

# 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 February 25, 2026 @ 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. January 28, 2026

**4. Reports**

Commission President  
Commission Counsel  
Commission Outside Counsel  
Commission Secretary

**5. Request to Approve New Job Specification(s), Approve Revised Job Specification(s), and Abolish Obsolete Job Specification(s):**

- a. Emergency Medical Services Specialist I-II (New), Emergency Medical Services Manager (New)
- b. Nutrition Services Program Manager (Revised), Oral Health Program Manager (Revised)
- c. Program Coordinator (New)

**6. Request to move Regular Session CSC Meeting from March 25, 2026, to April 1, 2026, or Alternate Date as the Commission Deems Appropriate**

# Civil Service Commission

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## **7. Public Comment on Closed Session Item**

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

## **8. Closed Session – Public Employee Discipline (per Government Code Section 54957(b)): Hearing and deliberations regarding Appeal #A25-04**

## **9. Adjournment**

# Civil Service Commission



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**Jamie L. Russell** *Commission Secretary*

## Minutes

### County of San Luis Obispo Civil Service Commission

#### Regular Session Meeting

Wednesday, January 28, 2026 @ 9:00 a.m.

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

**Present:** Commissioners: President Nicholson, Vice President Baltodano, Commissioner Santos, Commissioner Warren, Commissioner Sibbach

Staff: Commission Secretary Jamie L. Russell  
Commission Clerk Shaley Salsbury

County Counsel: Daniel Solish

Outside Counsel: Steve Simas

**Absent:** None

#### 1. Call to Order / Flag Salute / Roll Call

Commission President Nicholson called the meeting to order at 9:00am and led the flag salute. Roll was called. All Commissioners were present.

#### 2. Election of Officers

Commissioner Baltodano nominated Commissioner Nicholson for Commission President. Commissioner Santos seconded. The motion to elect Commissioner Nicholson as Commission President passed 4-0-1 with Commissioner Nicholson abstaining.

Commission President Nicholson nominated Commissioner Baltodano for Commission Vice President. Commissioner Santos seconded. The motion to elect Commissioner Baltodano as Commission Vice President passed 4-0-1 with Commissioner Baltodano abstaining.

#### 3. 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. President Nicholson recognized Ms. April Delgado for public comment. Ms. Delgado stated her intent to pursue legal remedy following her exit from county employment. The Commission thanked Ms. Delgado for her time.

# Civil Service Commission

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## 4. Minutes

The following draft minutes are submitted for approval:

- a. November 19, 2025

President Nicholson invited public comment. Commission Clerk Shaley Salsbury requested amendment of the minutes to reflect attendance of Jon Ansolabehere, County Counsel rather than Daniel Solish. Commissioners agreed that this modification would correct the minutes. Commissioner Warren motioned to approve the minutes as amended. Commissioner Sibbach seconded the motion. The motion to approve the minutes as amended passed 4-0-1 with President Nicholson abstaining due to his absence at the November 19, 2025, Civil Service Commission meeting.

## 5. Reports

**Commission Vice President** – None

**Commission Counsel** – None

**Commission Outside Counsel** – None

**Commission Secretary** – Jamie Russell introduced Human Resources Analyst Miranda Wall. Ms. Wall asked the Commission to discontinue holding March 4-6, 2026, and April 22-24, 2026, for hearings. Ms. Wall requested the Commission continue to hold dates April 1-3, 2026, and April 27-29, 2026, for hearings. Ms. Wall stated she would communicate with county counsel and counsel for the appellant regarding the prospect of proceeding with written briefs to expedite resolution. President Nicholson requested a closed session item be agendaized for the next regular session meeting to discuss a written brief timeline.

## 6. Receive and File: List of Job Classification Updates for Compliance with California Senate Bill 1100

Human Resources Analysts Mackenzie Lawrie and Teresa McCarthy White presented the List of Job Classification Updates for Compliance with California Senate Bill 1100. President Nicholson invited public comment. There was none.

## 7. Request to Approve New Job Specification(s), Approve Revised Job Specification(s), and Abolish Obsolete Job Specification(s):

- a. Program Analyst (New), Health & Human Services Program Analyst (New), Program Manager (New), Health & Human Services Program Manager (New), Program Manager I-II (Obsolete)

Human Resources Analysts Mackenzie Lawrie and Teresa McCarthy White introduced the proposed new specifications. Ms. Lawrie proposed amendment to line 8 of pages 7a.12 and 7a.22 to read “health or human services programs *typically* within the Department of Social Services...”

Commission President Nicholson invited public comment. The Commission addressed the public comment submitted by Brendan Clark (**Attachment 1**), regarding the change from career series to separate analyst and manager roles. SLOCEA Labor Representative, Carrie McGrath, requested clarification regarding the flexible language regarding education requirements.

# Civil Service Commission

90 Commission Vice President Baltodano motioned to approve the new specifications as  
91 amended, and to abolish the obsolete specification pending approval by the Board of  
92 Supervisors. Commissioner Warren seconded the motion. The motion to approve the  
93 new specifications as amended and abolish the obsolete specification passed 5-0-0.  
94

- 95 b. Public Health Nutritionist I-II (Revised), Supervising Public Health Nutritionist  
96 (New)

97 Human Resources Analysts Mackenzie Lawrie and Natalie Fixler, along with Dr. Penny  
98 Borenstein, Public Health Administrator, introduced the proposed revised and new  
99 specifications. Commission President Nicholson invited public comment. There was  
100 none. Commission Sibbach motioned to approve the revised and new specifications  
101 as presented. Commissioner Santos seconded the motion. The motion to approve the  
102 revised and new specifications as presented passed 5-0-0.  
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## 104 8. Adjournment

105 President Nicholson adjourned the meeting at 10:01 am.  
106

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

**From:** [Brendan Clark](#)  
**To:** [HR\\_CSCClerk](#)  
**Subject:** Comment for Civil Service Commission Meeting  
**Date:** Tuesday, January 27, 2026 4:08:05 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
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[image005.png](#)

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Good afternoon,

I'd like to comment on Item 7a. Thanks for considering.

I believe I understand the HR department's intent here – we have some job classifications that are old and have become “catch-all” for various types of work across departments. Updating language, clarity for the Health department, etc. is a good idea. However, I am concerned the proposed split of PM I/II to “Analyst” and “Manager” restricts hiring managers and hinders departments in two ways: harder to keep great people (retention) and less flexibility in the org chart (recruitment).

Keeping Great People:

One advantage of career series (i.e. Program Manager I/II) is that it provides a natural, department-controlled path to keeping great people. The runway for someone hired at PM-I, who successfully performs their job, with increasing skill and ownership, is 8 steps (including a promotion to PM-II). This allows managers and departments to keep great people. With the proposed split, if someone exceptionally performs at an Analyst level and is ready for more responsibility and ownership of their program(s), managers and departments would have to go through with a PAL and competitive process to promote this person. I don't believe that's what we want to be doing here.

Org Chart Flexibility:

Let's say we have an ownership level PM; I've worked with them in Public Works, Social Services, etc. These are the employees who hiring managers are trying to find. If this person promotes to management or retires, our applicant pool to replace this person will be narrower under this more restrictive structure. We'd have to find an ownership-level person. We should have the opportunity to cast a wide net and develop someone into the role, without needing to go through a PAL. In much of our work, finding someone who wants to do what we do, with a matching skillset and eagerness to learn is hard enough to find, now add an experience requirement. We've had success with bringing on inexperienced staff at an entry level (PM-I) position and building them up to ownership (PM-II). The old structure PMI/II gave departments the ability to cast a wide net – entry level or experienced – and hire the role to best fit (passion for work, skillset, personality, etc.). This proposed structure would not allow for that

possibility. It's one or the other, and to switch, a PAL would be required.

Thank you for considering my comment and I'd be happy to discuss further if you'd like.

Brendan



**Brendan Clark, PE**

Supervising Water Resources Engineer

Public Works, County of San Luis Obispo

Tel: (805) 788-2316 | *An APWA Accredited Agency*

[SLOCounty.gov/PW](http://SLOCounty.gov/PW)



DRAFT



TO: Civil Service Commission

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: February 25, 2026

SUBJECT: New Classifications: Emergency Medical Services Specialist I-II  
Emergency Medical Services Manager

Department: Public Health

Appointing Authority: Dr. Penny Borenstein, Public Health  
Administrator/Health Officer

**RECOMMENDATION**

It is recommended that the Commission approve the creation of the Emergency Medical Services (EMS) Specialist I-II career series and the Emergency Medical Services Manager classifications and specifications as proposed.

**BACKGROUND**

Under California Health and Safety Code section 1797.200, a county that develops an emergency medical services (EMS) program is required to designate a local EMS agency responsible for the planning, implementation, and evaluation of the EMS system within its jurisdiction. This statutory framework establishes the County's role in EMS as one of system oversight and regulatory administration, rather than the direct provision of emergency medical services.

In San Luis Obispo County, the local EMS agency function is administered by the Public Health Department. While the County does not operate ambulance services or provide direct patient care, it is responsible for ensuring that EMS providers operating within the county comply with applicable state and local laws, regulations, and standards. These responsibilities include

system planning, regulatory oversight of ambulance providers and prehospital care, compliance auditing, quality improvement activities, and required reporting to the California Emergency Medical Services Authority.

Historically, the County has utilized generic administrative classifications to staff EMS functions. Four incumbent EMS positions are currently allocated to generic administrative classifications, and one additional EMS position is allocated to a Program Manager classification. The manager overseeing this group is currently classified as a generic Division Manager – Public Health. These classifications were used in the absence of EMS-specific options within the County's classification structure.

During the Administrative Classifications Study conducted from July through October 2025, Human Resources conducted a comprehensive review of administrative classifications across the County. As part of this review, it became evident that the EMS positions did not align with the newly created administrative classifications. The EMS positions require a distinct combination of professional-level analytical work, regulatory authority, and emergency medical system expertise that is not captured within generic administrative classifications.

## **DISCUSSION**

### Need for EMS-Specific Professional Classifications

The professional-level work performed by EMS staff involves regulatory oversight, system analysis, compliance auditing, policy development, and coordination with EMS providers and public safety partners. This work requires specialized knowledge of emergency medical systems, applicable laws and regulations, and industry standards governing prehospital care and ambulance operations. While EMS staff do not provide direct emergency medical services, the work they perform is technical, complex, and industry-specific and differs substantially from general administrative or generic program support functions.

At the professional staff level, direct EMT or paramedic experience is not required to perform the essential duties of the role. However, familiarity with EMS operations, provider practices, and system impacts is highly valuable in supporting effective oversight, compliance review, and system-level analysis.

The County's current use of generic administrative classifications does not adequately capture the scope or technical nature of EMS work and limits the County's ability to define duties and expectations in a way that reflects industry practice. Establishing an Emergency Medical Services Specialist I-II classification series will allow the County to align job expectations with the actual work performed, recognize EMS as a professional discipline, and create a structured career path for staff working in this specialized area.

#### EMS Manager Classification and Minimum Qualifications Alignment

In addition to the need for EMS-specific professional classifications, it is recommended that an EMS-specific management classification also be created. The EMS Manager role is responsible for overseeing the County's EMS oversight program, including regulatory compliance, provider evaluation, system planning, policy implementation, and coordination with the California Emergency Medical Services Authority and local EMS stakeholders.

Unlike the professional-level EMS staff roles, direct EMT or paramedic experience is required for the EMS Manager position. This experience is essential to effectively evaluate provider performance, interpret regulatory requirements within an operational context, assess system-level impacts, and provide credible leadership and direction within the EMS community. The complexity and accountability associated with the EMS Manager role necessitates a depth of practical EMS knowledge that cannot be substituted by general administrative or management experience alone.

The current Division Manager – Public Health classification utilizes generic minimum qualifications that do not require EMS-specific field experience. While the County is fortunate that the current incumbent possesses this background, the existing classification structure does not ensure that future recruitments will yield candidates with the specialized experience necessary to successfully perform the role. Establishing an Emergency Medical Services Manager classification will allow the County to align minimum qualifications with the actual requirements of the position, reduce recruitment risk, and ensure consistent, knowledgeable leadership of the County's EMS oversight program.

#### Market Alignment and Workforce Considerations

Emergency Medical Services oversight is a required governmental function across California, and most comparable counties utilize EMS-specific classifications for both professional staff and management roles. These classification structures recognize EMS as a distinct technical discipline and support recruitment of candidates with appropriate education, experience, and industry knowledge.

#### **RESULT**

The proposed Emergency Medical Services Specialist I–II and Emergency Medical Services Manager specifications accurately describe the duties, responsibilities, and minimum qualifications for each classification and are consistent with County classification format, terminology, and titling standards. Approval of these classifications will establish a sustainable, market-aligned structure that reflects the specialized and professional nature of EMS work and supports effective EMS system oversight and program leadership.

By aligning minimum qualifications with the scope and complexity of County EMS functions, these classifications will strengthen recruitment and retention by targeting candidates with

appropriate health and EMS expertise and clearly defining the professional standards required to perform County EMS responsibilities. It will provide a defined career path and professional recognition for EMS staff, reduce recruitment risk by ensuring EMS-specific qualifications for management roles, and align the County with comparable jurisdictions and industry standards, while supporting long-term workforce development and succession planning within the EMS program.

### **OTHER AGENCY INVOLVEMENT**

The Public Health Department was involved in the creation of these specifications and concurs with them as proposed.

#### **Attachments:**

1. Proposed Emergency Medical Services Specialist I-II Specification
2. Proposed Emergency Medical Services Manager Specification
3. Current Organizational Chart
4. Proposed Organizational Chart

1 **HUMAN RESOURCES DEPARTMENT**

2 **County of San Luis Obispo**

4 **EMERGENCY MEDICAL SERVICES SPECIALIST I, II**

5 (Career Series)

7 **DEFINITION:**

8 Under general direction, plans, coordinates, implements, and evaluates activities necessary to support  
9 County-wide Emergency Medical Services (EMS) programs, policies, procedures, and requirements as  
10 mandated by local and state regulations. Incumbents conduct continuous quality improvement activities,  
11 including oversight, training, and technical assistance to pre-hospital personnel and health care providers;  
12 and serve as a liaison with local, regional, and state agencies.

14 **DISTINGUISHING CHARACTERISTICS:**

15 Emergency Medical Services Specialist I: This classification is the entry-level position in the series.  
16 Incumbents work under general supervision while learning County EMS programs, applicable laws and  
17 regulations, and departmental procedures. Assignments are more structured, and incumbents may  
18 support higher-level staff in the coordination, oversight, and implementation of EMS functions. Incumbents  
19 may require guidance when addressing complex regulatory, compliance, or operational issues.

21 Emergency Medical Services Specialist II: This classification is the journey-level position in the series.  
22 Incumbents work under general direction and are expected to perform the full range of EMS Specialist  
23 duties with a high degree of independence and professional judgment. Incumbents possess a thorough  
24 understanding of EMS laws, regulations, policies, and practices and are relied upon for technical expertise.  
25 The EMS Specialist II may serve as a functional or technical lead for assigned EMS functions or operational  
26 areas and may supervise assigned staff, including Emergency Medical Services Specialist I staff, as assigned.

28 The Emergency Medical Services (EMS) Specialist II is distinguished from the Emergency Medical Services  
29 Manager in that the EMS Specialist II provides professional support and coordination for EMS programs,

1 while the EMS Manager is responsible for the overall administration, management, and strategic oversight  
2 of the EMS division.

3  
4 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

5 (Not in order of importance)

- 6 • Participates in planning, coordinating, and monitoring the County's Emergency Medical Services  
7 system to ensure compliance with federal, state, and local regulations.
- 8 • Assists in the development, implementation, and evaluation of EMS policies, procedures, and  
9 protocols; maintains and updates EMS policy manuals.
- 10 • Conducts quality assurance and continuous quality improvement activities, including reviewing EMS  
11 incident reports, patient care data, and provider performance.
- 12 • Participates in the certification and accreditation of EMS personnel; assists with training programs,  
13 paramedic skills verification, and continuing education compliance.
- 14 • Serves as a liaison with hospitals, trauma centers, ST-segment elevation myocardial infarction  
15 (STEMI) centers, ambulance providers, fire service, law enforcement, and other agencies; responds  
16 to inquiries and assists with operational or procedural issues.
- 17 • Conducts or participates in investigations related to EMS provider performance, complaints, or  
18 compliance issues, including preparation of findings and supporting disciplinary or licensing actions  
19 in accordance with applicable laws, regulations, and policies.
- 20 • Develops and implements data collection systems; analyzes EMS system data and generates reports  
21 for internal and external stakeholders, including the California EMS Authority.
- 22 • Conducts on-site inspections, field evaluations, and program audits to ensure adherence to  
23 established standards and protocols.
- 24 • Participates in disaster medical planning and Emergency Operations Center (EOC) or Department  
25 Operations Center (DOC) activities as needed.
- 26 • Develops and implements training plans, policies, and scopes of work for disaster planning and  
27 response.
- 28 • Represents the County in regional and state EMS meetings, committees, and professional forums;  
29 makes presentations to professional and public audiences.
- 30 • Maintains accurate records, statistical reports, and documentation related to EMS programs,  
31 training, and performance metrics.

- May supervise, mentor, and evaluate the performance of assigned staff; interview and select employees; recommend appointments, reassignments, and disciplinary actions; assign and review work for accuracy, completeness, and compliance with policies and performance standards.
- Performs other related duties as assigned.

## **EMPLOYMENT STANDARDS:**

### **Knowledge of:**

#### Emergency Medical Services Specialist I:

- Methods of program monitoring, quality improvement, and data analysis
- Applicable local, state, and federal laws, rules, regulations, and policies related to emergency medical services
- Modern office practices and procedures
- Effective verbal and written communication and interpersonal skills

#### Emergency Medical Services Specialist II (in addition to the above):

- Principles and practices of EMS program oversight, regulation, and compliance
- Investigative practices and methodologies applicable to EMS complaints, performance, and enforcement actions
- Current trends, best practices, and regulatory developments in emergency medical services

### **Ability to:**

#### Emergency Medical Services Specialist I:

- Learn principles, practices, and regulations of emergency medical services and EMS systems, trauma care, and patient transport protocols
- Collect, evaluate, and analyze data; prepare reports and recommendations
- Conduct field inspections, evaluations, and audits; identify and resolve program or compliance issues
- Plan, coordinate, and implement plans for medical disaster emergencies
- Understand, evaluate, and apply laws, codes, rules, regulations, policies, and procedures relevant to Emergency Medical Services

- 1 • Utilize computer software including those applications specific to the department, division, and/or
- 2 program
- 3 • Promote an organized, professional, and safety-conscious work environment
- 4 • Foster effective and positive working relationships with individuals from diverse perspectives by
- 5 demonstrating strong interpersonal skills, including active listening, effective verbal and written
- 6 communication, advisory expertise, mediation, conflict resolution, and consensus building
- 7

#### 8 Emergency Medical Services Specialist II (in addition to the above):

- 9 • Exercise sound independent judgment and initiative within established guidelines
- 10 • Perform complex, sensitive, or non-routine assignments independently
- 11 • Lead or coordinate assigned EMS programs, projects, or investigations
- 12 • Learn principles, practices, and procedures of supervision, leadership, mentoring, evaluation,
- 13 training, team dynamics, and team building
- 14 • Serve as a technical expert and resource to staff, providers, and partner agencies
- 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 Emergency Medical Services Specialist I:

21 **A:** Two years of full-time equivalent experience as an Emergency Medical Technician or Paramedic in a pre-

22 hospital emergency medical services setting, including responsibility for patient care and adherence to

23 established medical and regulatory protocols; **or**

24 **B:** Possession of a bachelor's degree from an accredited four-year college or university in emergency

25 medical services, public health, health administration, or a closely related field. In addition, one year of

26 progressively responsible experience performing work in a regulatory or compliance-based environment,

27 including experience in quality improvement, program coordination, regulatory compliance, training, or

28 oversight functions.

29

#### 30 Emergency Medical Services Specialist II:

31 **A:** One year of professional-level experience equivalent to Emergency Medical Services Specialist I; **or**

1 **B:** Two or more years of progressively responsible professional experience performing EMS program  
2 coordination, regulatory compliance, quality improvement, training, oversight, or investigative functions.  
3

4 **LICENSES AND CERTIFICATES:**

5 Certain positions within this classification may require driving. Positions that require driving will be  
6 communicated in the job posting. When driving is an essential function of the position, a valid California  
7 driver's license will be required at the time of appointment and must be maintained throughout  
8 employment.  
9

10 **SPECIAL SUBCLASS RECRUITMENT:**

11 Certain positions within this classification may require experience as an Emergency Medical Technician  
12 (EMT) or paramedic, depending on the employee's program assignment.  
13

14 This class specification generally describes the duties and responsibilities characteristic of the position(s)  
15 within this class. The duties of a particular position within a multi-position class may vary from the duties  
16 of other positions within the class. Accordingly, the essential functions of a particular position will be  
17 identified and used by medical examiners and hiring authorities in the selection process. If you have any  
18 questions regarding the duties or working conditions of the position, please contact the Human Resources  
19 Department at 805.781.5959.  
20

21 Adopted:

22 BOS Approved:  
23  
24

1 **HUMAN RESOURCES DEPARTMENT**

2 **County of San Luis Obispo**

3  
4 **EMERGENCY MEDICAL SERVICES MANAGER**

5  
6 **DEFINITION:**

7 Under general direction, plans, directs, manages, and evaluates the activities necessary to administer and  
8 oversee the County-wide Emergency Medical Services (EMS) system, including the Public Health Emergency  
9 Preparedness (PHEP) Program and Emergency Medical Services Agency (EMSA); ensures compliance with  
10 federal, state, and local laws, regulations, and standards; develops, implements, and enforces EMS  
11 programs, policies, procedures, and system requirements; provides leadership and supervision to  
12 professional and technical EMS staff; oversees continuous quality improvement activities, including system  
13 performance monitoring and corrective action; serves as the County's primary liaison and representative  
14 with local, regional, and state agencies, regulatory bodies, and EMS stakeholders.

15  
16 **DISTINGUISHING CHARACTERISTICS:**

17 The Emergency Medical Services Manager is distinguished from the Emergency Medical Services Specialist  
18 I-II classification in that the former is a single-position classification responsible for the overall  
19 administration, management, and strategic oversight of the EMS system, while the latter provides  
20 professional program support and coordination.

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

23 (Not in order of importance)

- 24 • Plans, organizes, directs, and evaluates the County's Emergency Medical Services system to ensure  
25 compliance with applicable federal, state, and local laws, regulations, policies, and standards.
- 26 • Develops, implements, and oversees EMS policies, procedures, protocols, ordinances, and system  
27 plans; recommends revisions to County leadership and governing bodies as appropriate.
- 28 • Provides administrative and technical leadership for EMS programs, including pre-hospital care,  
29 trauma services, ST-segment elevation myocardial infarction (STEMI) services, disaster medical  
30 services, personnel certification, and system quality improvement.

- 1 • Directs and oversees continuous quality improvement and quality assurance activities, including  
2 analysis of patient care data, system performance metrics, provider compliance, and corrective  
3 action plans.
- 4 • Manages and administers the EMS budget; prepares fiscal analyses, grant applications, and funding  
5 proposals; monitors expenditures and ensures effective use of resources.
- 6 • Oversees contracts, permits, and agreements related to EMS functions, including ambulance  
7 providers, trauma centers, and training programs; ensures compliance with contractual and  
8 regulatory requirements.
- 9 • Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects  
10 employees; recommends appointments, reassignments, and disciplinary actions; assigns and  
11 reviews work for accuracy, completeness, and compliance with policies and performance standards.
- 12 • Oversees the PHEP Program to ensure first responder training, scopes of work, and medical and  
13 health readiness for disaster response.
- 14 • Serves as a key liaison with hospitals, ambulance providers, fire agencies, law enforcement, public  
15 health officials, regulatory agencies, and regional and state EMS partners.
- 16 • Represents the County in regional, state, and professional EMS meetings, committees, and forums;  
17 makes presentations to governing bodies, stakeholder groups, and public audiences.
- 18 • Leads and coordinates EMS participation in disaster response; may serve in the Emergency  
19 Operations Center (EOC) as assigned.
- 20 • Investigates and resolves complaints related to EMS operations and services; coordinates findings  
21 and corrective actions with appropriate agencies and providers.
- 22 • Oversees data collection, analysis, and reporting systems; prepares and submits required reports  
23 to the California EMS Authority and other regulatory entities.
- 24 • Performs other related duties as assigned.

## 26 **EMPLOYMENT STANDARDS:**

### 27 **Knowledge of:**

- 28 • Principles, practices, and regulations governing Emergency Medical Services systems and pre-  
29 hospital patient care
- 30 • Federal, state, and local laws, codes, regulations, and standards related to EMS operations, trauma  
31 systems, stroke centers, and disaster medical services

- 1 • Principles of public administration, program planning, budgeting, and contract management
- 2 • Quality assurance and continuous quality improvement methodologies
- 3 • Data analysis, reporting systems, and performance measurement
- 4 • Emergency and disaster medical planning and coordination
- 5 • Modern office practices and procedures
- 6 • Effective verbal and written communication and interpersonal skills
- 7 • Applicable local, state, and federal rules, regulations, and laws
- 8 • Principles, practices, and procedures of supervision, leadership, mentoring, evaluation, training,
- 9 team dynamics, and team building

10  
11 **Ability to:**

- 12 • Plan, organize, direct, and evaluate complex Emergency Medical Services programs and systems
- 13 • Understand, evaluate, and apply laws, codes, rules, regulations, policies, and procedures relevant
- 14 to Emergency Medical Services
- 15 • Analyze complex operational and clinical data and develop recommendations for system
- 16 improvement
- 17 • Manage budgets, grants, contracts, and fiscal resources effectively
- 18 • Lead and coordinate EMS activities during emergency and disaster drills and responses
- 19 • Exercise sound judgment, initiative, and discretion in matters with significant service, fiscal,
- 20 regulatory, or public impact
- 21 • Utilize computer software including those applications specific to the department, division, and/or
- 22 program
- 23 • Promote an organized, professional, and safety-conscious work environment
- 24 • Foster effective and positive working relationships with individuals from diverse perspectives by
- 25 demonstrating strong interpersonal skills, including active listening, effective communication,
- 26 advisory expertise, mediation, conflict resolution, and consensus building

27  
28 **EDUCATION AND EXPERIENCE:**

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

1 Six years of progressively responsible experience in emergency medical services involving a combination  
2 of planning, training, coordination, and evaluation, with at least one year in a supervisory or management  
3 capacity. Experience must include service as an Emergency Medical Technician (EMT) or paramedic.

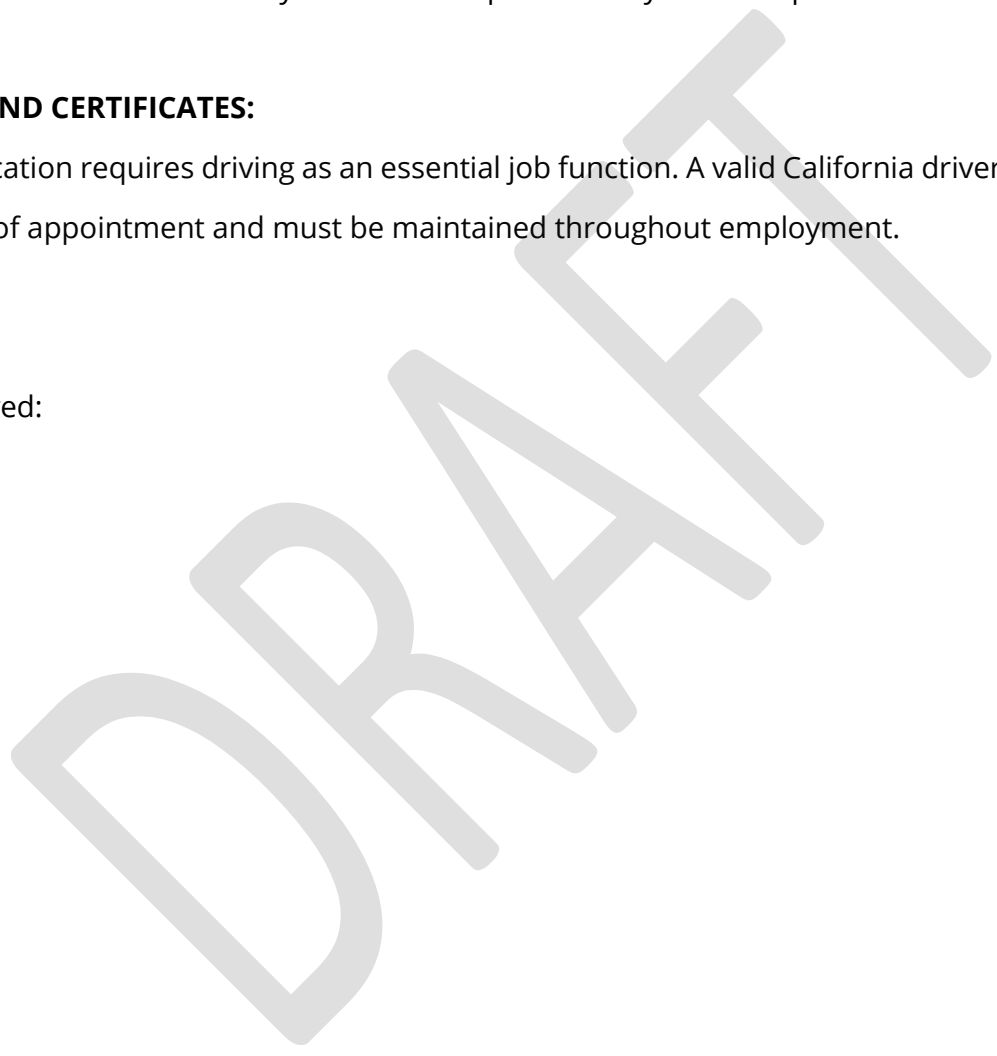
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5 Possession of a bachelor's degree from an accredited four-year college or university in emergency  
6 management, nursing, healthcare administration, public health, public administration, or a closely related  
7 field may be substituted for two years of the required total years of experience.

8  
9 **LICENSES AND CERTIFICATES:**

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

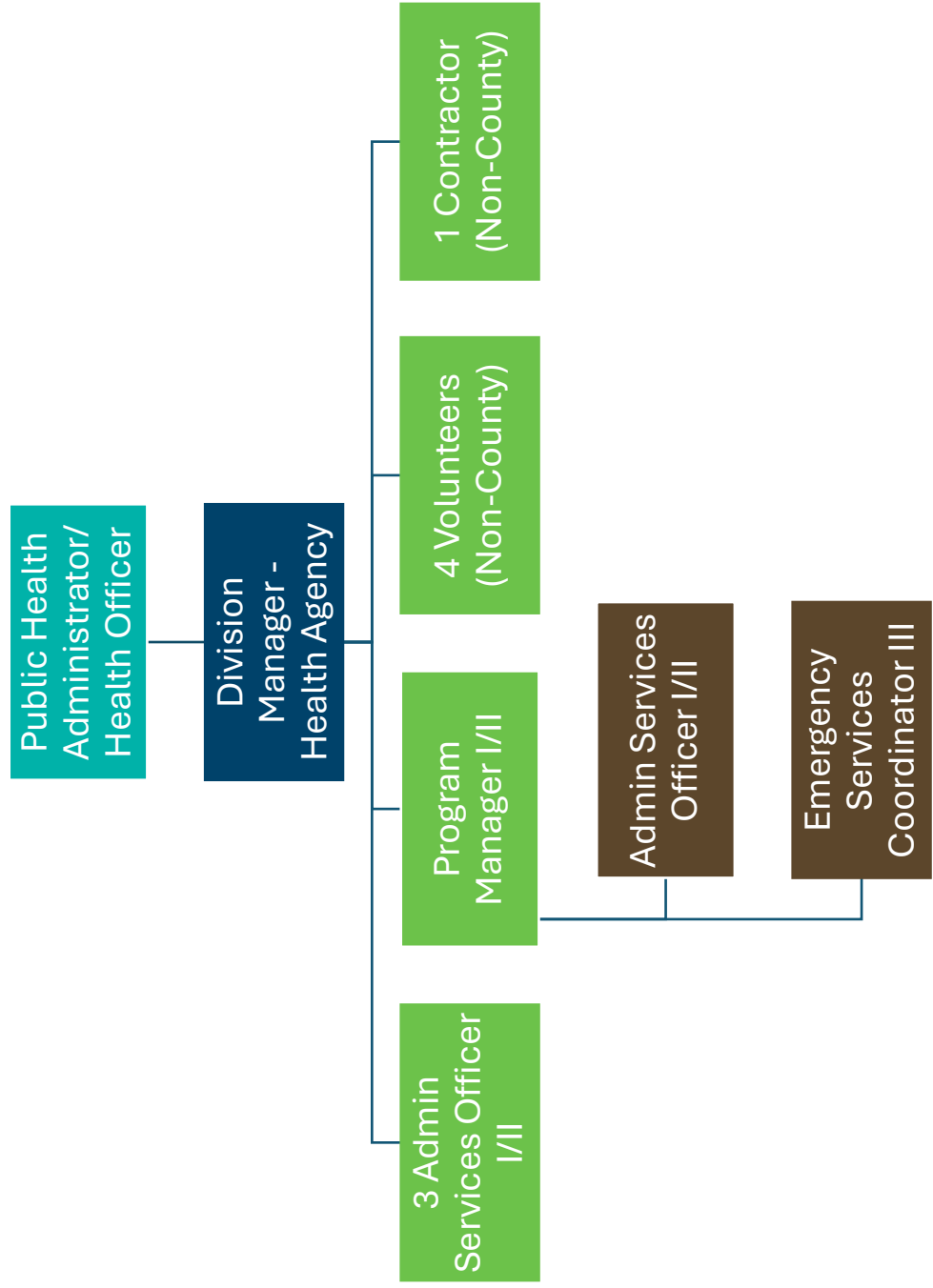
12  
13 Adopted:

14 BOS Approved:



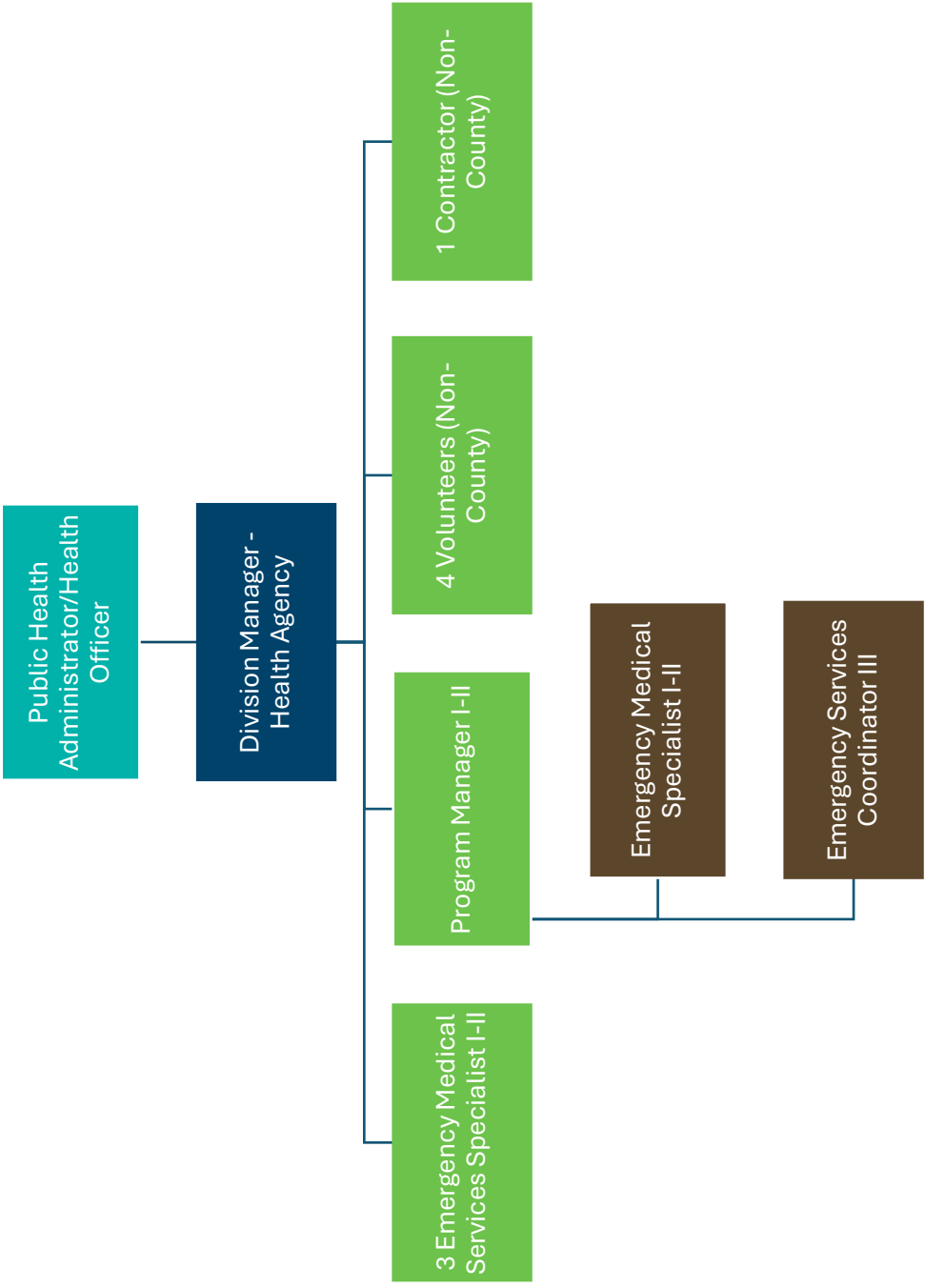
# Public Health Department

## Current Organizational Chart: Emergency Medical Services



# Public Health Department

## Proposed Organizational Chart: Emergency Medical Services





TO: Civil Service Commission

FROM: Mackenzie Lawrie, Human Resources Analyst

DATE: February 25, 2026

SUBJECT: Revised Classifications: Nutrition Services Program Manager  
Oral Health Program Manager

Department: Public Health

Appointing Authority: Dr. Penny Borenstein, Public Health  
Administrator/Health Officer

### **RECOMMENDATION**

It is recommended that the Commission approve proposed revisions to the Oral Health Program Manager and Nutrition Services Program Manager specifications to ensure alignment with the County's recently modernized program classification framework and specifications.

### **BACKGROUND**

At the January 28, 2026 Civil Service Commission meeting, the Commission approved four new program-focused classifications: Program Analyst, Health & Human Services Program Analyst, Program Manager, and Health & Human Services Program Manager. These classifications replaced the Program Manager I–II career series with an updated structure that reflects current County program work and market practices.

### **DISCUSSION**

Human Resources is proposing updates to the Nutrition Services Program Manager and Oral Health Program Manager classifications to modernize and align the specifications and ensure

consistency in format, terminology, and role definition across the County's program-related classifications.

### Why These Classifications Remain Separate

Human Resources is recommending that the Nutrition Services Program Manager and Oral Health Program Manager remain as standalone single-position classifications rather than being consolidated into the broader Program Manager structure. While the County's updated program framework was designed to improve consistency across program-focused roles, these two positions require specialized minimum qualifications that are unique to their program areas.

The Nutrition Services Program Manager role requires certification as a Registered Dietitian, and the Oral Health Program Manager role requires licensure as a Registered Dental Hygienist, which is consistent with the clinical, regulatory, and technical responsibilities of these programs.

Maintaining these classifications separately ensures that the County preserves appropriate professional standards, supports accurate recruitment and selection, and reflects the specialized nature of the work performed.

### **RESULTS**

The Public Health Department was involved in the revisions of these specifications and concurs with them as proposed.

### **Attachments:**

1. Proposed Nutrition Services Program Manager Specification – Tracked Changes version
2. Proposed Nutrition Services Program Manager Specification – Clean version
3. Proposed Oral Health Program Manager Specification – Tracked Changes version

4. Proposed Oral Health Program Manager Specification – Clean version
5. Current Organizational Chart – Nutrition Services
6. Current Organizational Chart – Oral Health

1 **HUMAN RESOURCES DEPARTMENT**

2 **San Luis Obispo County**

3  
4 **NUTRITION SERVICES PROGRAM MANAGER**

5  
6 **DEFINITION:**

7 Under direction, plans, organizes, and manages operations in support of the Special Supplemental  
8 Nutrition Program for Women, Infants, and Children (WIC); provides overall leadership and program-wide  
9 responsibility and accountability for WIC operations, clinic services, and staff; collaborates with  
10 governmental agencies, other departments, and community organizations to supplement services to  
11 program participants.

12  
13 **DISTINGUISHING CHARACTERISTICS:**

14 The Nutrition Services Program Manager is distinguished from the Supervising Public Health Nutritionist  
15 in that the latter oversees day-to-day clinic operations and supervises assigned staff, while the Nutrition  
16 Services Program Manager has overall responsibility for program operations, budget authority, and final  
17 accountability for WIC Local Agency operations.

18  
19 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

20 (Not in order of importance)

- 21 • Plans, organizes, and directs the operations of designated public health nutrition programs; establishes  
22 and maintains timelines and priorities; provides technical information, assistance, or direction in the  
23 administration of public health nutrition program activities, needs, and issues.
- 24 • Provides leadership and administrative support in the analysis, development, and improvement of WIC  
25 program; participates in or leads the development and implementation of policies and procedures for  
26 assigned area; ensures activities comply with established rules, regulations, ordinances, and  
27 procedures; reviews pending legislation and analyzes operations to identify and implement policy or  
28 procedure changes as appropriate.
- 29 • Performs outreach and advocacy for services; coordinates, facilitates, and participates in a variety of  
30 meetings; serves on committees and review boards; communicates with staff and various outside

1 agencies to exchange information, coordinate activities, and resolve issues; enlists the support of  
2 diverse agencies and community organizations and individuals as appropriate.

- 3 • Coordinates program activities to ensure organizational effectiveness; collaborates with others to  
4 ensure programs align with departmental and County-wide goals and objectives; provides consultation  
5 and recommendations to administrators and stakeholders concerning nutrition programs and related  
6 functions; responds to inquiries and resolves issues and conflicts.
- 7 • Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects  
8 employees; recommends appointments, reassignments, and disciplinary actions; assigns and reviews  
9 work for accuracy, completeness, and compliance with policies and performance standards.
- 10 • Represents WIC program in meetings, committees, public forums, and interagency collaborations;  
11 serves as a program-level point of contact with oversight bodies, funding agencies, and community  
12 partners; and communicates program direction, priorities, and performance.
- 13 • Prepares and reviews program-related reports, analyses, and presentations related to performance,  
14 compliance, budgets, audits, and outcomes; and presents information to management, advisory  
15 bodies, or other stakeholders as required.
- 16 • Performs other related duties as assigned.

17 **EMPLOYMENT STANDARDS:**

18 **Knowledge of:**

- 19 • Nutrition and public health principles that aim to improve or maintain optimal health of target  
20 populations
- 21 • Social, cultural, and economic challenges faced by individuals and families that impact public health  
22 nutrition
- 23 • Evidence-based or best practice guidelines and methods to assess and interpret individual nutritional  
24 status to determine priority nutritional needs of target populations
- 25 • Public health clinic operations, workflow management, and service delivery models
- 26 • Concepts of cultural sensitivity when developing, implementing, and evaluating food and nutrition  
27 interventions for health promotion
- 28 • Educational methods used in training clients and other stakeholders
- 29 • Techniques and methods of research, analysis, and report writing
- 30 • Community health principles and the role of partnerships, coalitions, and outreach in promoting  
31 nutrition and breastfeeding

- Methods of analyzing program performance, service outcomes, compliance data, and operational risks
- Budget preparation and control, grant administration, and contract management
- Current developments and industry trends in public health nutrition
- Effective verbal and written communication and interpersonal skills
- Applicable local, state, and federal rules, regulations, and laws
- Principles, practices, and procedures of effective supervision, leadership, mentoring, training, team dynamics, and team building

**Ability to:**

- Plan, implement, and monitor programs that promote optimal nutrition, breastfeeding, and healthy lifestyles to improve maternal and child health outcomes and reduce risk of chronic diseases
- Develop, implement, and monitor staff training programs
- Evaluate, apply, and ensure compliance with complex and evolving laws, regulations, and funding requirements
- Analyze program performance, service delivery outcomes, compliance requirements, and direct program improvements
- Utilize computer systems and software including those applications specific to the department, division, and/or program
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

**EDUCATION AND EXPERIENCE:**

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

Possession of a bachelor's degree from an accredited four-year college or university in nutrition, dietetics, or a closely related field. In addition, three years of progressively responsible professional-level public health nutrition experience.

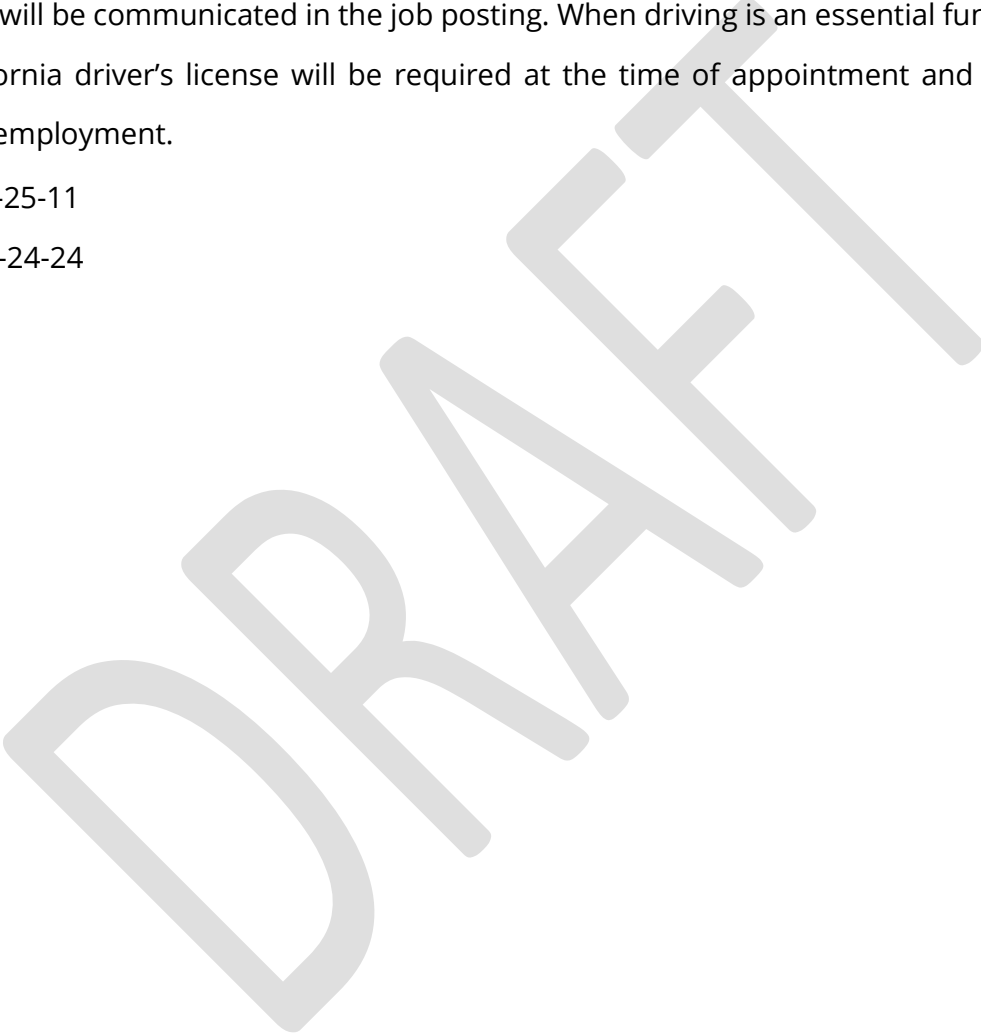
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**LICENSES AND CERTIFICATES:**

Possession of valid certification as a Registered Dietitian (RD) or Registered Dietitian Nutritionist (RDN) from the Academy of Nutrition and Dietetics Commission on Dietetic Registration or equivalent institution is required at the time of appointment and must be maintained throughout employment.

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

Adopted: 05-25-11  
Revised: 07-24-24



1 **HUMAN RESOURCES DEPARTMENT**

2 **San Luis Obispo County**

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4 **NUTRITION SERVICES PROGRAM MANAGER**

5  
6 **DEFINITION:**

7 Under direction, plans, organizes, and manages operations in support of the Special Supplemental  
8 Nutrition Program for Women, Infants, and Children (WIC); provides overall leadership and program-wide  
9 responsibility and accountability for WIC operations, clinic services, and staff; collaborates with  
10 governmental agencies, other departments, and community organizations to supplement services to  
11 program participants.

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13 **DISTINGUISHING CHARACTERISTICS:**

14 The Nutrition Services Program Manager is distinguished from the Supervising Public Health Nutritionist  
15 in that the latter oversees day-to-day clinic operations and supervises assigned staff, while the Nutrition  
16 Services Program Manager has overall responsibility for program operations, budget authority, and final  
17 accountability for WIC Local Agency operations.

18  
19 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

20 (Not in order of importance)

- 21 • Plans, organizes, and directs the operations of designated public health nutrition programs; establishes  
22 and maintains timelines and priorities; provides technical information, assistance, or direction in the  
23 administration of public health nutrition program activities, needs, and issues.
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27 procedures; reviews pending legislation and analyzes operations to identify and implement policy or  
28 procedure changes as appropriate.
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30 meetings; serves on committees and review boards; communicates with staff and various outside

1 agencies to exchange information, coordinate activities, and resolve issues; enlists the support of  
2 diverse agencies and community organizations and individuals as appropriate.

- 3 • Coordinates program activities to ensure organizational effectiveness; collaborates with others to  
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5 and recommendations to administrators and stakeholders concerning nutrition programs and related  
6 functions; responds to inquiries and resolves issues and conflicts.
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9 work for accuracy, completeness, and compliance with policies and performance standards.
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11 serves as a program-level point of contact with oversight bodies, funding agencies, and community  
12 partners; and communicates program direction, priorities, and performance.
- 13 • Prepares and reviews program-related reports, analyses, and presentations related to performance,  
14 compliance, budgets, audits, and outcomes; and presents information to management, advisory  
15 bodies, or other stakeholders as required.
- 16 • Performs other related duties as assigned.

## 17 **EMPLOYMENT STANDARDS:**

### 18 **Knowledge of:**

- 19 • Nutrition and public health principles that aim to improve or maintain optimal health of target  
20 populations
- 21 • Social, cultural, and economic challenges faced by individuals and families that impact public health  
22 nutrition
- 23 • Evidence-based or best practice guidelines and methods to assess and interpret individual nutritional  
24 status to determine priority nutritional needs of target populations
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- 30 • Community health principles and the role of partnerships, coalitions, and outreach in promoting  
31 nutrition and breastfeeding

- Methods of analyzing program performance, service outcomes, compliance data, and operational risks
- Budget preparation and control, grant administration, and contract management
- Current developments and industry trends in public health nutrition
- Effective verbal and written communication and interpersonal skills
- Applicable local, state, and federal rules, regulations, and laws
- Principles, practices, and procedures of effective supervision, leadership, mentoring, training, team dynamics, and team building

**Ability to:**

- Plan, implement, and monitor programs that promote optimal nutrition, breastfeeding, and healthy lifestyles to improve maternal and child health outcomes and reduce risk of chronic diseases
- Develop, implement, and monitor staff training programs
- Evaluate, apply, and ensure compliance with complex and evolving laws, regulations, and funding requirements
- Analyze program performance, service delivery outcomes, compliance requirements, and direct program improvements
- Utilize computer systems and software including those applications specific to the department, division, and/or program
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

**EDUCATION AND EXPERIENCE:**

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

Possession of a bachelor's degree from an accredited four-year college or university in nutrition, dietetics, or a closely related field. In addition, three years of progressively responsible professional-level public health nutrition experience.

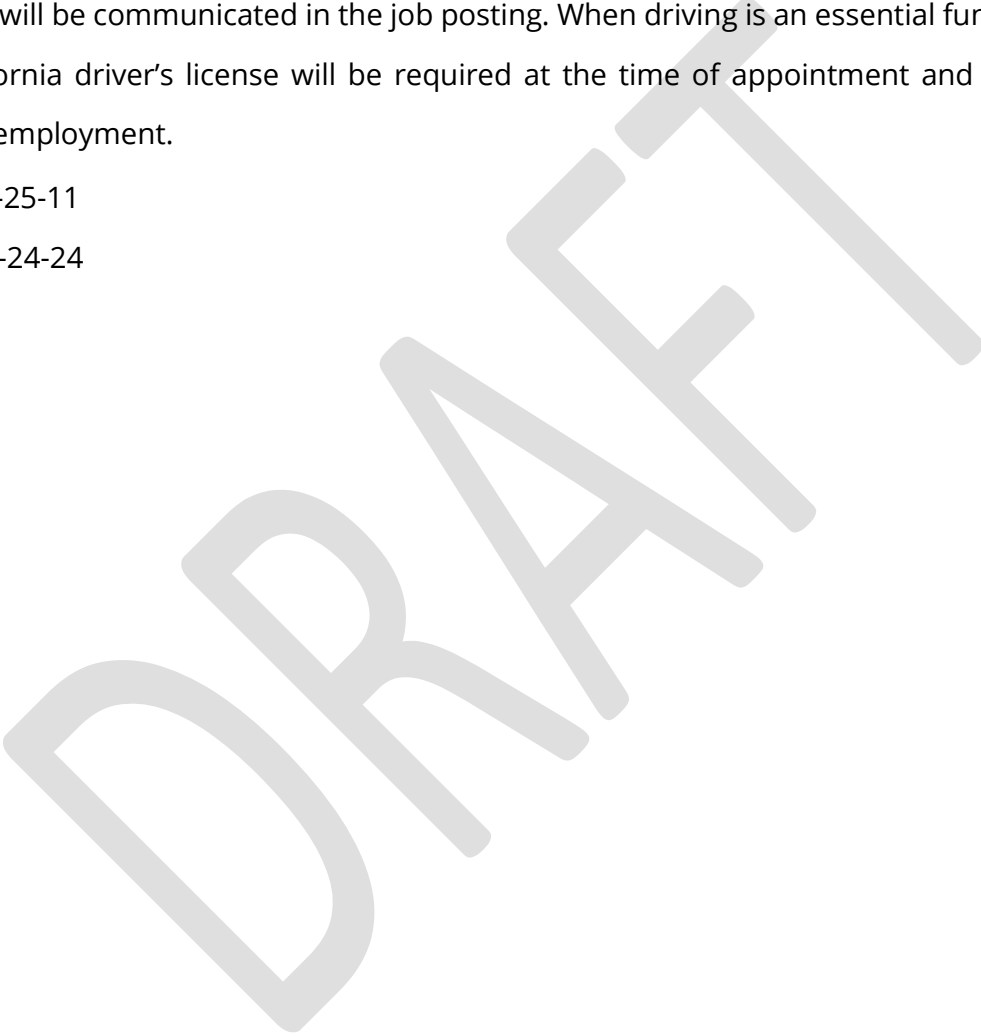
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Certain positions within this classification may require driving. Positions that require driving as an essential job function will be communicated in the job posting. When driving is an essential function of the position, a valid California driver’s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

Adopted: 05-25-11  
Revised: 07-24-24



1 **HUMAN RESOURCES DEPARTMENT**

2 **San Luis Obispo County**

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4 **ORAL HEALTH PROGRAM MANAGER**

5  
6 **DEFINITION:**

7 Under general direction, plans, organizes, and manages the Oral Health Program; improves community  
8 dental health through outreach, education, and preventative services to pediatric dental patients; provides  
9 referrals for service to local dental providers.

10  
11 **DISTINGUISHING CHARACTERISTICS:**

12 The Oral Health Program Manager is distinguished from the Registered Dental Hygienist in that the latter  
13 performs direct-service dental work, including preventative care and referrals for dental coverage or  
14 providers, while the Oral Health Program Manager has overall responsibility for program operations,  
15 budget authority, and final accountability for the Oral Health program.

16  
17 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

18 (Not in order of importance)

- 19 • Plans, organizes, and directs the Oral Health program; participates in or leads the development,  
20 organization, and implementation of policies and programs; ensures activities comply with  
21 established rules, regulations, ordinances, and procedures; analyzes operations to identify and  
22 implement recommendations concerning program and policy changes.
- 23 • Partners with public programs targeting underserved populations to arrange for oral health clinics  
24 for children; administers fluoride varnish, sealants, and toothbrush prophylaxis; educates parents  
25 about preventative dental care including proper brushing, regular examinations, and good  
26 nutrition.
- 27 • Provides case management and administrative support necessary to maximize access and  
28 appropriate utilization of oral health care; assists with patient enrollment for dental coverage;  
29 identifies fund sources and/or facilities for children who are uninsured or underinsured; develops  
30 a network of dentists and specialists for reduced cost/pro bono services; consults with dental  
31 providers to solve client accountability and reimbursement issues.

- 1 • Leads County-wide Oral Health Program efforts; convenes and facilitates coalition meetings; works  
2 collaboratively with local organizations to improve access to care; works with Dental Access  
3 Resource Teams and other community partners to implement and update the strategic plan;  
4 develops annual scope of work, policies, and protocols; oversees program assessment and  
5 evaluation to support program activities.
- 6 • Coordinates program activities to ensure organizational effectiveness; collaborates with others to  
7 ensure cross-functional projects align with departmental and County-wide goals; provides  
8 consultation and recommendations to department management, staff, and community  
9 stakeholders concerning the Oral Health Program; responds to inquiries and resolves issues and  
10 conflicts.
- 11 • Prepares and maintains a variety of reports and documentation related to project scheduling,  
12 requests for proposal, and other program activities; may develop, prepare, analyze, and review  
13 program budgets, grant proposals, and quarterly or annual summaries as required; respond to  
14 audit reports and inquiries.
- 15 • Coordinates, facilitates, and participates in a variety of meetings; serves on committees and review  
16 boards; communicates with staff and various outside agencies to exchange information, coordinate  
17 activities, and resolve issues; enlists the support of diverse agencies, community organizations, and  
18 individuals as appropriate.
- 19 • Supervises, mentors, and evaluates the performance of assigned staff; interviews and selects  
20 employees; recommends appointments, reassignments, and disciplinary actions; assigns and  
21 reviews work for accuracy, completeness, and compliance with policies and performance standards.
- 22 • Performs other related duties as assigned.

## 23 24 **EMPLOYMENT STANDARDS:**

### 25 **Knowledge of:**

- 26 • Principles, practices, and technical aspects of oral health programs and dental hygiene
- 27 • Theories, methods, and procedures for the prevention and treatment of dental disease
- 28 • Community outreach and basic public relations techniques
- 29 • Current developments and industry trends in oral health
- 30 • Principles and practices of program planning, monitoring, and evaluation
- 31 • Techniques and methods of research, analysis, and report writing

- Budget preparation and control, grant administration, and contract management
- Effective verbal and written communication and interpersonal skills
- Applicable local, state, and federal rules, regulations, and laws
- Principles, practices, and procedures of supervision, leadership, mentoring, evaluation, training, team dynamics, and team building

**Ability to:**

- Provide fluoride treatment, dental sealants, and toothbrush prophylaxis to pediatric patients
- Provide technical assistance to schools, local agencies, and the public concerning dental health issues
- Develop materials for dental health education
- Interpret, apply, and explain rules, regulations, policies, procedures, and legislation
- Establish and maintain cooperative and effective working relationships with others
- Analyze research data and prepare reports, summaries, and recommendations
- Supervise and evaluate the performance of assigned staff
- Utilize computer systems and software including those applications specific to the department, division, and/or program
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

**EDUCATION AND EXPERIENCE:**

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

Possession of a bachelor's degree from an accredited four-year college or university in dental hygiene, health science, health education, business administration, or a closely related field. In addition, two years of progressively responsible experience as a dental hygienist, dental assistant, dentist, or equivalent position.

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**LICENSES AND CERTIFICATES:**

Possession of a valid license as a Registered Dental Hygienist issued by the Dental Hygiene Board of California (DHBC) or equivalent institution is required at the time of appointment and must be maintained throughout employment. A related dental license with an equal or broader scope of practice (such as DDS) may substitute for the required Registered Dental Hygienist license.

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

Adopted: 05-26-10

BOS Approved: 06-22-10

Revised: 07-24-24



1 **HUMAN RESOURCES DEPARTMENT**

2 **San Luis Obispo County**

3  
4 **ORAL HEALTH PROGRAM MANAGER**

5  
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12 The Oral Health Program Manager is distinguished from the Registered Dental Hygienist in that the latter  
13 performs direct-service dental work, including preventative care and referrals for dental coverage or  
14 providers, while the Oral Health Program Manager has overall responsibility for program operations,  
15 budget authority, and final accountability for the Oral Health program.

16  
17 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

18 (Not in order of importance)

- 19 • Plans, organizes, and directs the Oral Health program; participates in or leads the development,  
20 organization, and implementation of policies and programs; ensures activities comply with  
21 established rules, regulations, ordinances, and procedures; analyzes operations to identify and  
22 implement recommendations concerning program and policy changes.
- 23 • Partners with public programs targeting underserved populations to arrange for oral health clinics  
24 for children; administers fluoride varnish, sealants, and toothbrush prophylaxis; educates parents  
25 about preventative dental care including proper brushing, regular examinations, and good  
26 nutrition.
- 27 • Provides case management and administrative support necessary to maximize access and  
28 appropriate utilization of oral health care; assists with patient enrollment for dental coverage;  
29 identifies fund sources and/or facilities for children who are uninsured or underinsured; develops  
30 a network of dentists and specialists for reduced cost/pro bono services; consults with dental  
31 providers to solve client accountability and reimbursement issues.

- Leads County-wide Oral Health Program efforts; convenes and facilitates coalition meetings; works collaboratively with local organizations to improve access to care; works with Dental Access Resource Teams and other community partners to implement and update the strategic plan; develops annual scope of work, policies, and protocols; oversees program assessment and evaluation to support program activities.
- Coordinates program activities to ensure organizational effectiveness; collaborates with others to ensure cross-functional projects align with departmental and County-wide goals; provides consultation and recommendations to department management, staff, and community stakeholders concerning the Oral Health Program; responds to inquiries and resolves issues and conflicts.
- Prepares and maintains a variety of reports and documentation related to project scheduling, requests for proposal, and other program activities; may develop, prepare, analyze, and review program budgets, grant proposals, and quarterly or annual summaries as required; respond to audit reports and inquiries.
- Coordinates, facilitates, and participates in a variety of meetings; serves on committees and review boards; communicates with staff and various outside agencies to exchange information, coordinate activities, and resolve issues; enlists the support of diverse agencies, community organizations, and individuals as appropriate.
- 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.
- Performs other related duties as assigned.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles, practices, and technical aspects of oral health programs and dental hygiene
- Theories, methods, and procedures for the prevention and treatment of dental disease
- Community outreach and basic public relations techniques
- Current developments and industry trends in oral health
- Principles and practices of program planning, monitoring, and evaluation
- Techniques and methods of research, analysis, and report writing

- Budget preparation and control, grant administration, and contract management
- Effective verbal and written communication and interpersonal skills
- Applicable local, state, and federal rules, regulations, and laws
- Principles, practices, and procedures of supervision, leadership, mentoring, evaluation, training, team dynamics, and team building

**Ability to:**

- Provide fluoride treatment, dental sealants, and toothbrush prophylaxis to pediatric patients
- Provide technical assistance to schools, local agencies, and the public concerning dental health issues
- Develop materials for dental health education
- Interpret, apply, and explain rules, regulations, policies, procedures, and legislation
- Establish and maintain cooperative and effective working relationships with others
- Analyze research data and prepare reports, summaries, and recommendations
- Supervise and evaluate the performance of assigned staff
- Utilize computer systems and software including those applications specific to the department, division, and/or program
- Promote an organized, professional, and safety-conscious work environment
- Communicate effectively verbally and in writing to a diverse population of individuals and groups
- Foster effective and positive working relationships with individuals from diverse perspectives by demonstrating strong interpersonal skills, including active listening, effective communication, advisory expertise, mediation, conflict resolution, and consensus building

**EDUCATION AND EXPERIENCE:**

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

Possession of a bachelor's degree from an accredited four-year college or university in dental hygiene, health science, health education, business administration, or a closely related field. In addition, two years of progressively responsible experience as a dental hygienist, dental assistant, dentist, or equivalent position.

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**LICENSES AND CERTIFICATES:**

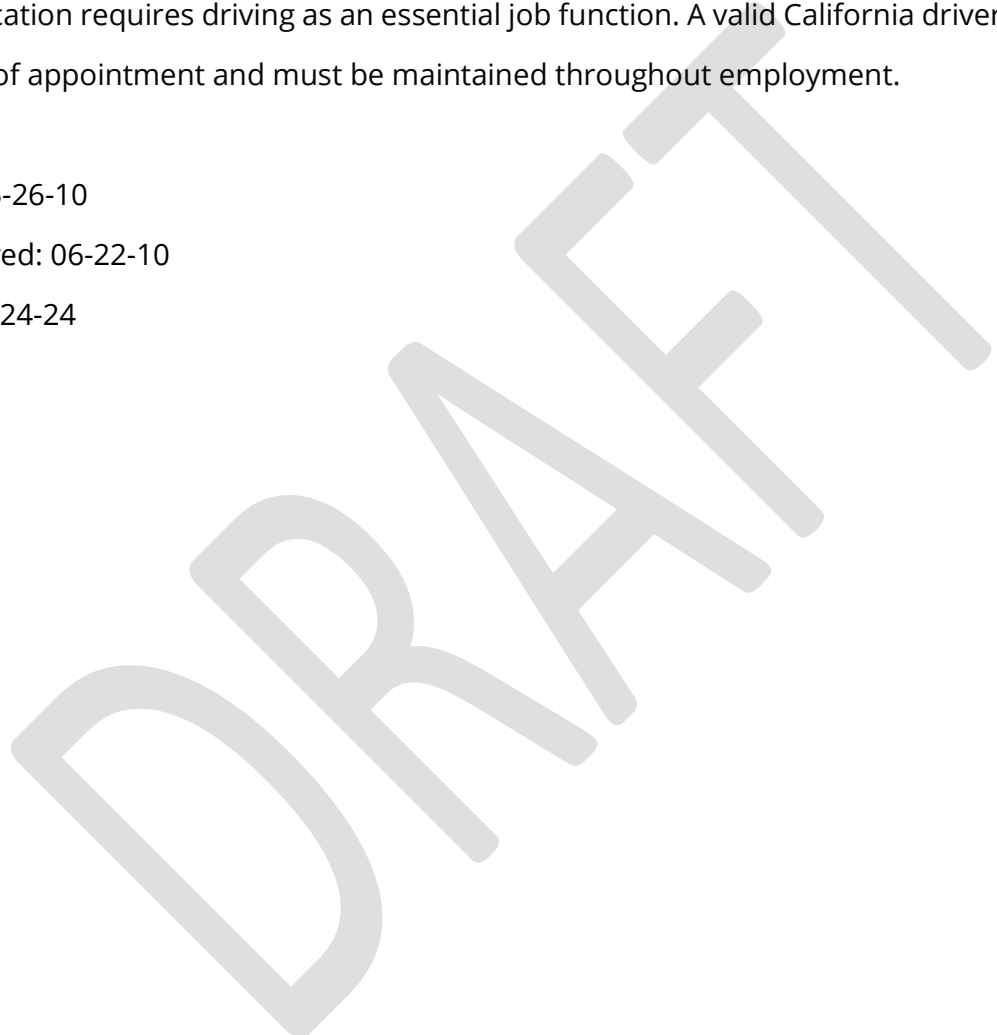
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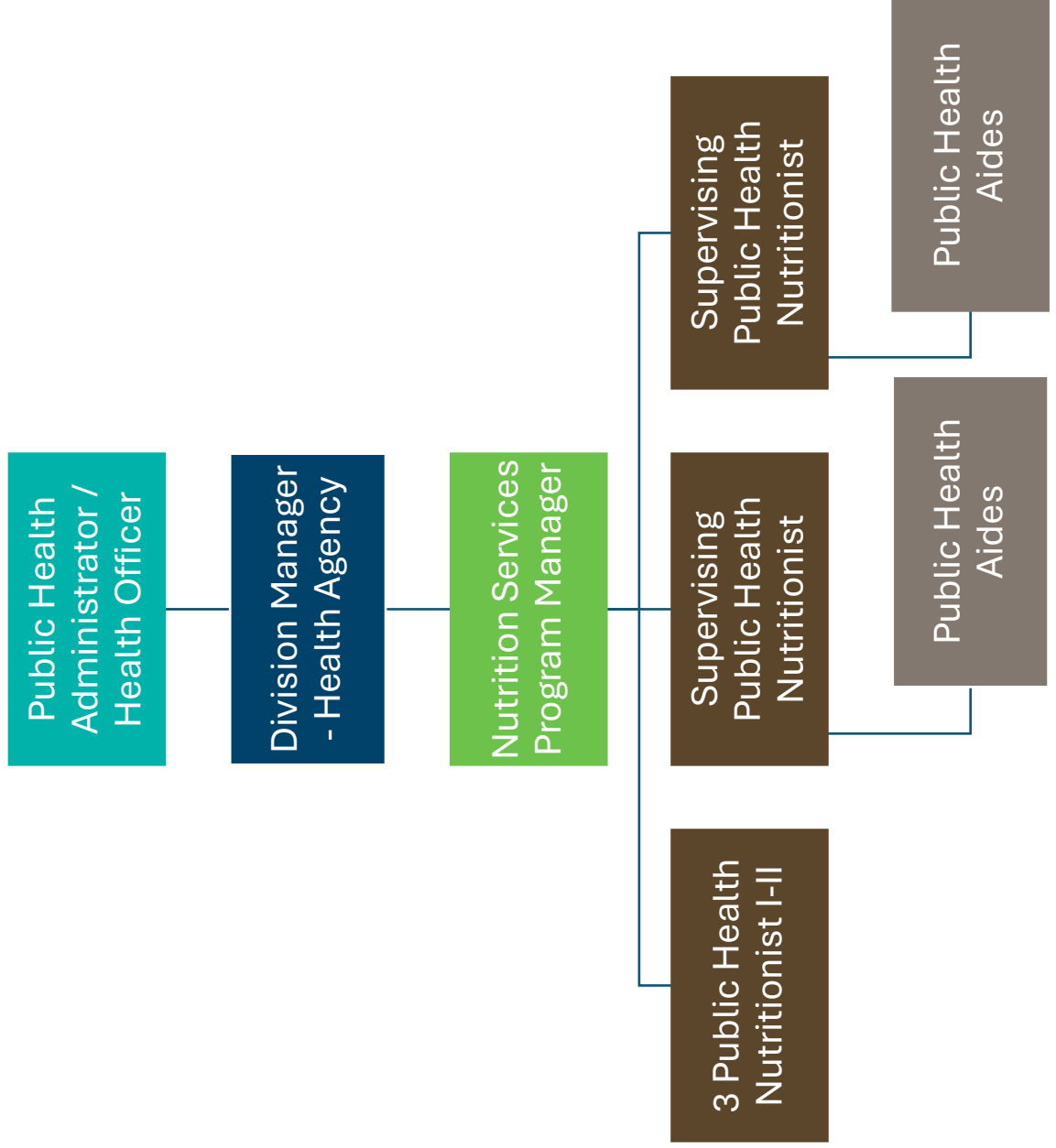
Adopted: 05-26-10

BOS Approved: 06-22-10

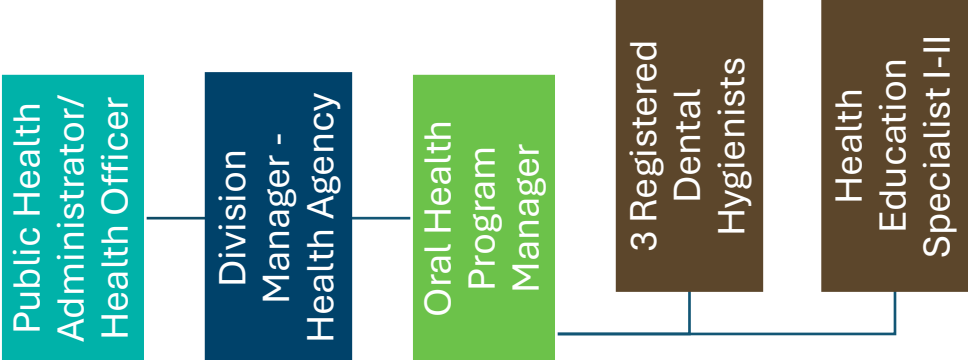
Revised: 07-24-24



# Public Health Department Organizational Chart: Nutrition Services



# Public Health Department Organizational Chart: Oral Health





TO: Civil Service Commission  
FROM: Mackenzie Lawrie, Human Resources Analyst  
DATE: February 25, 2026  
SUBJECT: New Classification: Program Coordinator  
Department: Countywide  
Appointing Authority: Jamie L. Russell, Human Resources Director

### **RECOMMENDATION**

It is recommended that the Commission approve the proposed new classification and specification for Program Coordinator to ensure alignment with the County's recently modernized program classification framework and specifications.

### **BACKGROUND**

At the January 28, 2026 Civil Service Commission meeting, the Commission approved four new program-focused classifications: Program Analyst, Health & Human Services Program Analyst, Program Manager, and Health & Human Services Program Manager. These classifications replaced the former Program Manager I-II career series with an updated structure that reflects current County program work, organizational needs, and market practices. The majority of current Program Manager incumbents will appropriately fall within one of these four professional classifications.

### **DISCUSSION**

As Human Resources continues implementation of the Program Manager study, a small number of program-focused positions have been identified that are more appropriately aligned

at a paraprofessional level rather than within the professional Program Analyst and Program Manager classifications approved last month.

To address this need, Human Resources is proposing the creation of the new Program Coordinator classification.

The Program Coordinator classification captures positions performing essential program coordination work that does not meet the full scope or complexity of the professional Program Analyst level. It establishes a clear distinction between paraprofessional and professional program responsibilities, ensures appropriate placement of current incumbents within the updated program framework, and promotes consistency in classification structure across departments. This addition ensures coordination-level program work is appropriately aligned within the County's modernized classification structure while preserving clear differentiation from professional and management classifications.

## **RESULTS**

The creation of the Program Coordinator classification rounds out the County's new program job family and establishes a clear, structured career ladder for program-focused work. Together with the Program Analyst and Program Manager classifications approved last month, this framework creates a more accurate, market-aligned, and forward-looking structure for programs across the County. The updated framework intentionally distinguishes between professional program support roles, coordination-level positions, and those with full responsibility for program management and ownership. By clearly differentiating these levels, the County is better positioned to ensure appropriate assignment of authority and accountability, support sustainable program operations, and provide employees with transparent growth opportunities within the program career path.

## **OTHER AGENCY INVOLVEMENT**

Human Resources collaborated with departments throughout the study and specification development process. The Executive Office reviewed the proposed framework and concurs with the recommendations as proposed.

### **Attachments:**

1. Proposed Program Coordinator Specification

1 **HUMAN RESOURCES DEPARTMENT**

2 **County of San Luis Obispo**

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4

**PROGRAM COORDINATOR**

5

6 **DEFINITION:**

7 Under general supervision, performs a variety of paraprofessional program duties to assist with the  
8 overall financial, budgetary, coordination, communication, and/or service delivery of a designated  
9 program; may supervise or lead clerical or support staff.

10

11 **DISTINGUISHING CHARACTERISTICS:**

12 Programs are formally established, ongoing sets of related services or activities intentionally created to  
13 address specific service, regulatory, or community needs in support of a department's broader mission.

14 Programs are defined sets of services or activities with a specific scope, resources, and performance  
15 expectations and operate within applicable laws, regulations, policies, and funding requirements.

16 Programs are designed, implemented, evaluated, and modified over time in response to changing  
17 mandates, funding conditions, and identified needs, and may be expanded, restructured, or  
18 discontinued without eliminating the department itself. In contrast, core operating functions, such as  
19 budgeting, accounting, payroll, human resources, procurement, information technology support,  
20 facilities management, general administrative operations, and training coordination, are foundational  
21 activities required for the department to exist and function and are not considered programs for the  
22 purposes of classification under this specification.

23

24 The Program Coordinator is distinguished from the Program Analyst in that the latter performs  
25 substantive program-specific work within an established program framework but does not have  
26 responsibility or final authority for establishing program direction, owning program outcomes, or  
27 making program-level decisions, while the Program Coordinator performs program-specific work with  
28 limited decision-making authority and a focus on data tracking, coordination, and direct service delivery.

29

30 **TYPICAL TASKS AND REPRESENTATIVE DUTIES:**

31 (Not in order of importance)

- 1 • Performs a variety of paraprofessional-level activities in the financial, budgetary, coordination,  
2 communication, and/or service delivery of a designated program; assists with the organization,  
3 implementation, and maintenance of policies and programs; monitors activities for compliance  
4 with established standards, requirements, and operational efficiency, and makes  
5 recommendations for improvement.
- 6 • Coordinates office and business activities, flow of information, and communication; assists with  
7 the development, implementation, and evaluation of program projects and objectives;  
8 participates in automation and process improvement activities for program areas.
- 9 • Prepares and maintains a variety of narrative, financial, and statistical records, reports, and  
10 documents; develops and coordinates training materials and activities.
- 11 • Reviews and tracks expenses for assigned program functions; assists with the development and  
12 monitoring of budget(s), including gathering and reviewing financial data, maintaining  
13 spreadsheets, and assisting in the development of other financial and budget documents.
- 14 • Plans, assigns, and reviews work for accuracy, completeness, and compliance with established  
15 policies and performance standards; develops schedules and establishes priorities; may assist  
16 clerical staff with the most complex or technical issues.
- 17 • Understands and ensures compliance with laws, codes, rules, and regulations related to assigned  
18 program.
- 19 • Collaborates and communicates with the public, departments, businesses, and external agencies  
20 to share information, coordinate efforts, and resolve a variety of issues related to the assigned  
21 program.
- 22 • Supports efforts to improve program funding, efficiency, or effectiveness through research,  
23 process improvements, and collaboration with external partners, as directed.
- 24 • May supervise a team performing varied and complex clerical support work that requires  
25 coordination across multiple functions, programs, or organizational levels.
- 26 • Performs other related duties as assigned.

## 28 **EMPLOYMENT STANDARDS:**

### 29 **Knowledge of:**

- 30 • Modern office practices and procedures
- 31 • Applicable local, state, and federal laws, rules, regulations

- 1 • Basic practices of financial, budget, coordination, communication, and service delivery activities
- 2 • Principles and practices of financial recordkeeping and reporting, including budget tracking,
- 3 expense monitoring, and reconciliation methods
- 4 • Recordkeeping, report preparation, and filing methods
- 5 • Project coordination and evaluation
- 6 • Effective verbal and written communication and interpersonal skills
- 7 • Principles, practices, and procedures of supervision, leadership, evaluation, mentoring, training,
- 8 team dynamics, and team building

9

10 **Ability to:**

- 11 • Perform a variety of paraprofessional activities involved in financial, budget, coordination,
- 12 communication, and service delivery activities
- 13 • Supervise, train, and evaluate the performance of assigned staff
- 14 • Compile, reconcile, and organize financial information to support departmental budgets,
- 15 contracts, and reporting processes
- 16 • Prepare accurate and detailed reports, records, correspondence, and other written materials
- 17 • Understand and apply relevant laws, codes, rules, regulations, policies, and procedures
- 18 • Independently assess problems, evaluate alternatives, and recommend effective solutions
- 19 • Use a variety of software applications and department-specific systems to perform assigned
- 20 tasks
- 21 • Promote an organized, professional, and safety-conscious work environment
- 22 • Communicate effectively verbally and in writing to a diverse population of individuals and groups
- 23 • Foster effective and positive working relationships with individuals from diverse perspectives by
- 24 demonstrating strong interpersonal skills, including active listening, effective communication,
- 25 advisory expertise, mediation, conflict resolution, and consensus building

26

27 **EDUCATION AND EXPERIENCE:**

28 A combination of education, training, and experience resulting in the required knowledge, skills, and

29 abilities. An example of qualifying education and experience includes:

30

1 **A:** Possession of an associate's degree from an accredited college or university. In addition, one year of  
2 experience assisting in financial, budgetary, coordination, communication, service delivery, or program  
3 operations; **or**

4 **B:** One year of experience performing work equivalent to a Supervising Administrative Assistant; **or**

5 **C:** Three years of experience performing clerical work equivalent to an Administrative Assistant III.

6

7 **LICENSES AND CERTIFICATES:**

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

12

13 **SPECIAL SUBCLASS RECRUITMENT:**

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

20

21 Adopted: