-functioning payroll operation.

RESULT

The proposed Payroll Manager classification accurately defines the duties, responsibilities, qualifications, and level of program ownership required for effective leadership of the County's payroll program. It will serve to accurately describe the position to potential applicants and current employees and will be used as a basis for classification, compensation, and performance management. The addition will help ensure organizational integrity today while supporting long-term payroll management excellence in the future.

OTHER AGENCY INVOLVEMENT

The Auditor-Controller-Treasurer-Tax Collector's Office was involved in the creation of the new classification and concur with it as proposed.

Attachments:

1. Proposed Payroll Manager Specification

2. Current Organizational Chart
3. Proposed Organizational Chart

HUMAN RESOURCES DEPARTMENT

County of San Luis Obispo

PAYROLL MANAGER

DEFINITION:

Under general direction, plans, organizes, manages, and directs the County's centralized payroll operations; creates and implements payroll processes and procedures; supervises professional and technical staff within the Payroll Division; ensures compliance with applicable laws, regulations, and Memoranda of Understanding (MOUs).

DISTINGUISHING CHARACTERISTICS:

This single-position classification is distinguished from the Auditor-Analyst classification series by its responsibility for the overall administration of County payroll operations, including the accurate calculation and production of the County's biweekly payroll and the maintenance and integrity of countywide payroll records.

TYPICAL TASKS AND REPRESENTATIVE DUTIES:

(Not in order of importance)

- Plans, prioritizes, assigns, supervises, and reviews the work of staff responsible for payroll processing, payroll reporting, and related financial transactions.
- Designs, implements, and maintains payroll procedures and policies to ensure compliance and operational efficiency.
- Reviews and applies changes to pay and benefits resulting from MOUs, labor agreements, Board of Supervisors actions, and legal mandates.
- Interprets federal and state laws and regulations related to payroll, including tax withholding, garnishments, wage and hour laws, retirement reporting, and benefits.
- Oversees bi-weekly payroll processes, including the establishment of deadlines, audit protocols, and exception reporting.
- Coordinates and leads implementation of payroll system updates, interfaces, and enhancements in collaboration with the Enterprise Financial System team and Human Resources department.

- Provides technical expertise and guidance to departments and employees on complex payroll matters.
- Provides guidance for labor negotiations on the feasibility and operational impact of proposed salary and benefit changes.
- Compiles payroll data and reports for budget development, labor negotiations, audits, and compliance with local, state, and federal reporting requirements.
- Oversees the preparation and submission of payroll-related tax filings, including W-2s, 941s, and other mandated reports.
- Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects employees; recommends appointments, reassignments, and disciplinary actions; assigns and reviews work for accuracy, completeness, and compliance with policies and performance standards.
- Identifies process improvements and implements automation or policy changes to increase efficiency and reduce risk.
- Coordinates with retirement agencies, tax authorities, auditors, employee benefits vendors, and other external organizations on payroll-related matters.
- Performs other related duties as assigned.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of payroll administration, governmental accounting, and public finance
- Applicable federal and state laws, including FLSA, IRS codes, Social Security, Medicare, and unemployment and disability insurance regulations
- Internal labor agreements, salary resolutions, and personnel policies as they relate to payroll administration
- Modern payroll systems, technologies, and best practices
- Internal controls, audit standards, and data privacy requirements related to payroll
- Principles of project management and systems maintenance
- Business writing and report preparation
- Recordkeeping standards and document retention requirements
- Principles, practices, and procedures of supervision, leadership, mentoring, training, team dynamics, and team building

1
2 **Ability to:**

- 3 • Plan, manage, and supervise a centralized payroll operation in a complex organizational
4 environment
- 5 • Interpret and apply payroll laws, regulations, and labor agreements
- 6 • Lead payroll system implementations and upgrades, including user testing and training
- 7 • Analyze complex payroll data and present findings to stakeholders
- 8 • Manage, train, and evaluate staff performance
- 9 • Maintain confidentiality and use sound judgment in sensitive payroll and personnel matters
- 10 • Prioritize and manage multiple tasks and deadlines with accuracy and attention to detail
- 11 • Communicate effectively verbally and in writing to a diverse population of individuals and groups
- 12 • Foster effective and positive working relationships with individuals from diverse perspectives by
13 demonstrating strong interpersonal skills, including active listening, effective communication,
14 advisory expertise, mediation, conflict resolution, and consensus building
- 15

16 **EDUCATION AND EXPERIENCE:**

17 A combination of education, training, and experience resulting in the required knowledge, skills, and
18 abilities. An example of qualifying education and experience includes:

19

20 Possession of a bachelor's degree from an accredited college or university in accounting, finance, business
21 or public administration, or a closely related field. In addition, five years of progressively responsible
22 professional payroll experience, including one year in a supervisory capacity. Possession of a Certified
23 Payroll Professional (CPP) designation is highly desirable.

24

25 **LICENSES AND CERTIFICATES:**

26 Certain positions within this classification may require driving. Positions that require driving will be
27 communicated in the job posting. When driving is an essential function of the position, a valid California
28 driver's license will be required at the time of appointment and must be maintained throughout
29 employment.

30

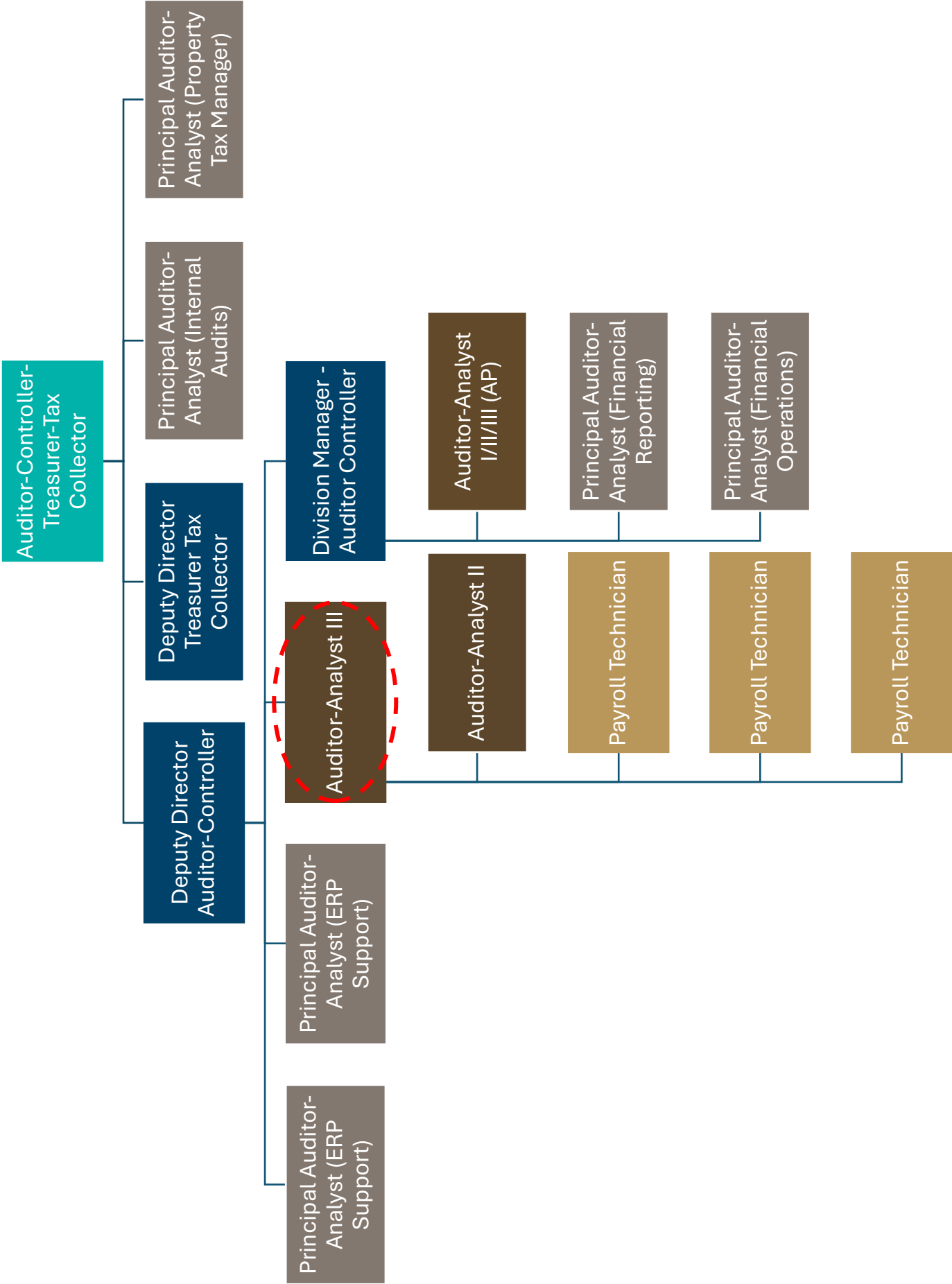
31 Adopted:

- 1 BOS Approved:
- 2 Revised:

DRAFT



Auditor-Controller Current Organizational Chart





Auditor-Controller Proposed Organizational Chart

