



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED
MAYOR**

Sent via Electronic Mail

September 7, 2023

NOTICE OF CIVIL SERVICE COMMISSION MEETING

Craig Martin

**SUBJECT: APPEAL BY CRAIG MARTIN OF THE HUMAN RESOURCES DIRECTOR'S
DETERMINATION THAT INVESTIGATIVE FINDINGS DID NOT ESTABLISH
APPELLANT'S COMPLAINT OF RETALIATION.**

Dear Craig Martin:

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **September 18, 2023, at 2:00 p.m.** You will receive a separate email invite from a Civil Service Commission staff member to join and participate in the meeting.

The agenda will be posted for your review on the Civil Service Commission's website at www.sf.gov/CivilService under "Meetings" no later than end of day on Wednesday, September 13, 2023. Please refer to the attached Notice for procedural and other information about Commission hearings. A copy of the department's staff report on your appeal is attached to this email.

In the event that you wish to submit any additional documents in support of your appeal, please submit **one hardcopy 3-hole punch, double-sided and numbered at the bottom of each page to the CSC Office at 25 Van Ness Ave., Suite 720 and email a PDF version to the Civil Service Commission's email at civilservice@sfgov.org by 5:00 p.m. on Tuesday, September 12, 2023**, please be sure to redact your submission for any confidential or sensitive information that is not relevant to your appeal (e.g., home addresses, home or cellular phone numbers, social security numbers, dates of birth, etc.), as it will be considered a public document.

It is important that you or an authorized representative attend the hearing on your appeal. Should you or a representative not attend, the Commission will rule on the information previously submitted and any testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance. As a reminder, you are to be honest and forthright during all testimony and in all documentation that you provide to the Civil Service Commission.

You may contact me at (628) 652-1100 or at Sandra.Eng@sfgov.org if you have any questions.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG
Executive Officer

Attachment

Cc: Dennis Herrera, Public Utilities Commission
Amalia Martinez, Department of Human Resources
Carol Isen, Department of Human Resources
Wendy Macy, Public Utilities Commission
Mawuli Tugbenyoh, Department of Human Resources
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Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: soff@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

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Benjamin Poole
[REDACTED]

**SUBJECT: APPEAL BY CRAIG MARTIN OF THE HUMAN RESOURCES DIRECTOR'S
DETERMINATION THAT INVESTIGATIVE FINDINGS DID NOT ESTABLISH
APPELLANT'S COMPLAINT OF RETALIATION.**

Dear Benjamin Poole:

As you may be aware, Craig Martin filed the above-referenced discrimination complaint with the Department of Human Resources ("DHR"). The Department of Human Resources reviewed Craig Martin's allegations, and Human Resources Director determined that there was insufficient evidence to establish the claims of harassment and discrimination. Craig Martin has appealed that determination to the Civil Service Commission.

In accordance with the City Charter and Civil Service Rules, the Commission may sustain, modify, or reverse the Human Resources Director's determination; and may effectuate an appropriate remedy in the event that it finds discrimination in the work environment. Any such finding is binding on City departments. The Commission may not impose discipline on an employee, but in an appropriate case may recommend that the department consider discipline.

The Equal Employment Opportunity Division of DHR will present and defend the Human Resources Director's determination on Craig Martin's complaint at the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **September 18, 2023, at 2:00 p.m.** The Commission will have received the DHR staff report, which reviews the evidence pertaining to the complaint and supports the Human Resources Director's determination, in advance of the meeting. You will have an opportunity to address Craig Martin's allegations at the Commission meeting, if you wish to do so, although you are not required to appear. You will be receiving a meeting invite to join the meeting through Cisco WebEx on your computer or you may listen/respond to the meeting by phone. The Commission will rule on the information previously submitted and any testimony or other evidence provided at its meeting.

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Sincerely,

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/s/

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Masood Ordikhani
[REDACTED]

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Dear Masood Ordikhani:

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As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: soff@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance


Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

1. Civil Service Commission Register Number: 0039-20-6
2. For Civil Service Commission Meeting of: September 18, 2023
3. Check One:
Ratification Agenda
Consent Agenda
Regular Agenda ✓
Human Resources Director's Report
4. Subject: Appeal by Craig Martin of the Human Resources Director's determination that investigative findings did not establish Appellant's complaint of retaliation.
5. Recommendation: Adopt the report, uphold the decision of the Human Resources Director, and deny the appeal by Craig Martin.
6. Report prepared by: Stephanie Medina, DHR EEO
Telephone number: (415) 557-4924
7. Notifications: Please see attached.
8. Reviewed and approved for Civil Service Commission Agenda:

Human Resources Director: Carol Isen 

Date: September 7, 2023
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**

10. Receipt-stamp this form in the "CSC RECEIPT STAMP" box to the right using the time-stamp in the CSC Office.

Attachment

CSC RECEIPT STAMP

NOTIFICATIONS

Craig Martin (Appellant)

[REDACTED]
[REDACTED]
[REDACTED]

Masood Ordikhani (Respondent)

[REDACTED]
[REDACTED]
[REDACTED]

Benjamin Poole (Respondent)

[REDACTED]
[REDACTED]
[REDACTED]

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General Manager
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Chief People Officer
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CIVIL SERVICE COMMISSION REPORT

MEMORANDUM

TO: Civil Service Commission

THROUGH: Carol Isen, Human Resources Director
Department of Human Resources

THROUGH: Amalia Martinez, EEO Director
Department of Human Resources

FROM: Stephanie Medina, EEO Programs Senior Specialist

HEARING DATE: September 18, 2023

EEO FILE NO: 2309

REGISTER NO: 0039-20-6

APPELLANT: Craig Martin

I. AUTHORITY

The San Francisco Charter, Section 10.103, and Civil Service Commission (CSC) Rule 103 provide that the Human Resources Director shall review and resolve complaints of employment discrimination. Pursuant to CSC Rule 103.3, the CSC shall review and resolve appeals of the Human Resources Director's determinations.

II. BACKGROUND

From January 28, 2013 through May 10, 2015, Appellant Craig Martin (Appellant) was appointed as a Temporary Exempt 9922 Public Service Aide – Associate to Professionals with the San Francisco Public Utilities Commission's (SFPUC) Infrastructure Division. From May 11, 2015 through March 25, 2016, Appellant was a Permanent Exempt (PEX) 1822 Administrative Analyst position with the SFPUC's Infrastructure Division. On March 26, 2016, Appellant was appointed as a Permanent Civil Service (PCS) 1822 Administrative Analyst with the SFPUC's Infrastructure Division. Appellant worked with Benjamin Poole, who was a then-1823 Senior Administrative Analyst and currently the Acting Director of Workforce and Economic Program Service, and reported to Masood Ordikhani (Ordikhani), who was a then-1823 Senior Administrative Analyst and currently SFPUC Assistant General Manager for External Affairs. On June 28, 2016, the SFPUC released Appellant from his 1822 probationary appointment. This was a non-disciplinary release with no restrictions on Appellant's future employment with the City and County of San Francisco (City).

A. Appellant's Complaint, EEO File No. 2309

On February 23, 2017, the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO) received a Department Report of Employment Discrimination Complaint dated February 22,

2017, from the SFPUC, reporting Appellant's allegations that he was subjected to discrimination based on his race (Black) and age (over 40 years old), harassment, and retaliation. Appellant alleged that in October 2015, his work was reassigned to a younger employee due to his age. Appellant further alleged that in November 2015, Ordikhani told him to flex time rather than accrue compensatory time off whenever he covered Tuesday evening "Clark Construction" class and alleged that his work assignment to SFPUC'S Contractor Assistance Center (CAC) were due to his race. Appellant also alleged that in late 2015 he heard his 1823 SFPUC Manager, Benjamin Poole (Poole) tell a Black employee to "shut the fuck up." Appellant also reported Poole would comment, "Bay View Hunter's Point [Local Business Enterprises] all have the problem on why they cannot obtain contracts and that's because they have a poverty mentality." Appellant reported the above allegations to the SFPUC on December 7, 2016. See Ex. A. All of these allegations were untimely under the City's 180-day jurisdictional timeframe and therefore were not investigated further. See Ex. B and Ex.C.

On April 18, 2017, DHR EEO sent Appellant a letter advising that DHR EEO intended to investigate Appellant's retaliation claim that Appellant objected to being called "Bro" by Ordikhani and was subsequently let go from probation. See Ex. C. However, DHR EEO closed Appellant's claims of harassment and discrimination because those claims did not meet DHR EEO's jurisdictional requirements. On April 27, 2017, Appellant appealed the decision not to investigate the allegations of harassment and discrimination to the CSC. See Ex. D. On May 3, 2017, the CSC sent Appellant a letter requesting him to confirm the decision he wished to appeal. See Ex. E. On May 30, 2017 Appellant sent the CSC a letter withdrawing his appeal. See Ex. F. On June 7, 2017 the CSC sent Appellant a letter confirming the withdrawal of his appeal of Appellant's administratively closed allegations. See Ex. G.

B. Human Resources Director's 2020 Determination on Appellant's Retaliation Allegation

SFPUC EEO investigated Appellant's retaliation allegation that included interviews of the complainant, the responding party, and witnesses; a review of the written complaint and documentation submitted; and an analysis of related information. See Ex. H. On January 9, 2020, the Human Resources Director informed the Appellant that based on the investigative findings, the evidence was insufficient to establish that he engaged in protected activity. See Ex. I. The evidence did not support that Ordikhani called Appellant "Bro," and there was insufficient evidence to find that Appellant told him to stop calling him that. See Ex. I. Additionally, the evidence also did not substantiate that Ordikhani made the decision to release Appellant from probation; Kathryn How (How), then-Assistant General Manager (AGM), Infrastructure Division at SFPUC, made the decision to release Appellant from his probation because he was not meeting expectations. See Ex. H. and Ex. I. In addition, the investigation found that the decision to release Appellant was supported by legitimate business reasons. See Ex. H and Ex. I.

C. 2018 Litigation Hold and 2021 Processing Error

On August 14, 2018, the City Attorney's Office (CAO) submitted a litigation hold notice to the DHR EEO regarding the Appellant's records. On February 7, 2020, Appellant appealed the Human Resources Director's determination to the CSC. See Ex. K. On January 23, 2023, Jennifer Burke, EEO Programs Manager, asked CAO if Appellant's 2018 litigation hold was still in effect. The same day, Jennifer Donnellan, Deputy City Attorney, informed DHR EEO that the litigation hold was lifted effective January 27, 2021, but CAO made a processing error and did not notify DHR of the litigation hold release. See Ex. J. In May 2023, SFPUC asked for Appellant's appeal to be added to the CSC calendar for September 2023.

III. ISSUE ON APPEAL TO THE CIVIL SERVICE COMMISSION

On February 7, 2020, Appellant appealed the Human Resources Director's determination to the CSC. See Ex. K. The issue on appeal is whether the Human Resources Director issued the appropriate determination based on the investigative findings.

IV. INVESTIGATIVE STANDARDS AND ANALYSIS

A. The Investigation Did Not Establish Appellant's Retaliation Claim

To sustain an investigation, a complaint of retaliation must sufficiently allege all of the following: (1) the complainant engaged in a protected activity; (2) the complainant suffered an adverse employment action; and (3) there was a causal link between the protected activity and the adverse employment action.

1. Insufficient Evidence to Substantiate Appellant Engaged in a Protected Activity

The investigation found insufficient evidence to substantiate that the Appellant engaged in a protected activity. All four witnesses, including a Black male co-worker, reported that they never heard Ordikhani use the term "Bro." Furthermore, though the Appellant claimed to have heard Ordikhani say that word frequently, the evidence showed that the Appellant and Ordikhani rarely interacted given their different work locations and that Ordikhani only occasionally went to Appellant's worksite. Accordingly, because the evidence did not support that Ordikhani called Appellant "Bro," there was insufficient evidence to find that Appellant told Ordikhani to stop calling him that. See Ex. I.

2. Appellant was Released for Legitimate Business Reasons

The evidence also did not substantiate that Ordikhani made the decision to release the Appellant from probation. That decision was made by How, who relied on the recommendation from the Appellant's supervisors as well as contemporaneous documentation that showed Appellant was not performing at a satisfactory level for an 1822 Administrative Analyst. The investigation found that the decision to release the Appellant was supported by legitimate business reasons. Appellant was not meeting performance expectations and goals, and Appellant's supervisors described his performance as poor. As an 1822 Administrative Analyst, Appellant needed to review reports, extract data, and provide analysis. However, Appellant submitted projects that did not provide substantive answers to the questions posed in assignments. Appellant cut-and-pasted information from websites into documents, other employees had to step in to complete Appellant's work, and supervisors counseled Appellant regarding his work product. Additionally, Appellant was not proficient in computer skills and required additional one-on-one training. Furthermore, Appellant's performance did not improve after training. Appellant was not able to meet all the tasks for the job and under the recommendations from supervisors, How made the decision to release the Appellant from probation after taking into consideration his manager's assessment of the totality of his work. See Ex. I. Thus, the investigation did not establish Appellant's retaliation allegation. Given the totality of the evidence, the Human Resources Director's original determination was correct, and Appellant's appeal should be denied.

B. Appellant's Issues on Appeal

On appeal, Appellant has provided no relevant or new information that should cause the Commission to overturn the Human Resources Director's determination. Rather, Appellant restated his 2016 race and age discrimination and harassment claims, which were administratively closed in May 2017 and are not

before the Commission in Appellant's current appeal. Second, Appellant states he was not provided with any written or verbal instruction of the specific goals of the positions, nor with a plan to objectively judge his work performance. However, testimony and contemporaneous documentation show that supervisors counseled Appellant, and provided feedback on his work performance. See Ex. H. Furthermore, allegations that he was not provided with feedback do not demonstrate that his release was due to a protected activity. Last, Appellant provided no new or relevant information that would further substantiate his retaliation claim.

V. RECOMMENDATION

For the reasons set forth above, the Human Resources Director's decision should be upheld, and the appeal should be denied.

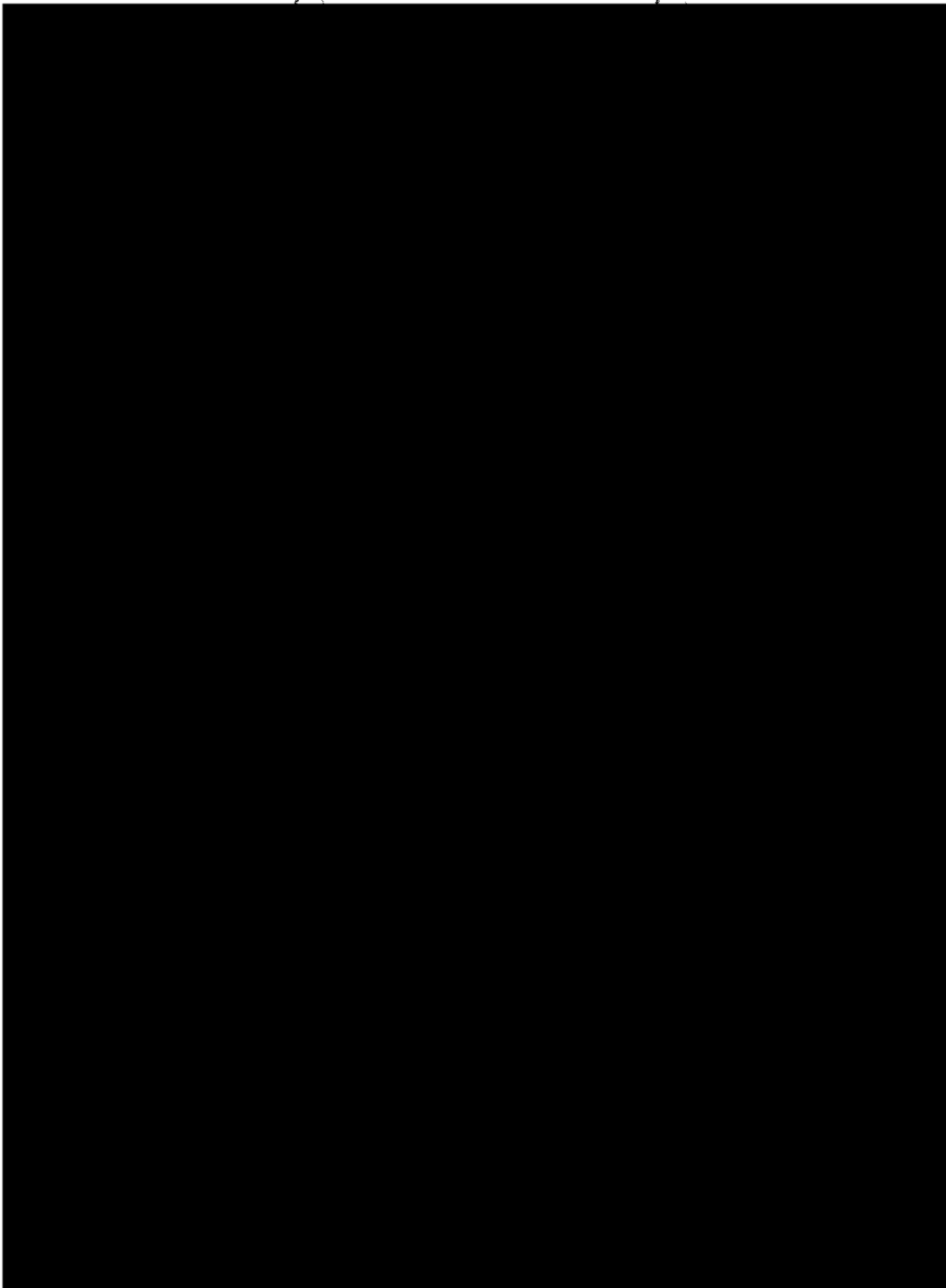
VI. Appendix/Attachments to Report

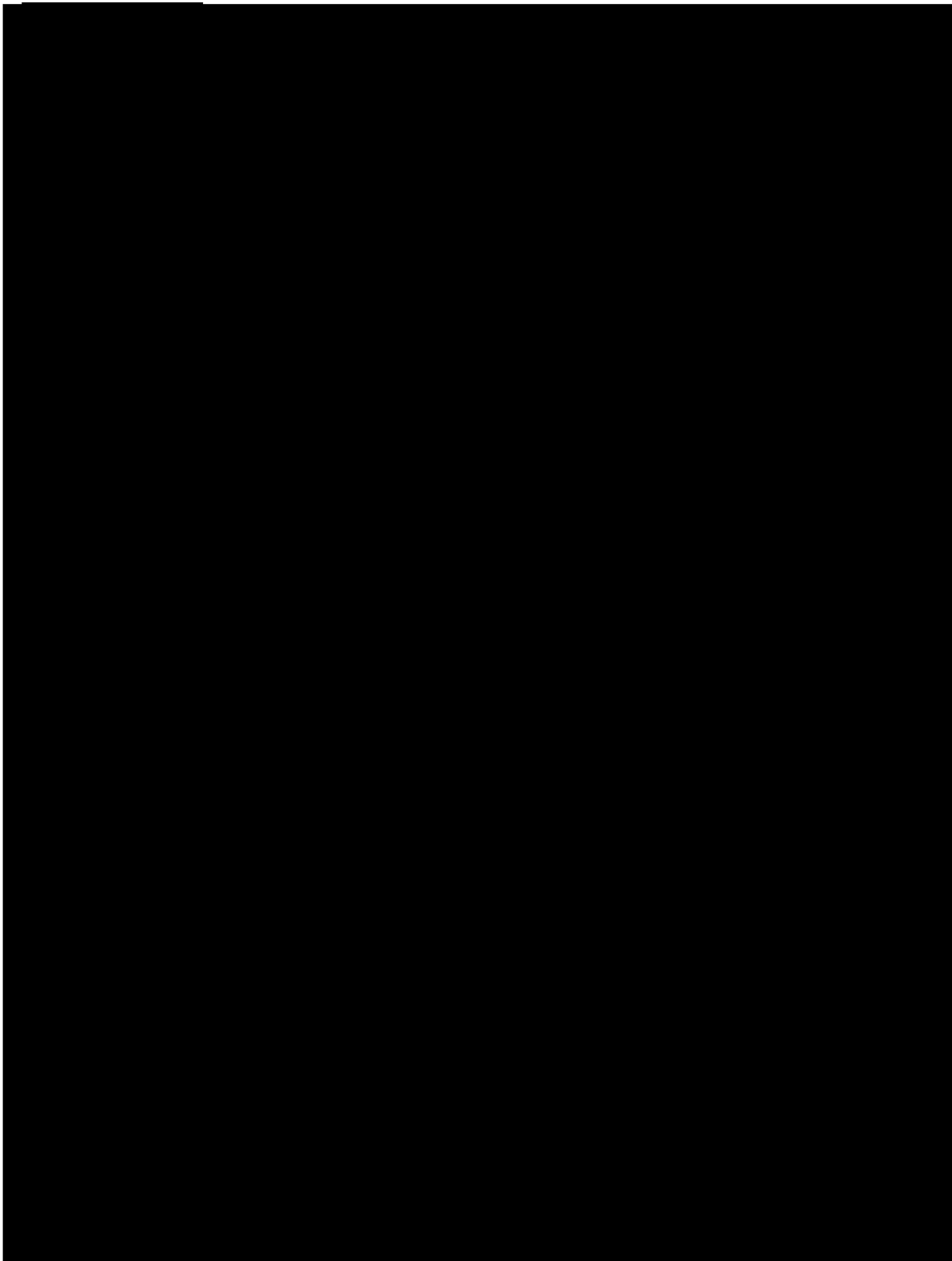
Attached to this report are the following:

- Exhibit A: Craig Martin Discrimination Complaint, dated December 7, 2016
- Exhibit B: SFPUC Department Report of Complaint re: Craig Martin, dated February 22, 2017
- Exhibit C: Human Resources Director's Partial Closure, Partial Acceptance Letter, dated April 18, 2017
- Exhibit D: Appellant's Letter of Appeal, dated April 27, 2017
- Exhibit E: Civil Service Commission Notice of Receipt of Appeal, dated May 1, 2017
- Exhibit F: Civil Service Commission Correspondence to Appellant, dated May 3, 2017
- Exhibit G: Appellant's Letter to Civil Service Commission, dated May 30, 2017
- Exhibit H: Civil Service Commission Correspondence to Appellant, dated June 7, 2017
- Exhibit I: EEO Investigative Report with attachments, dated August 26, 2019
- Exhibit J: Human Resources Director's Determination Letter to Appellant, dated January 9, 2020
- Exhibit K: Appellant's Civil Service Commission Appeal of the Human Resources Director's Determination, dated February 7, 2020
- Exhibit L: Notification of Litigation Hold Release, dated January 23, 2023

Exhibit A

Craig Martin Discrimination Complaint, dated December 7, 2016





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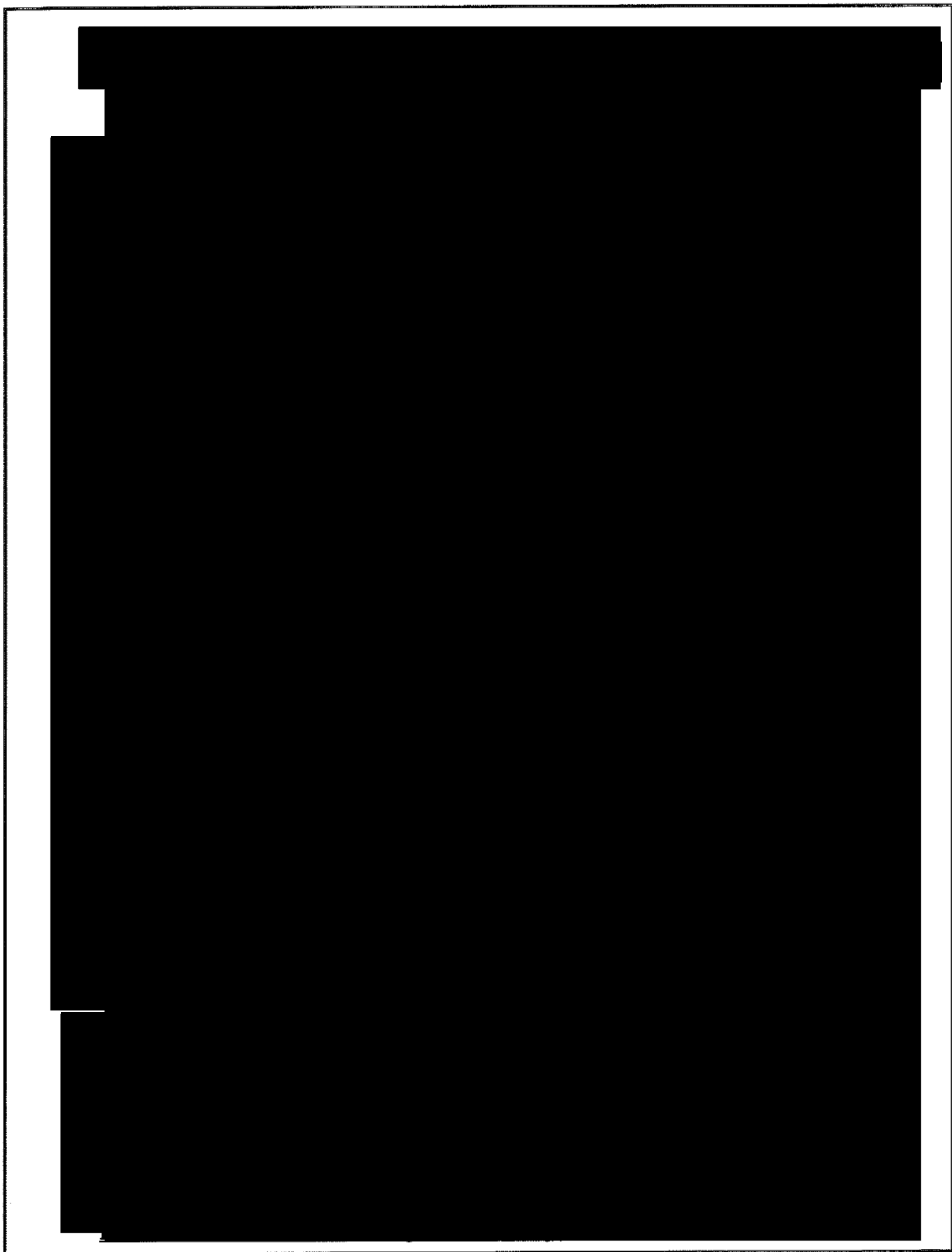
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Exhibit B

SFPUC Department Report of Complaint for Craig Martin, dated February 22, 2017



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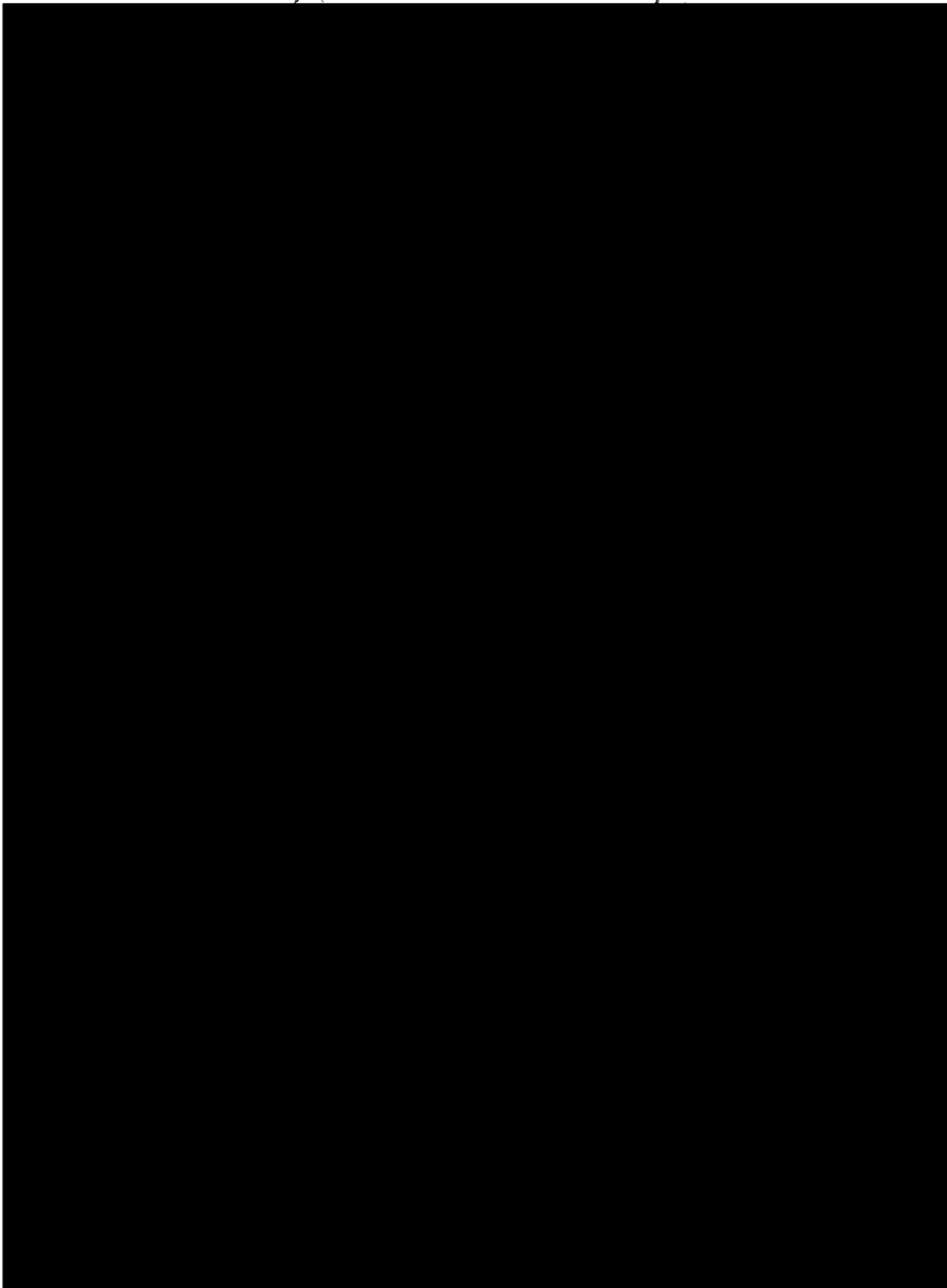
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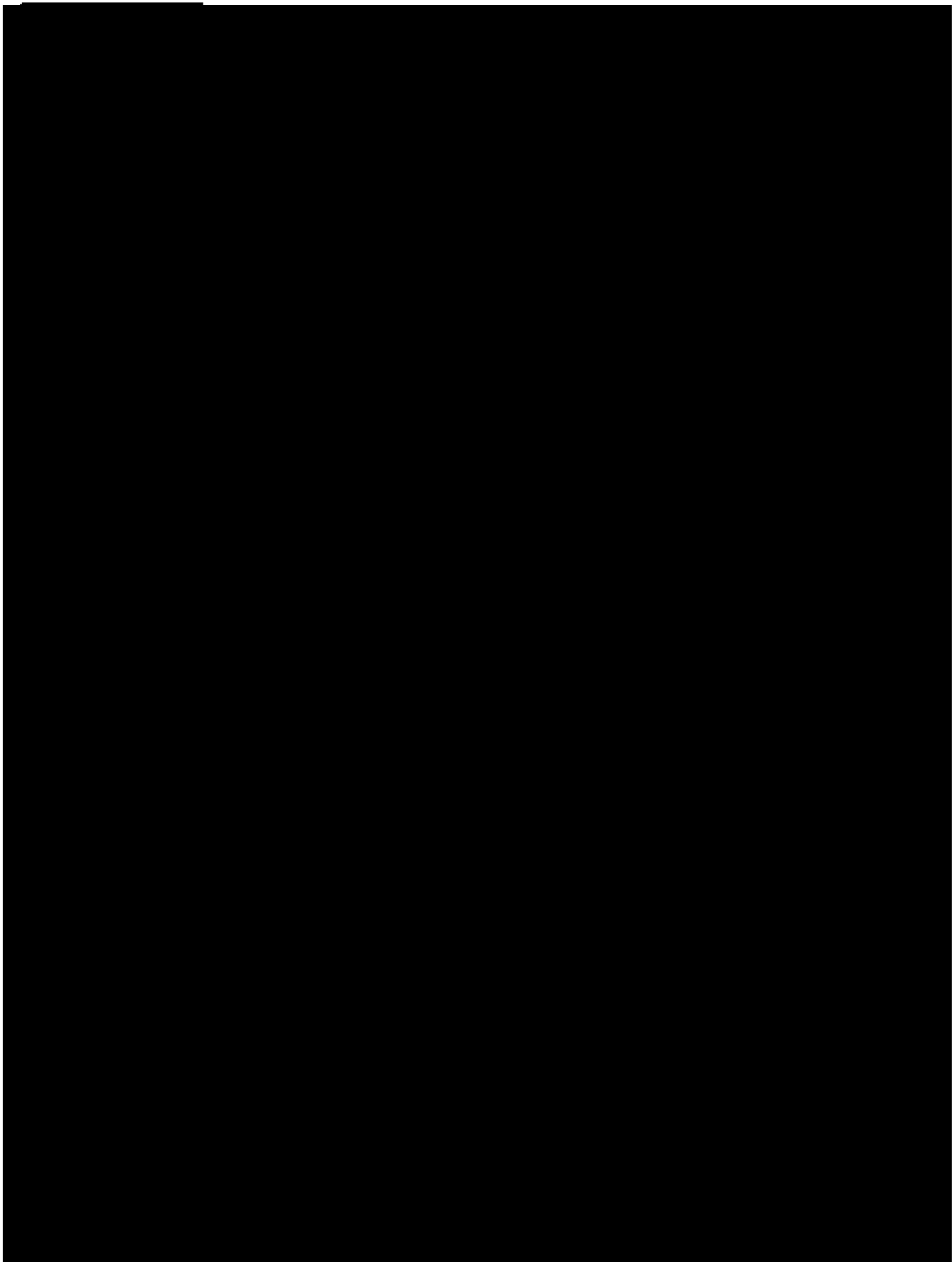
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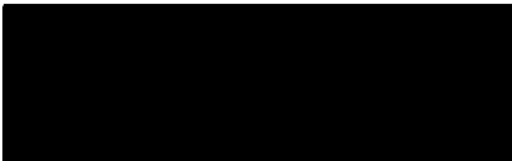
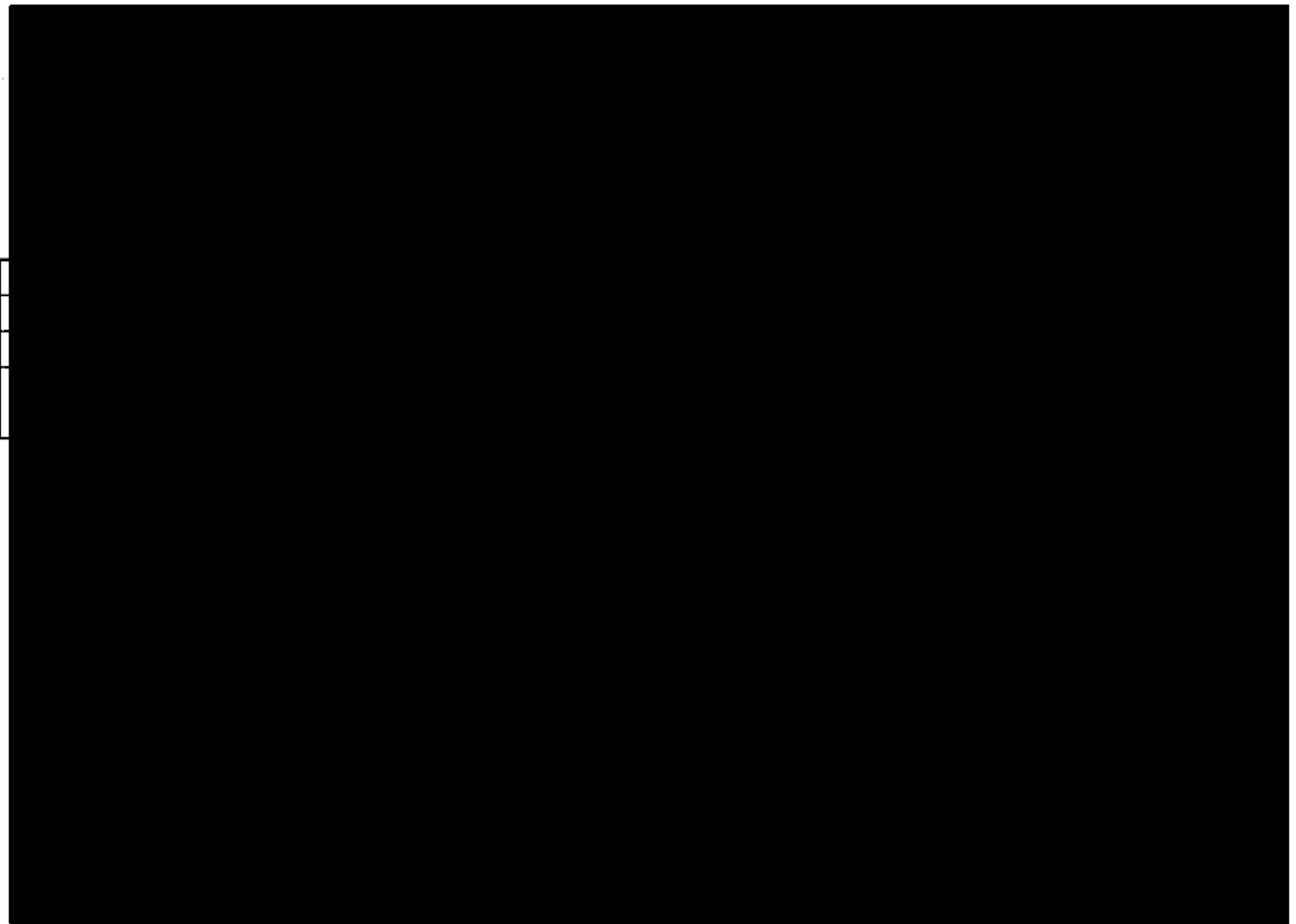
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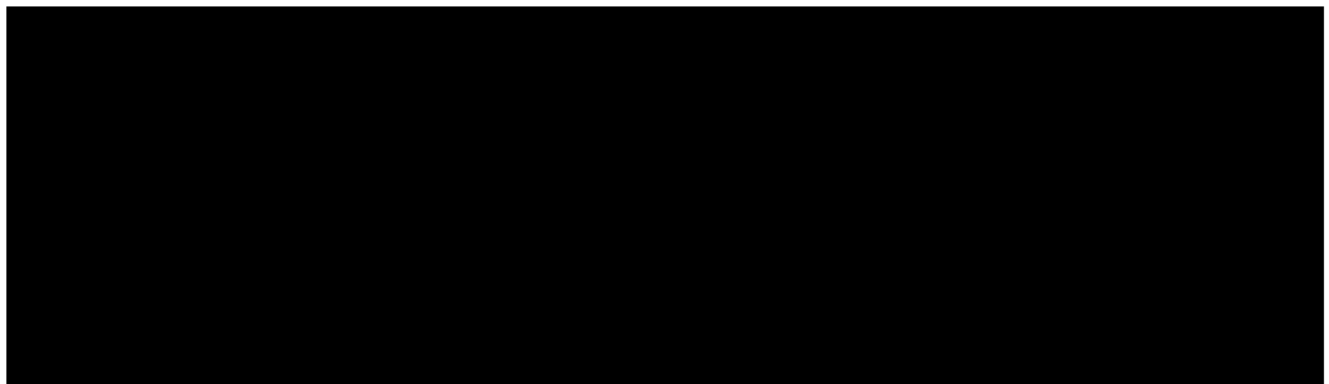
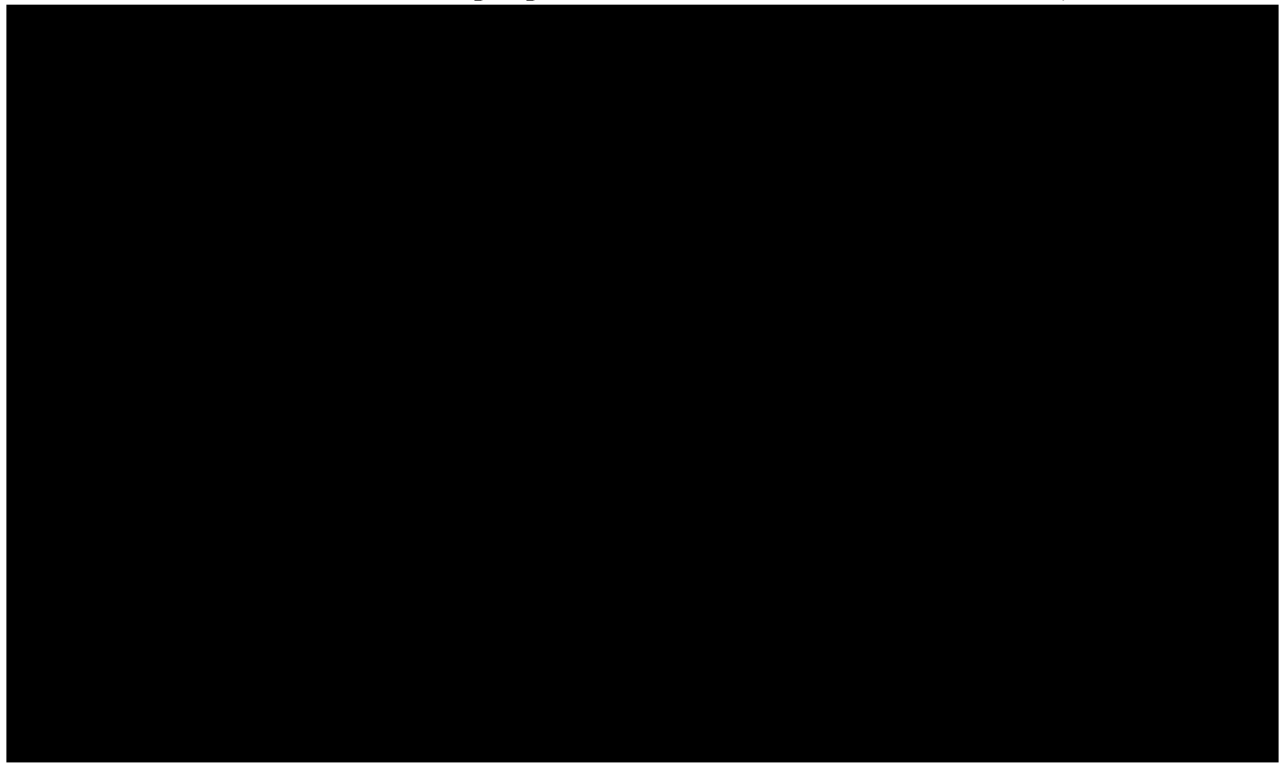
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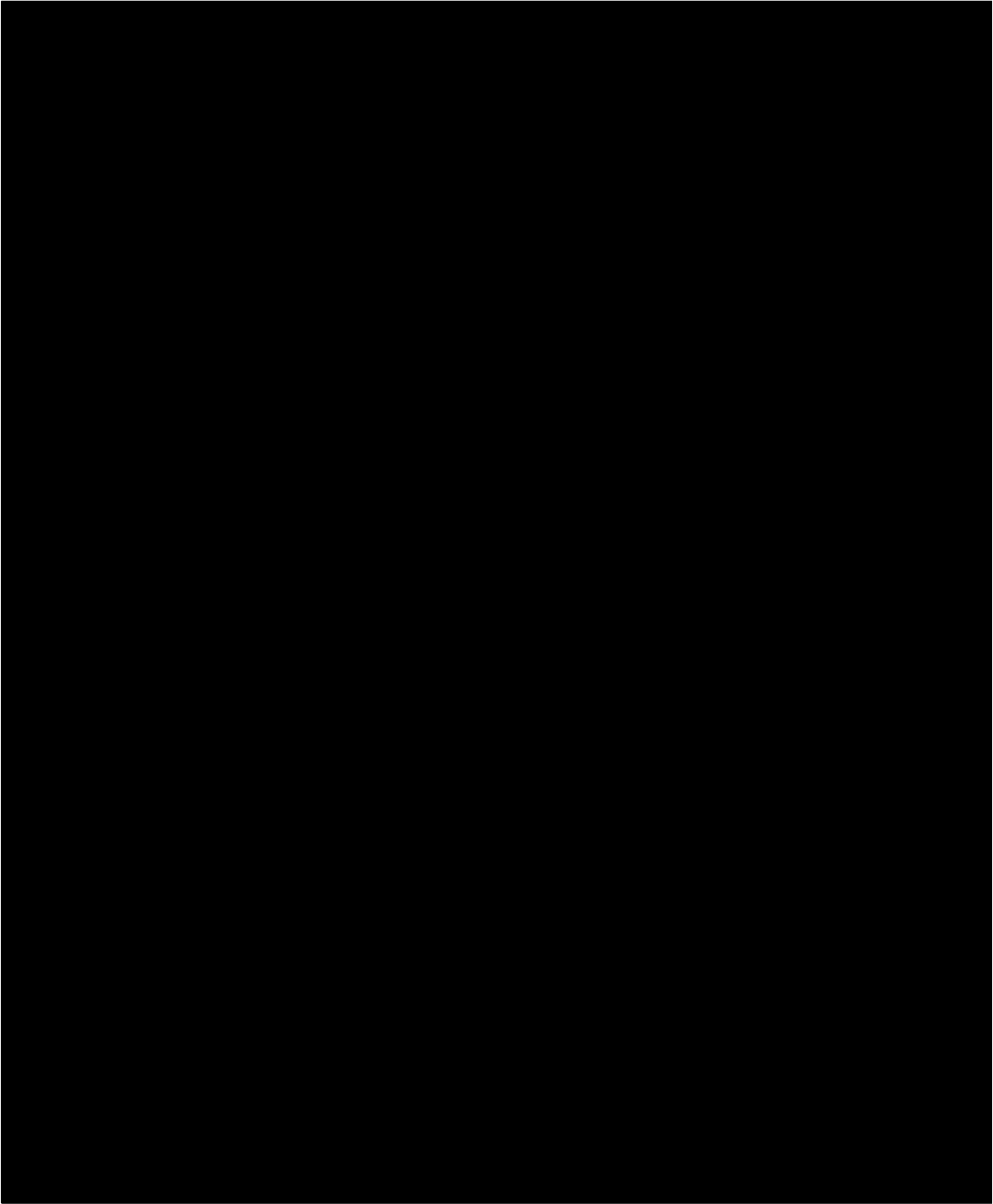
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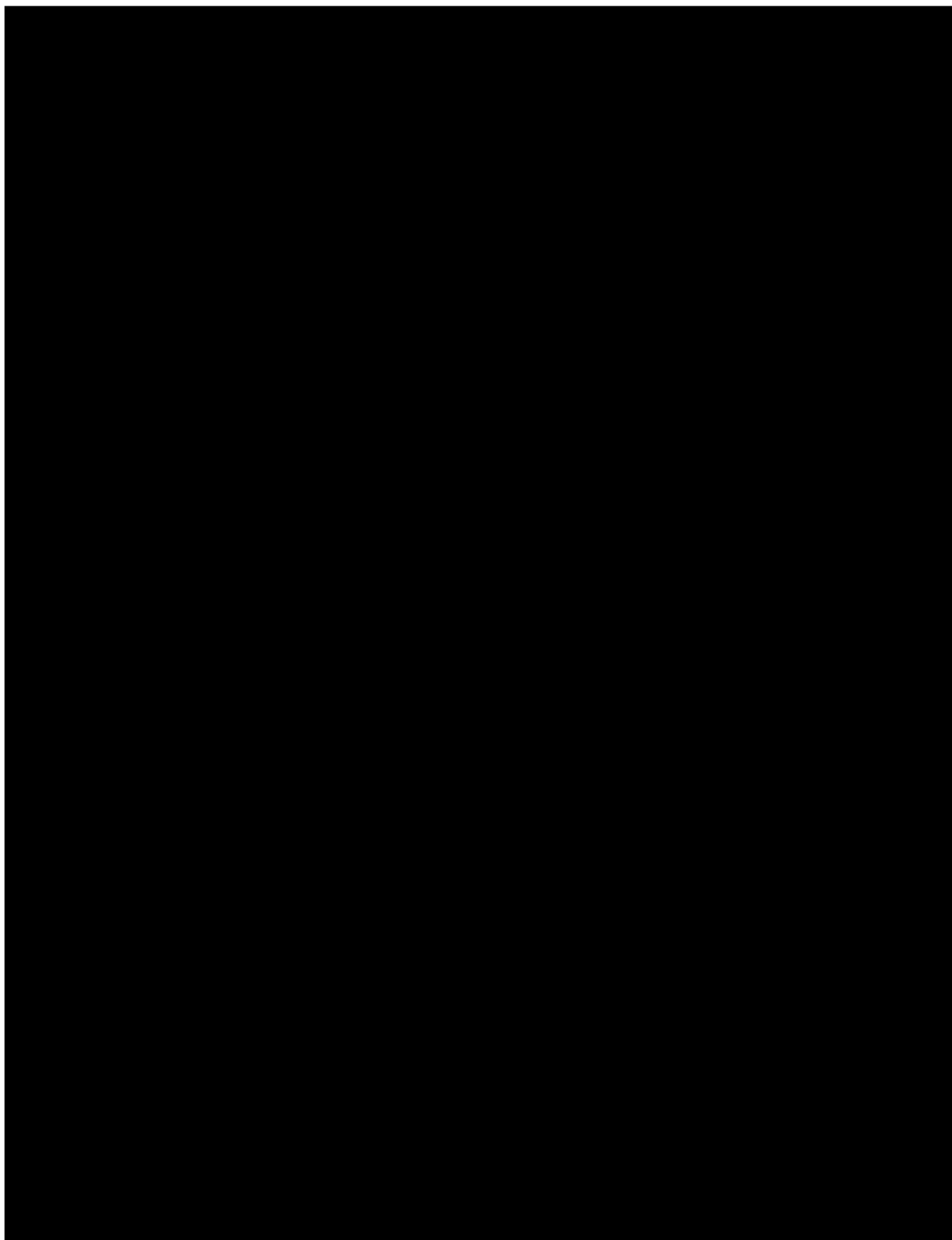
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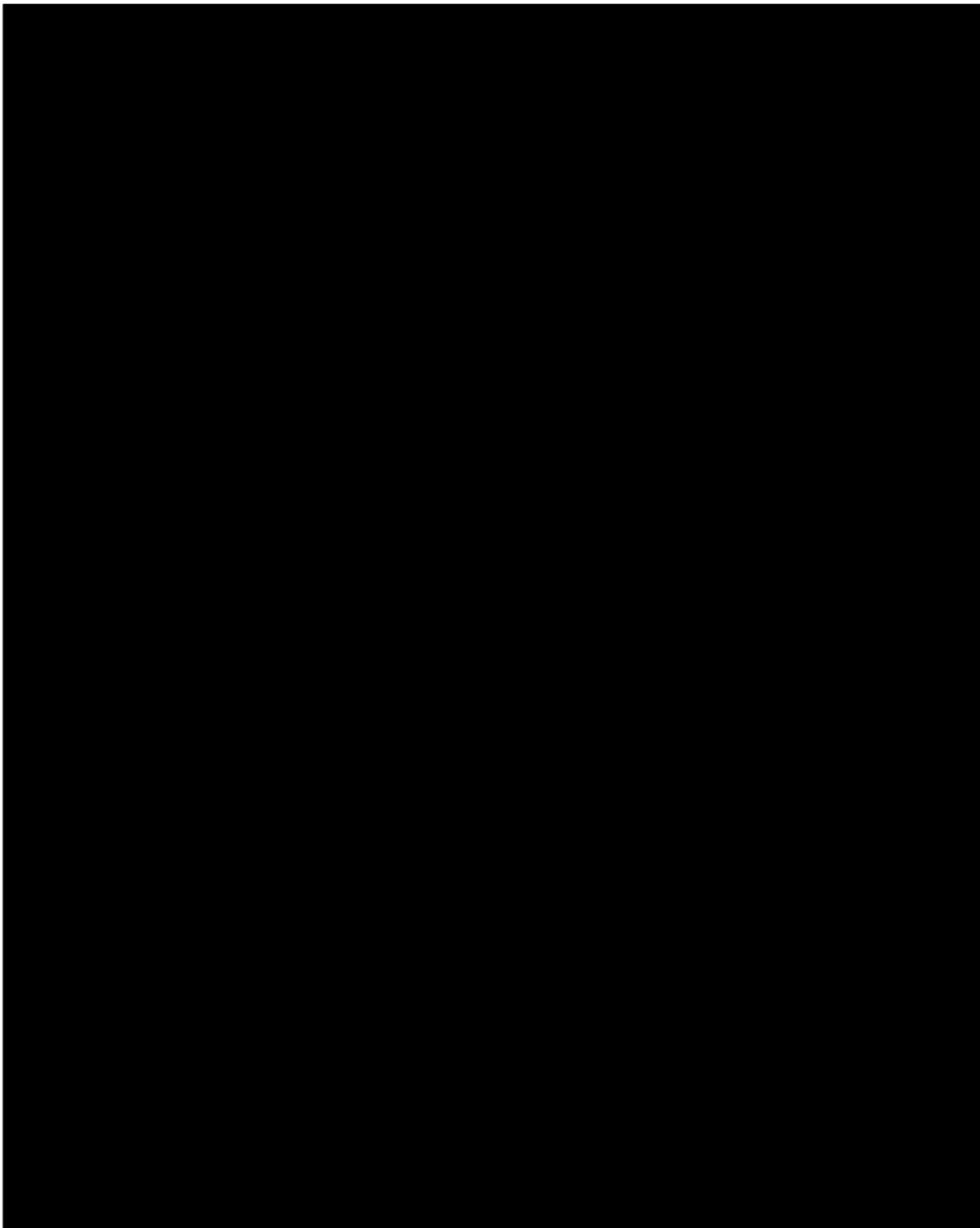
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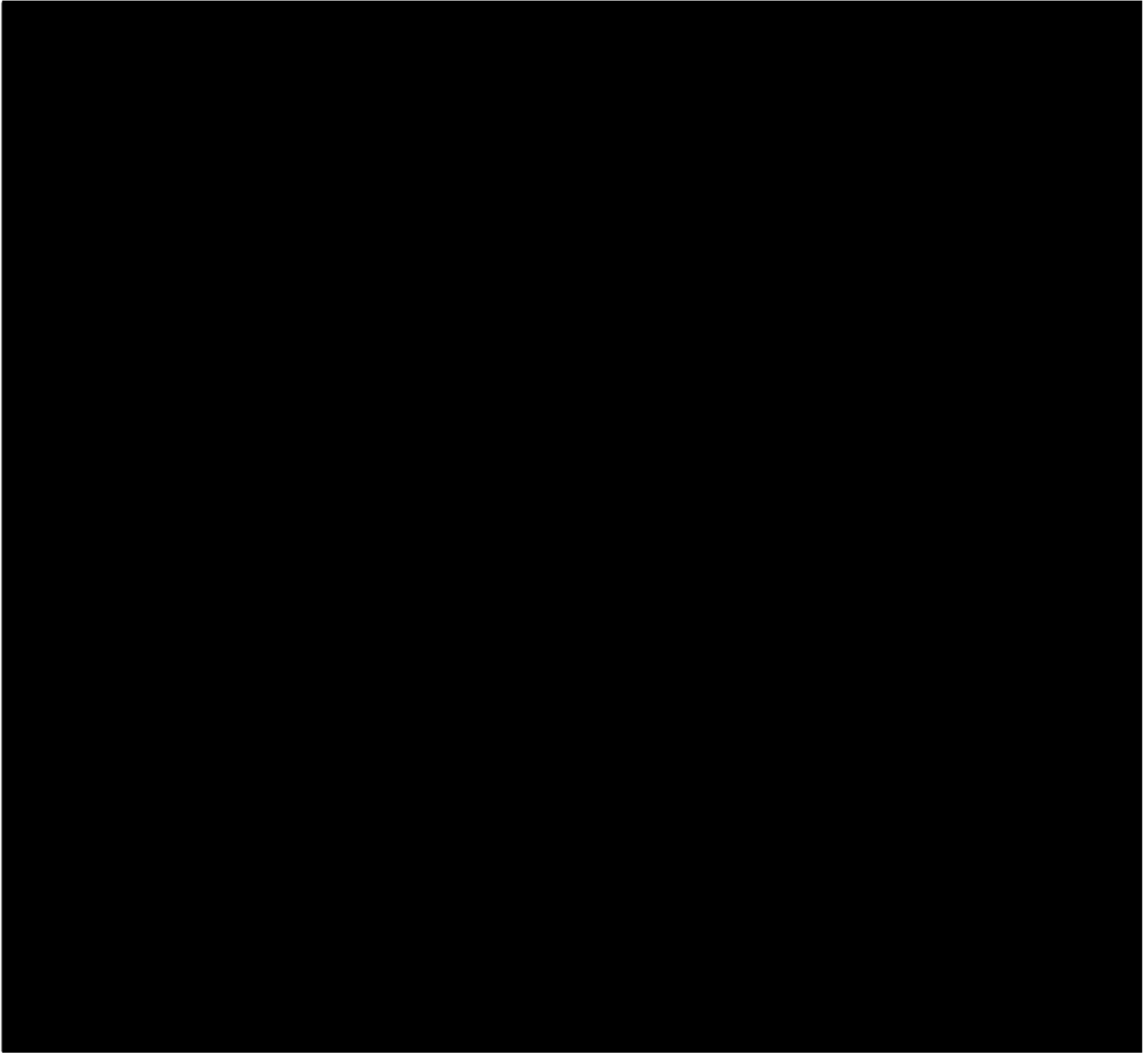












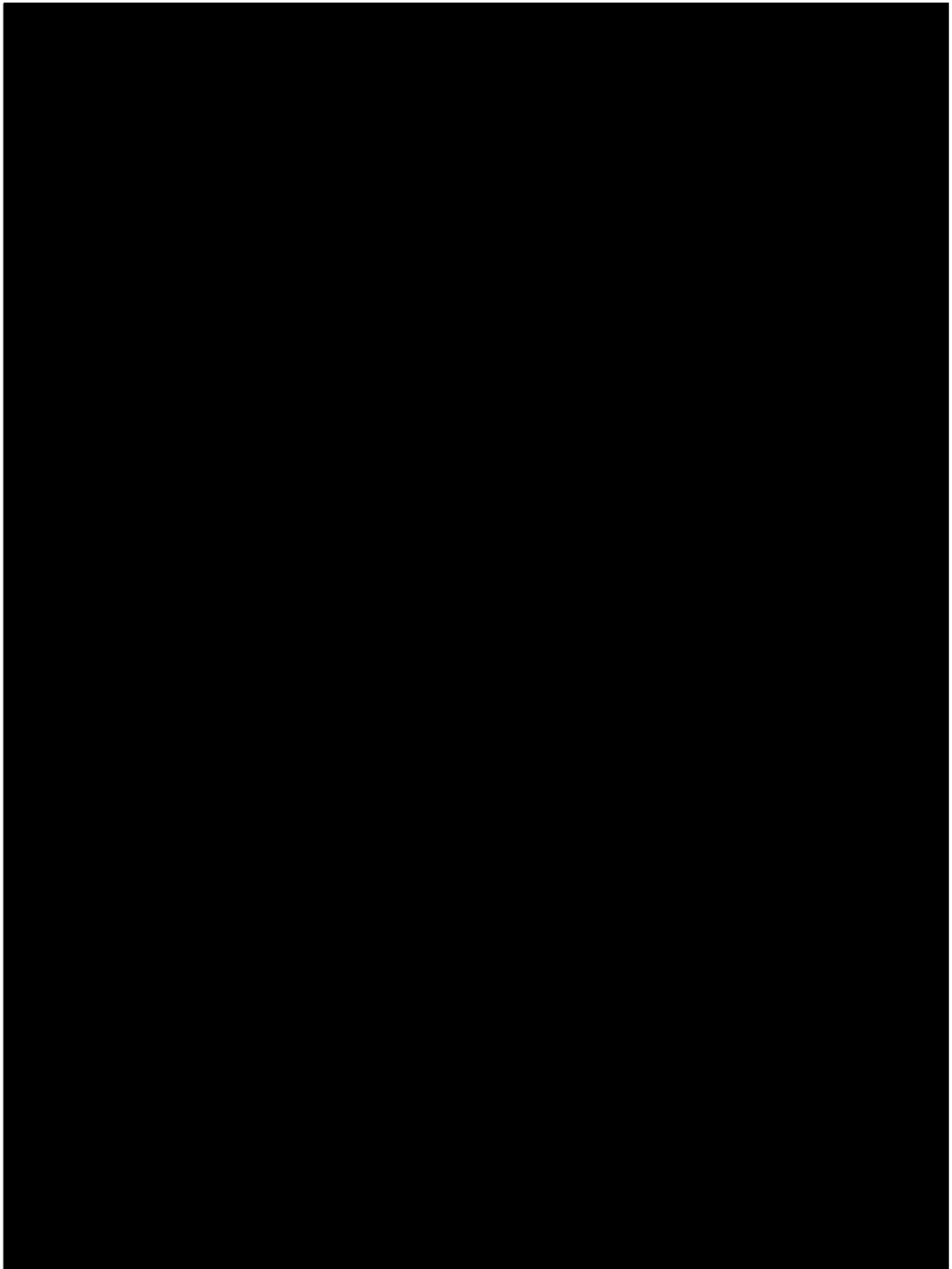
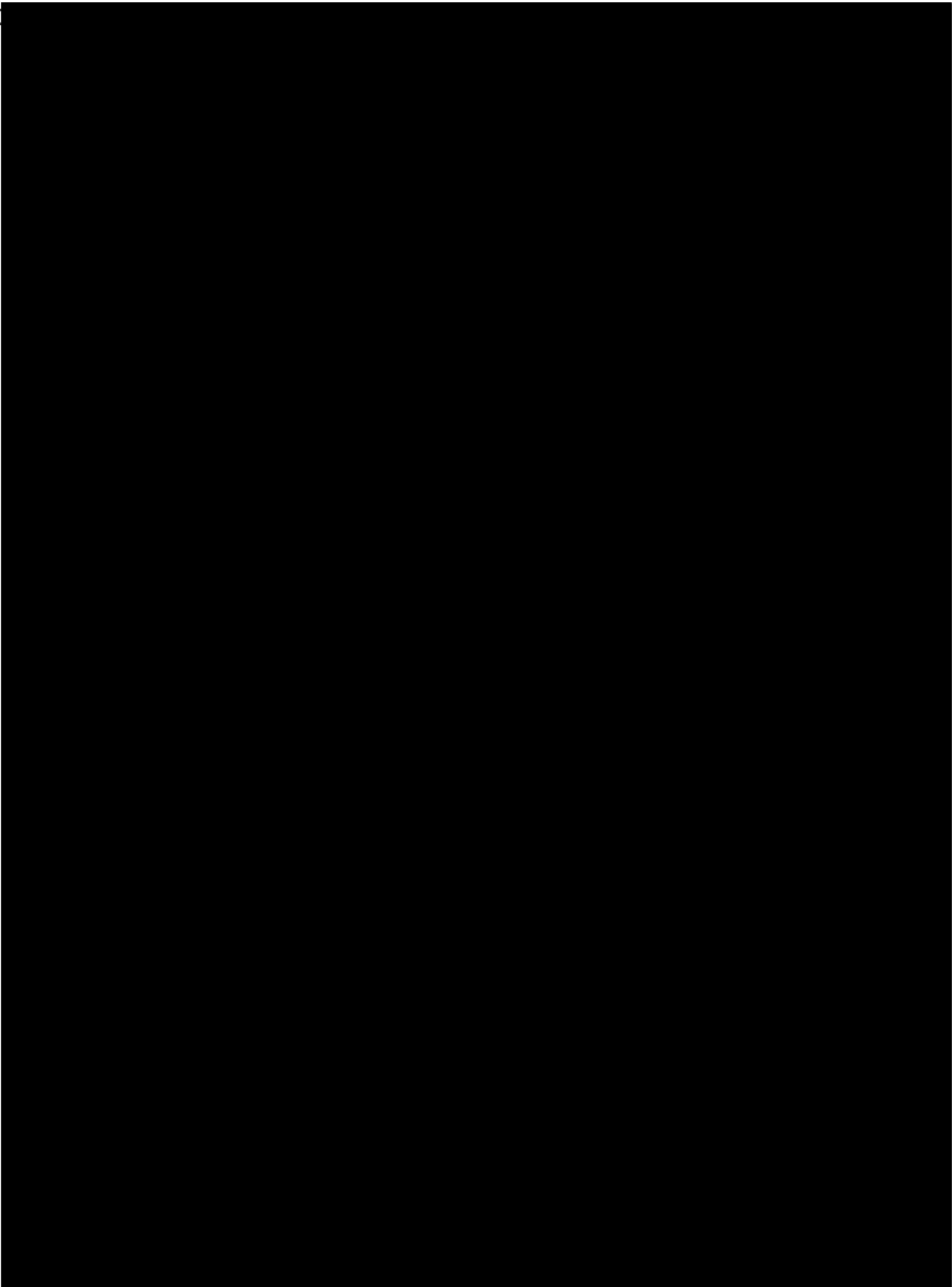




Exhibit C

Human Resources Director's Partial Closure, Partial Acceptance Letter, dated April 18, 2017



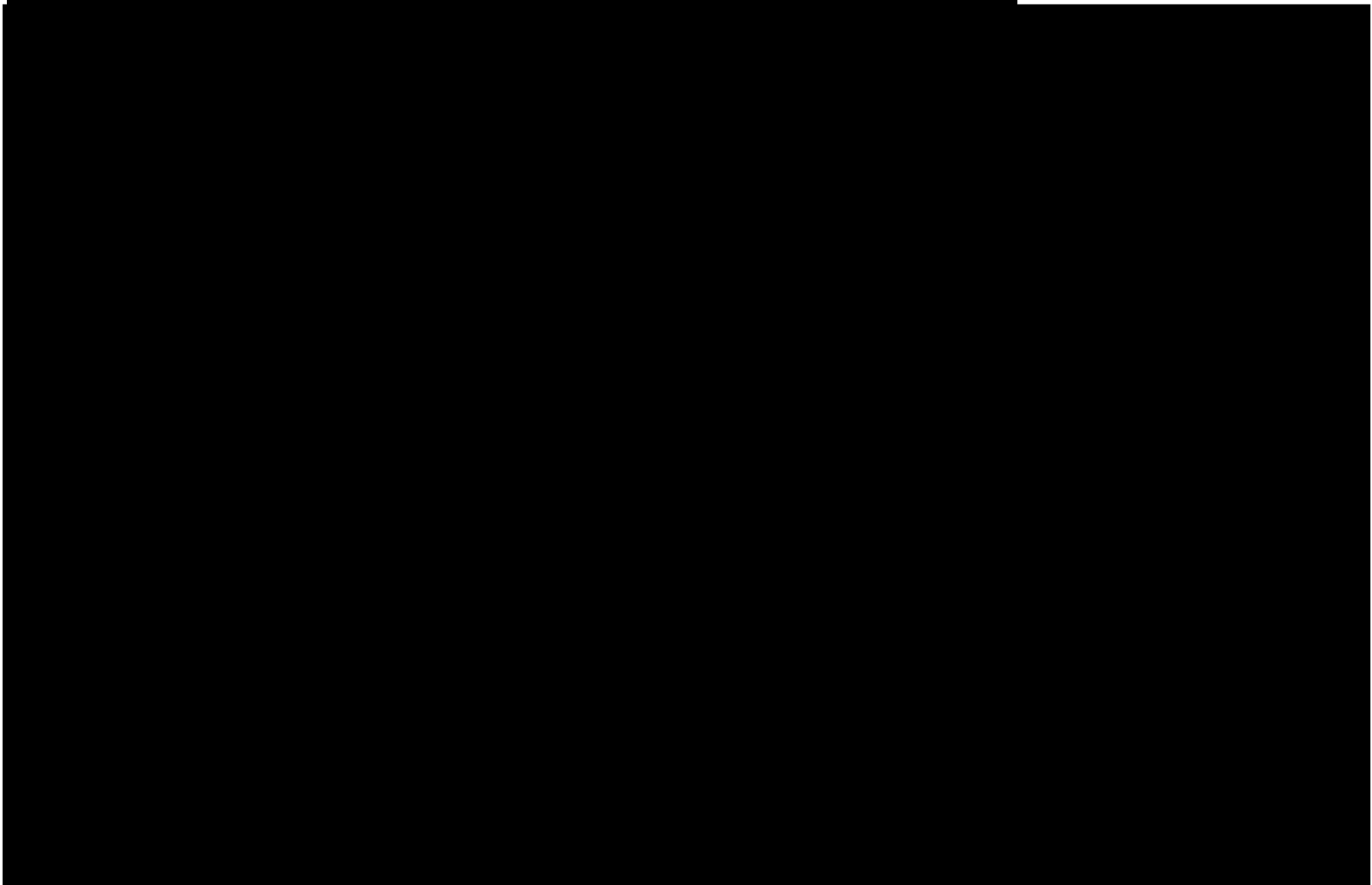




Exhibit D

Appellant's Letter of Appeal, dated April 27, 2017



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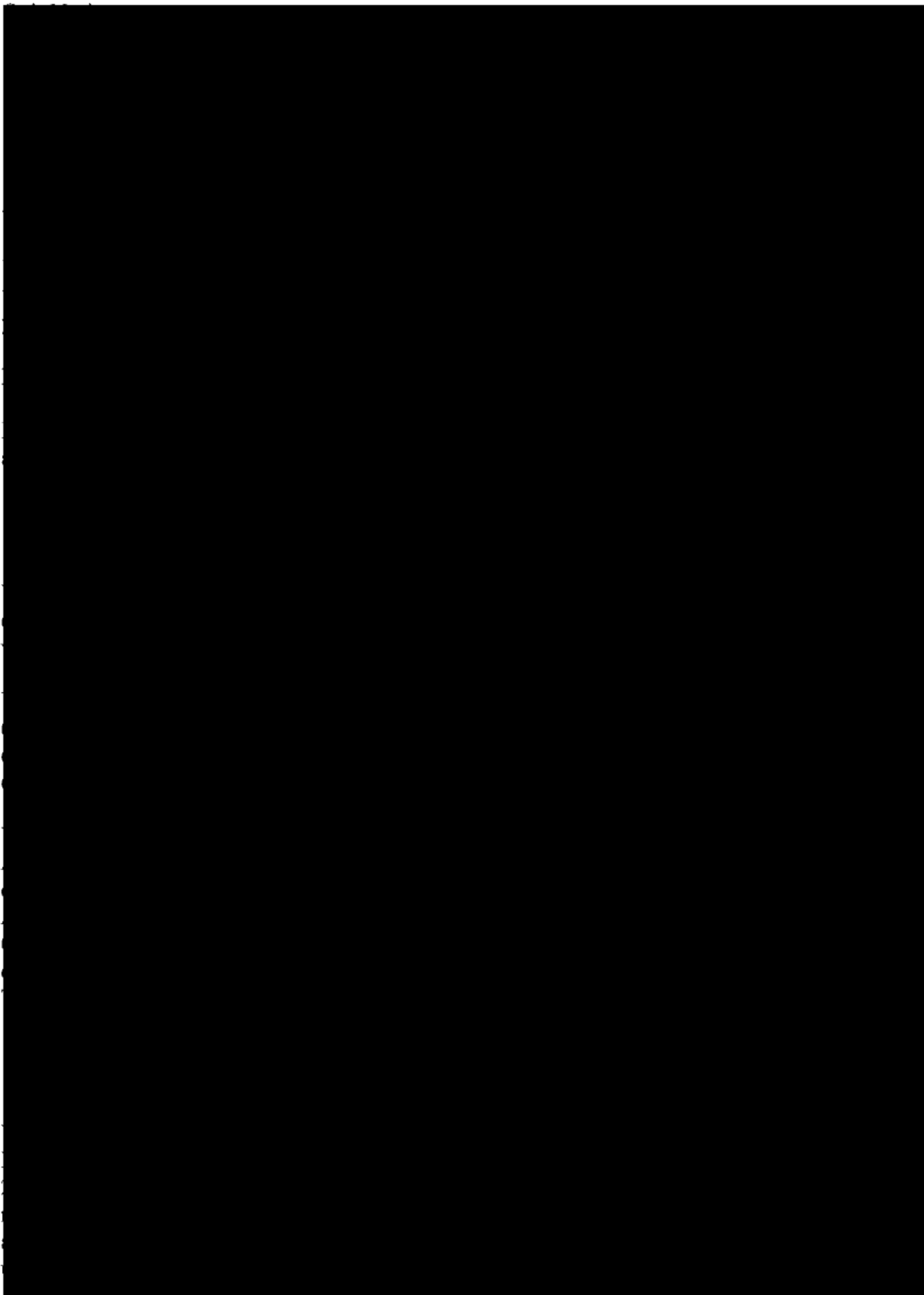
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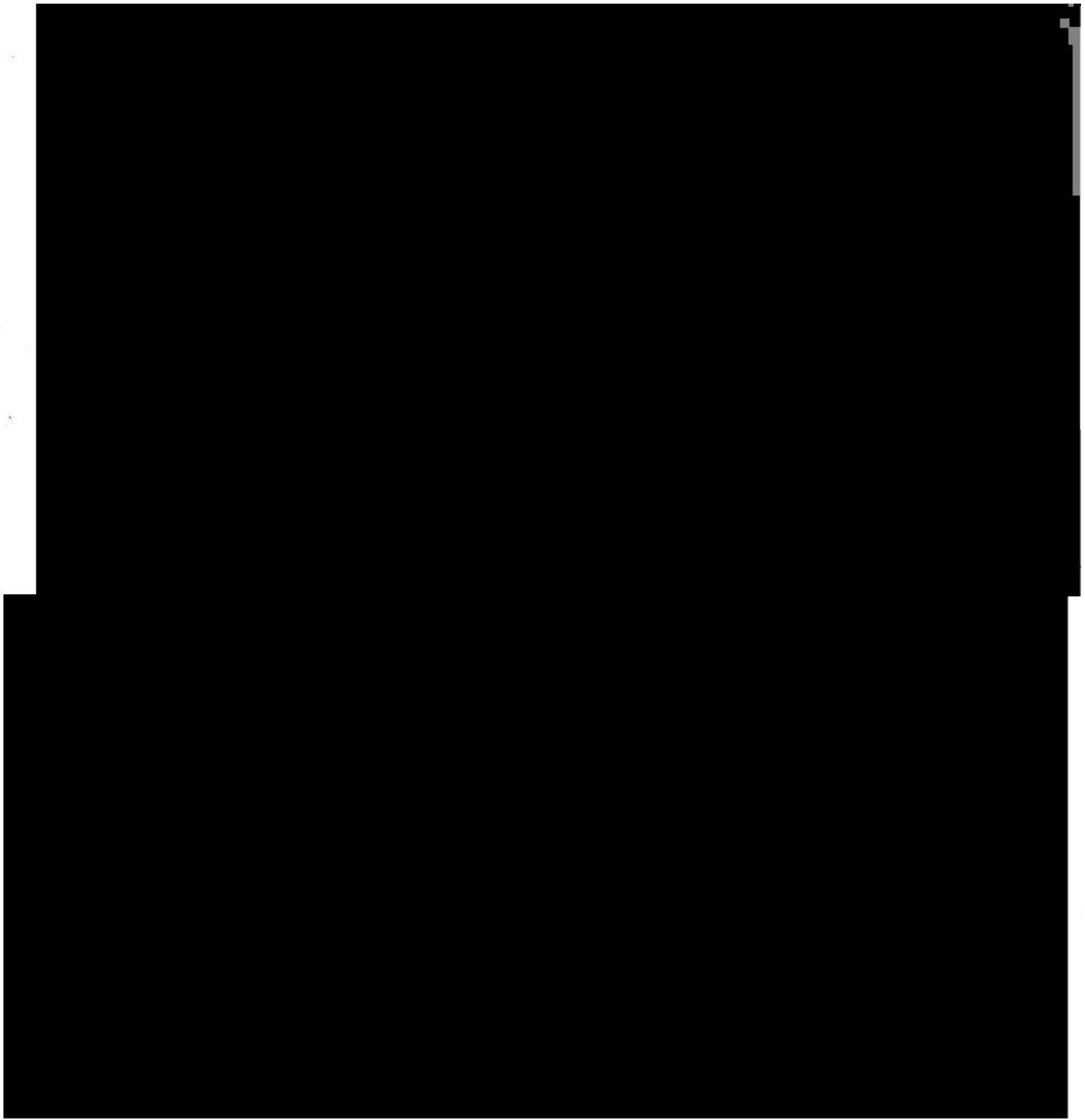
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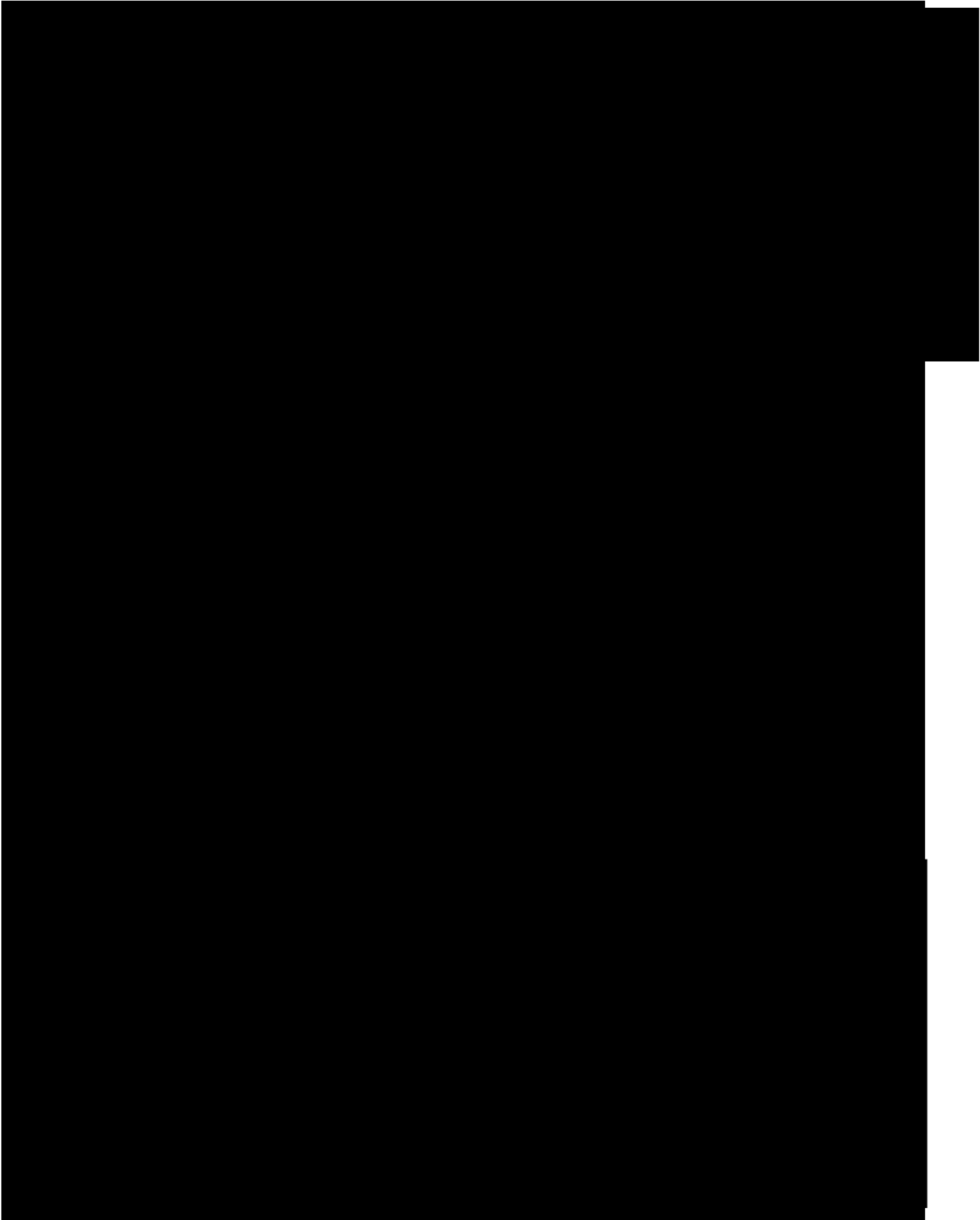


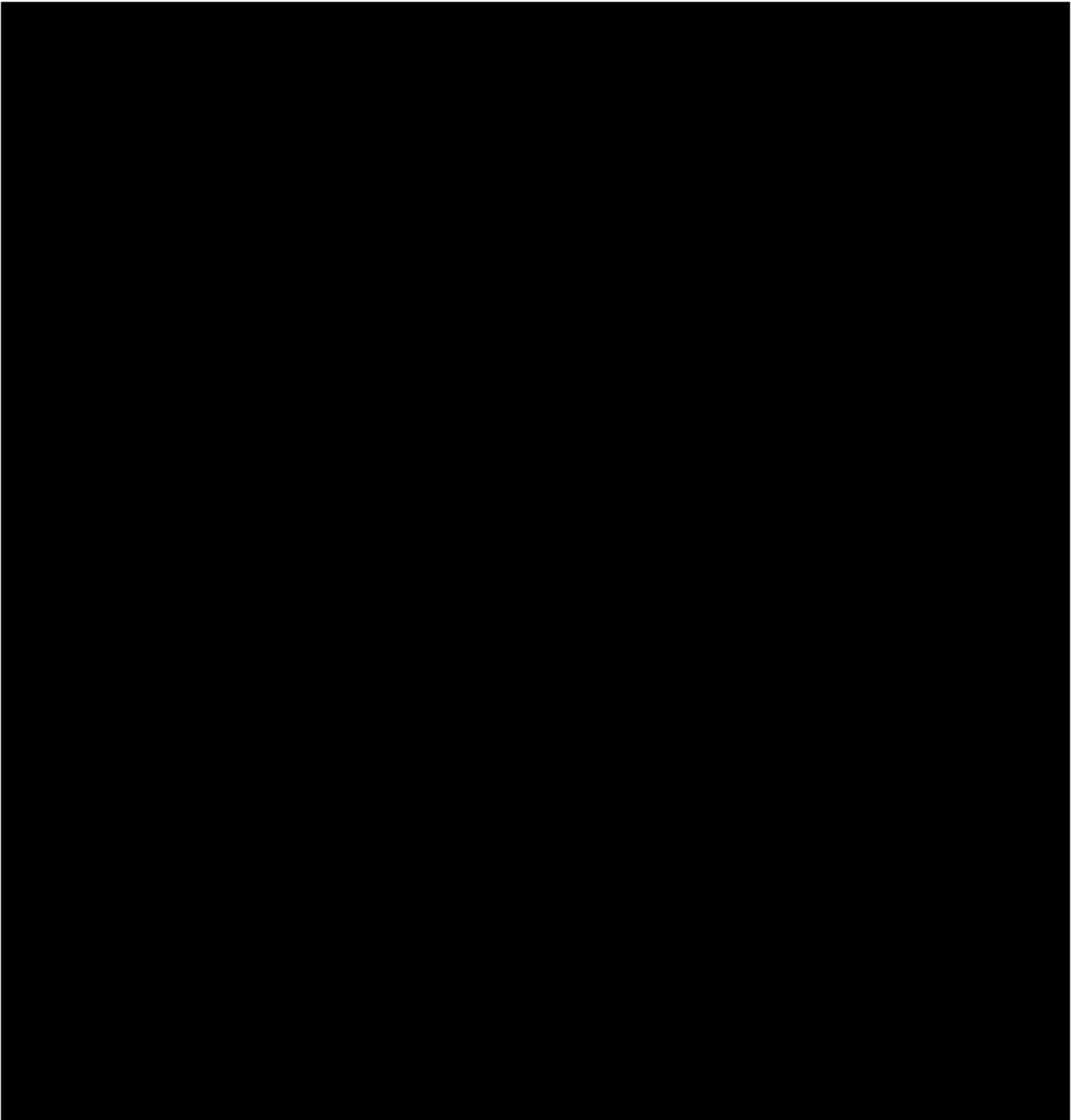
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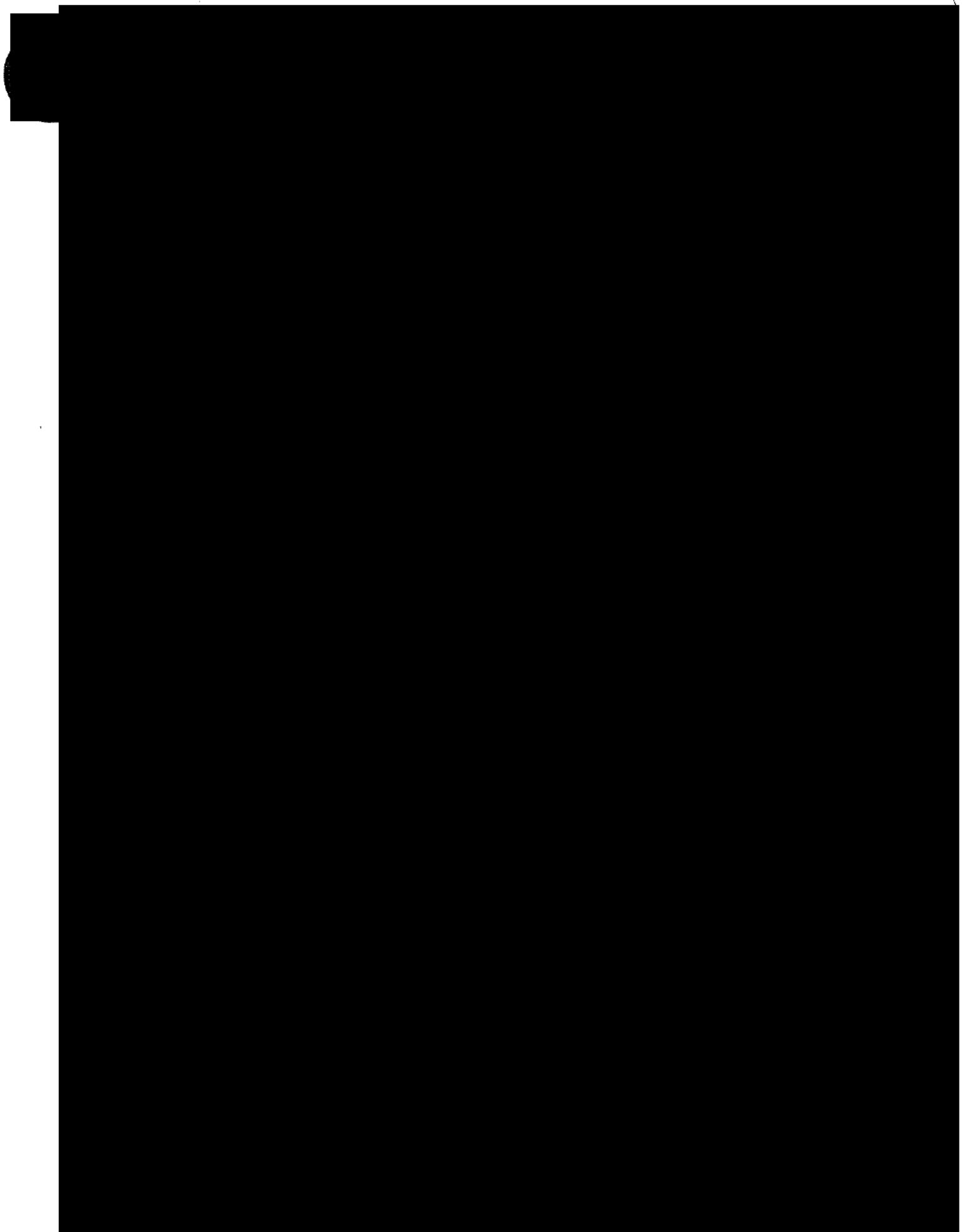
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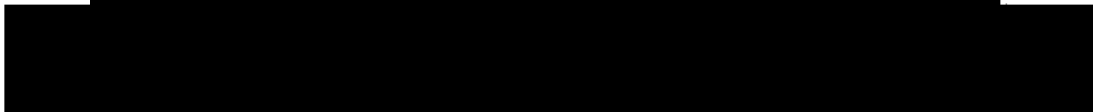
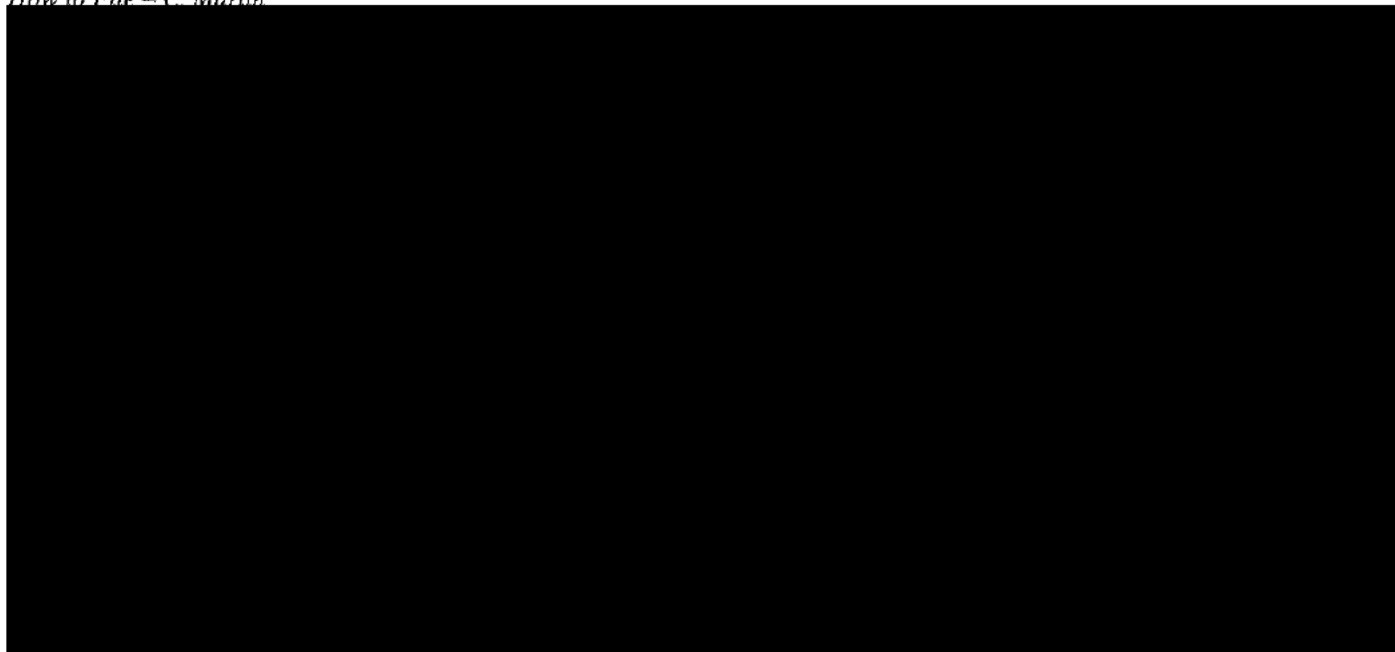
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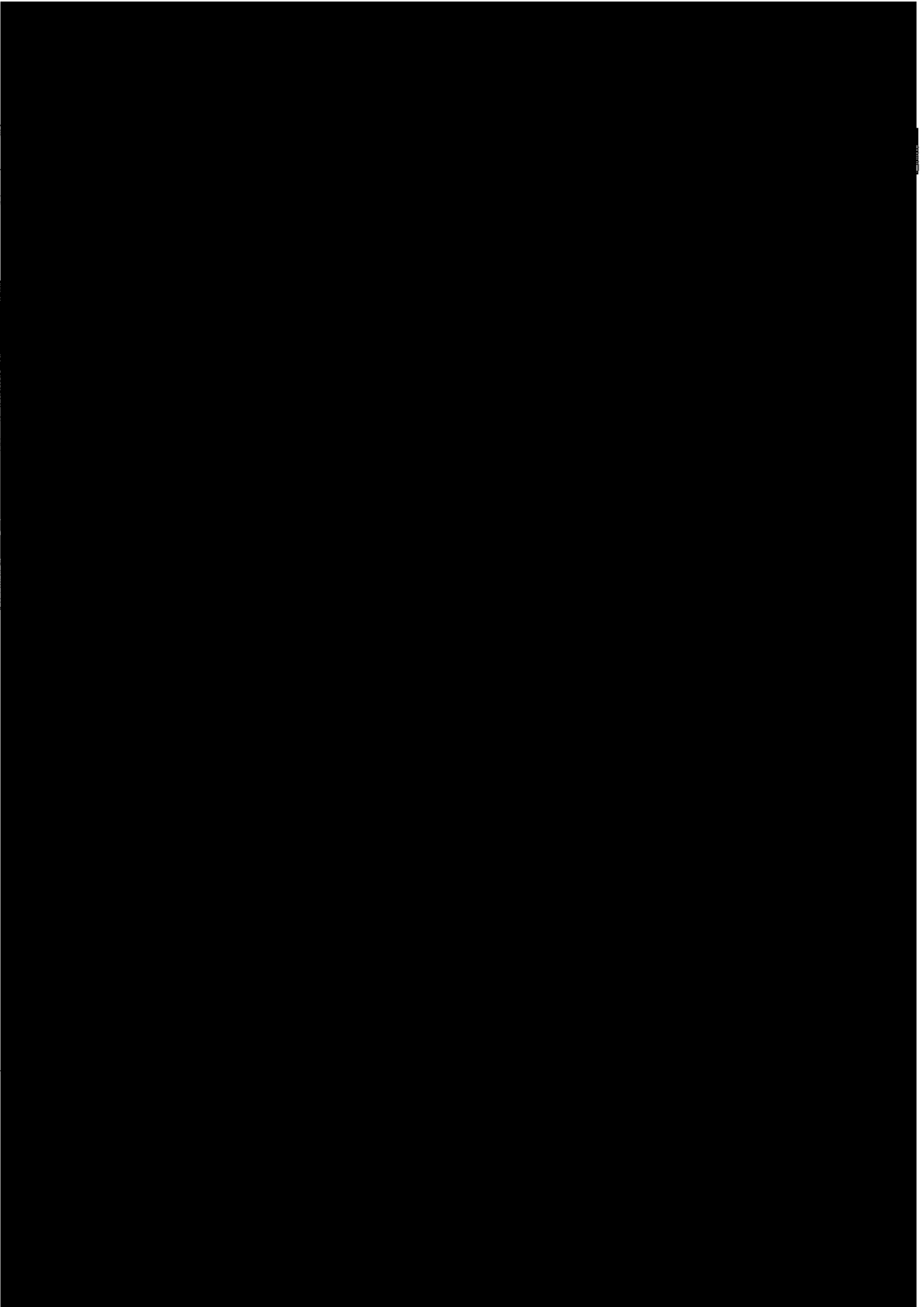


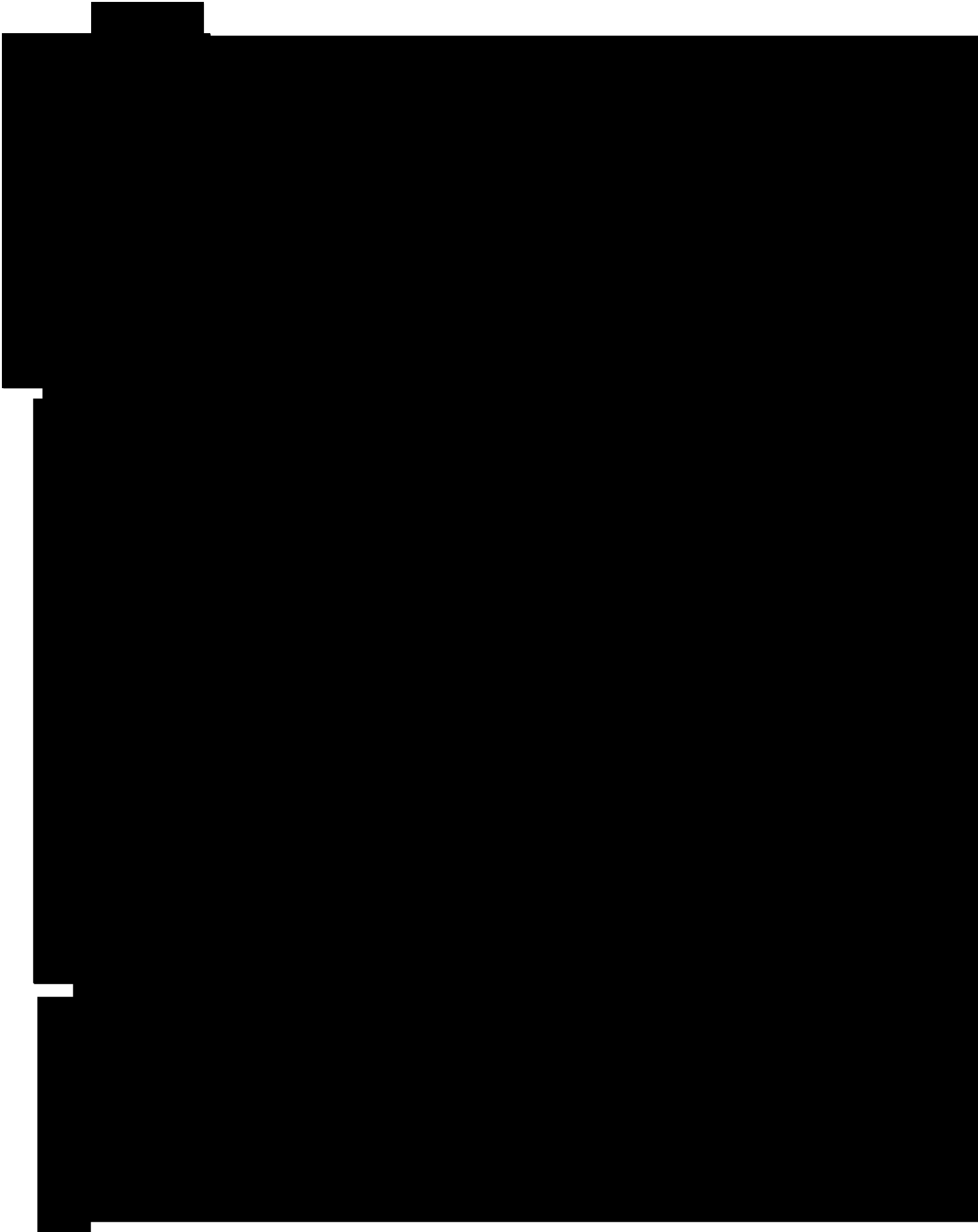




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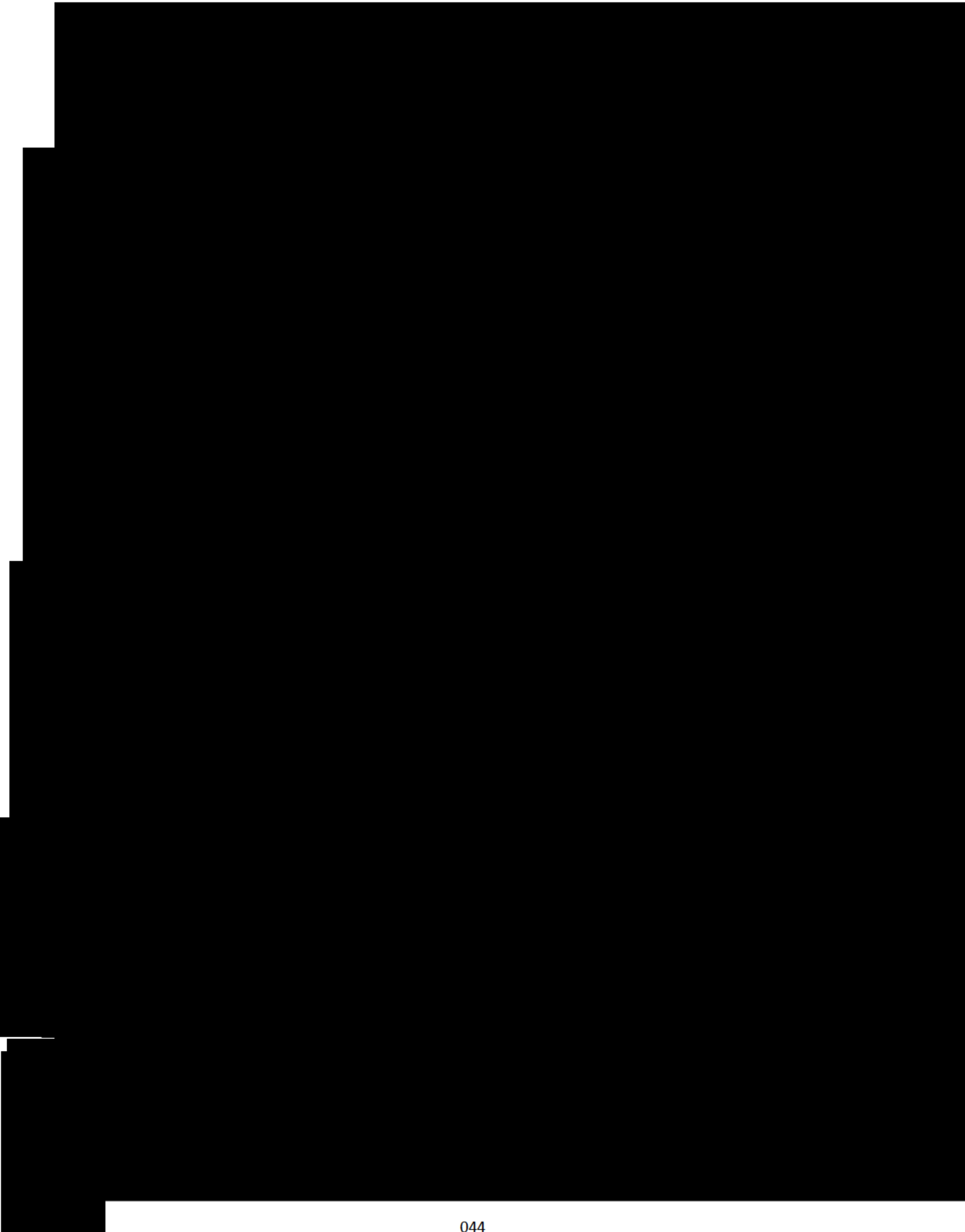


Exhibit E

Civil Service Commission Notice of Receipt of Appeal, dated May 1, 2017

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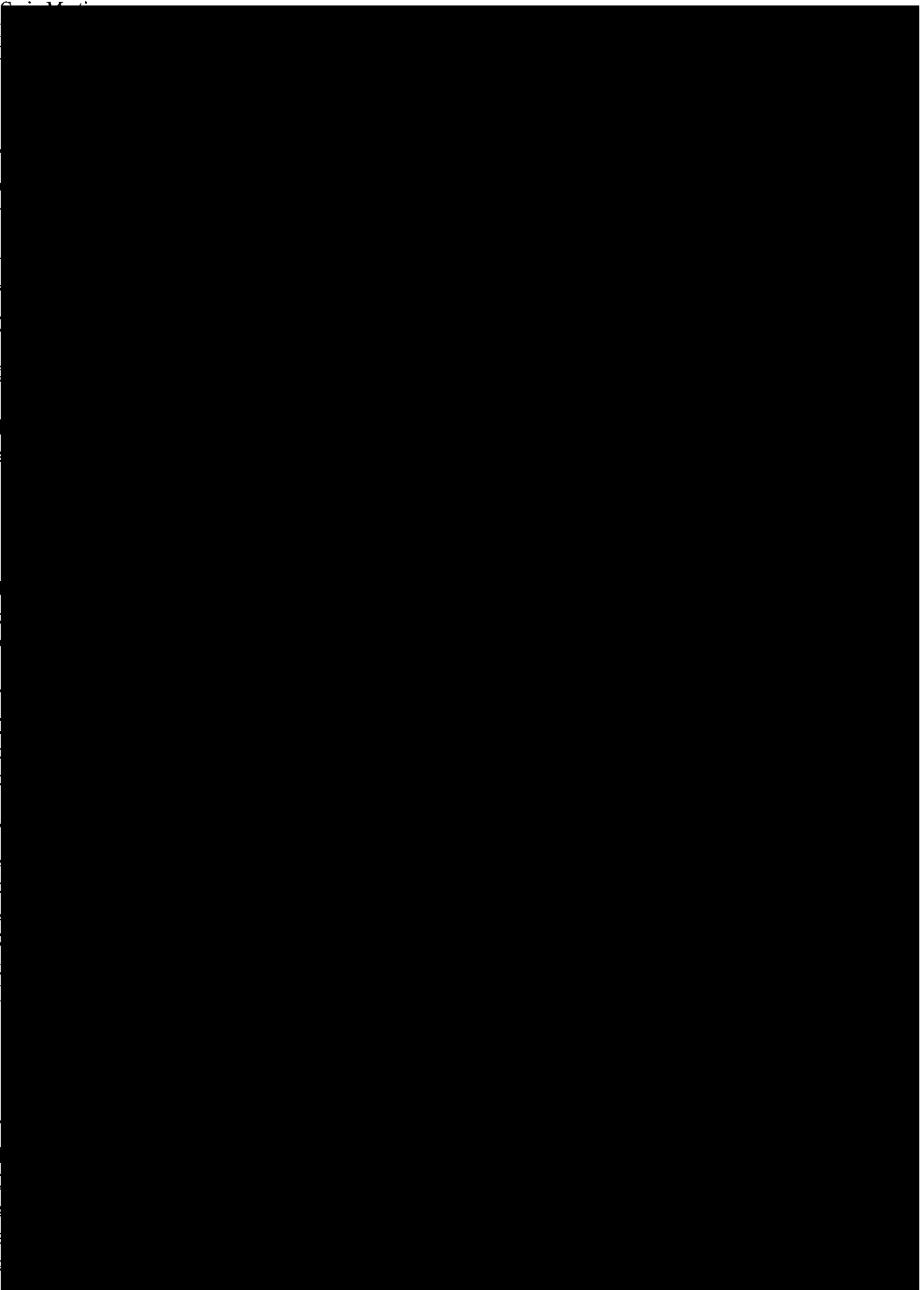
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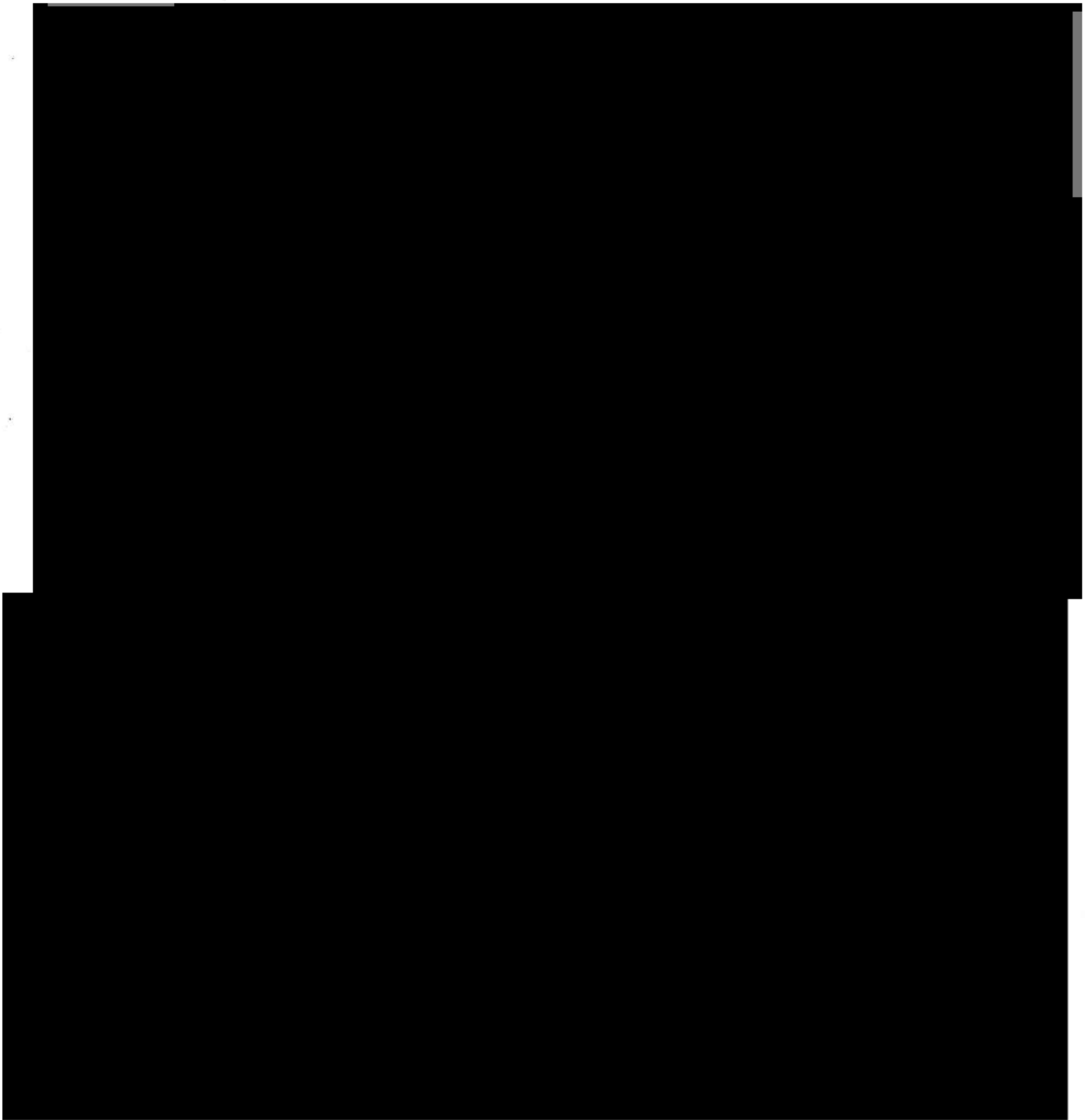
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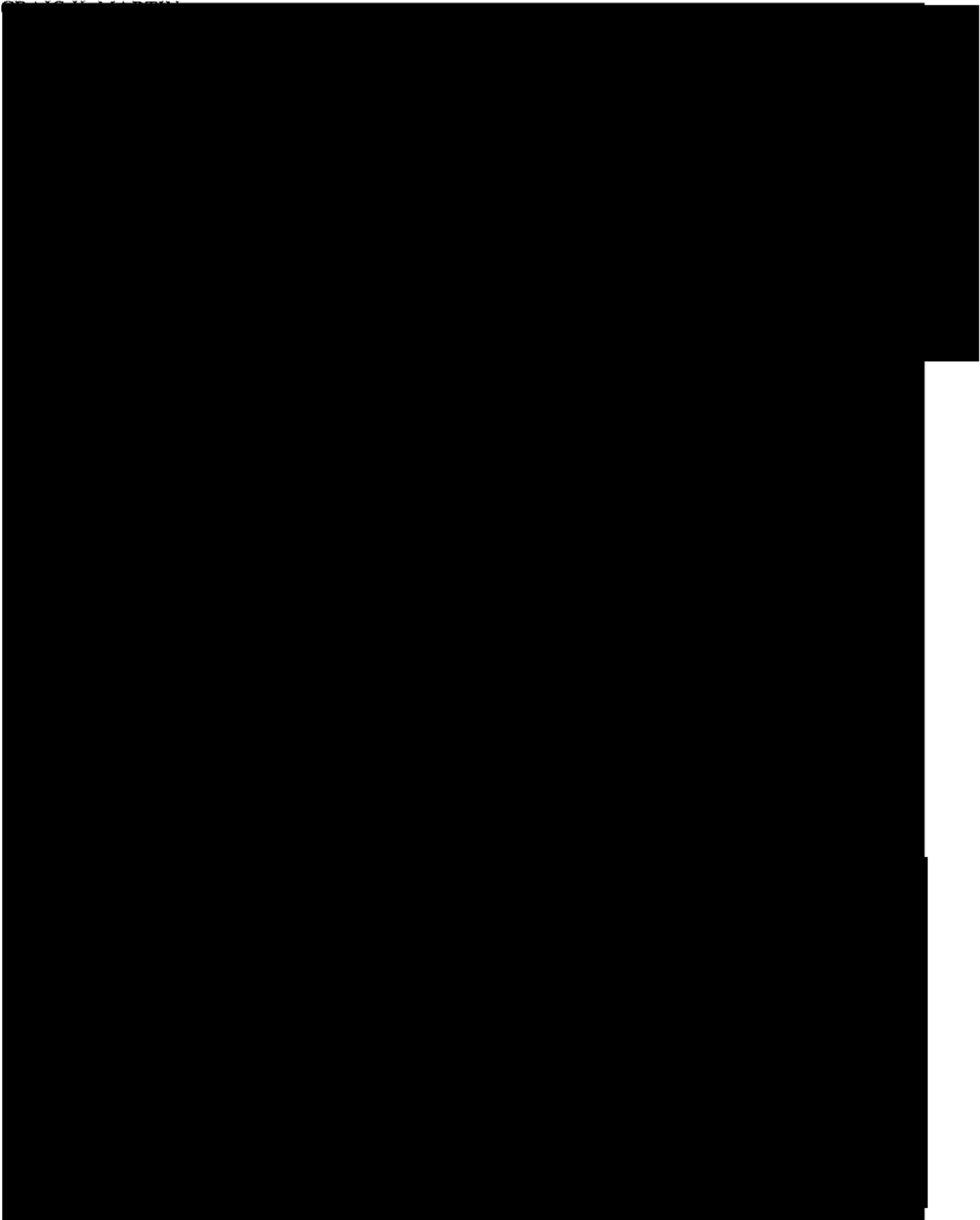


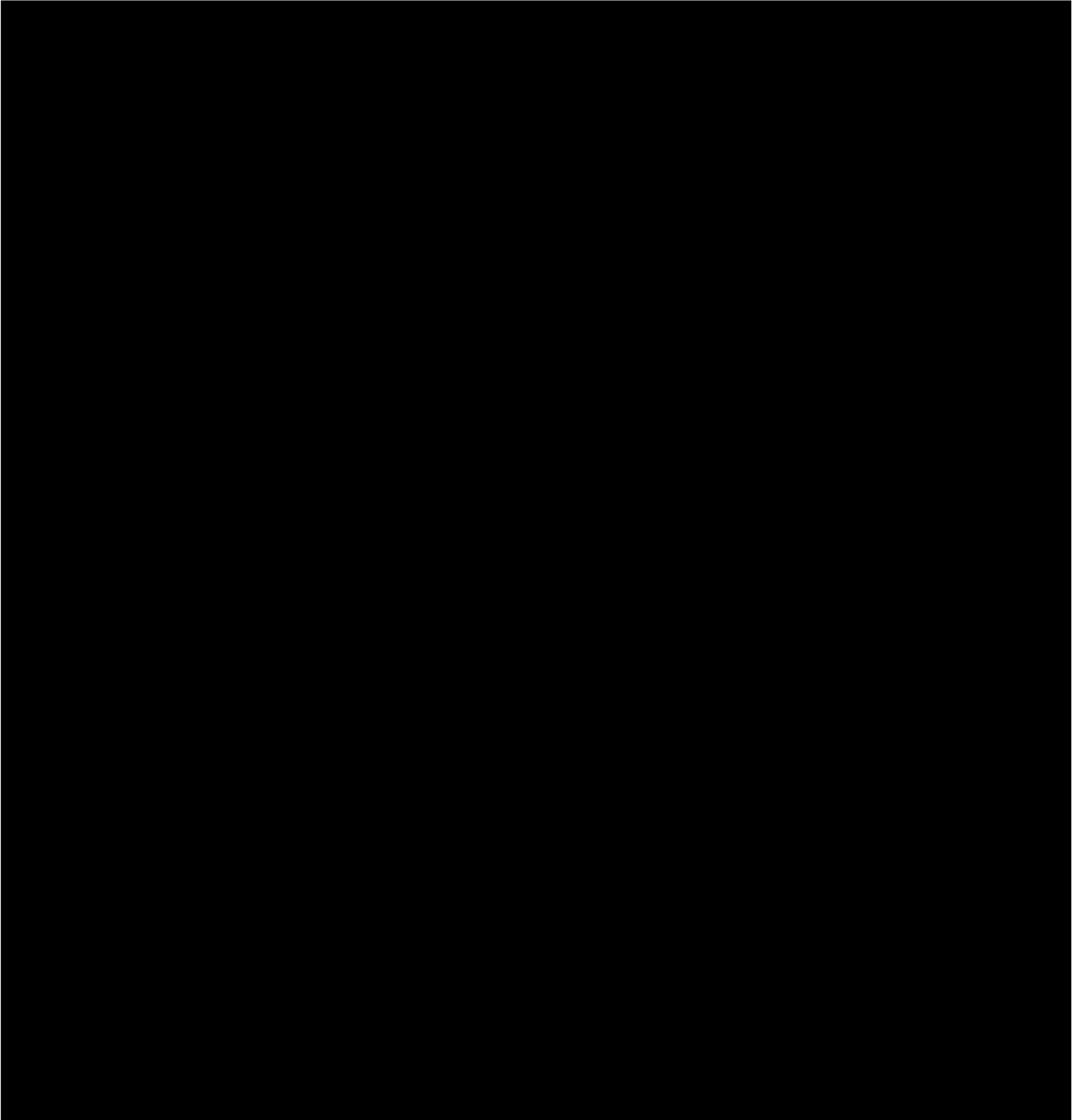


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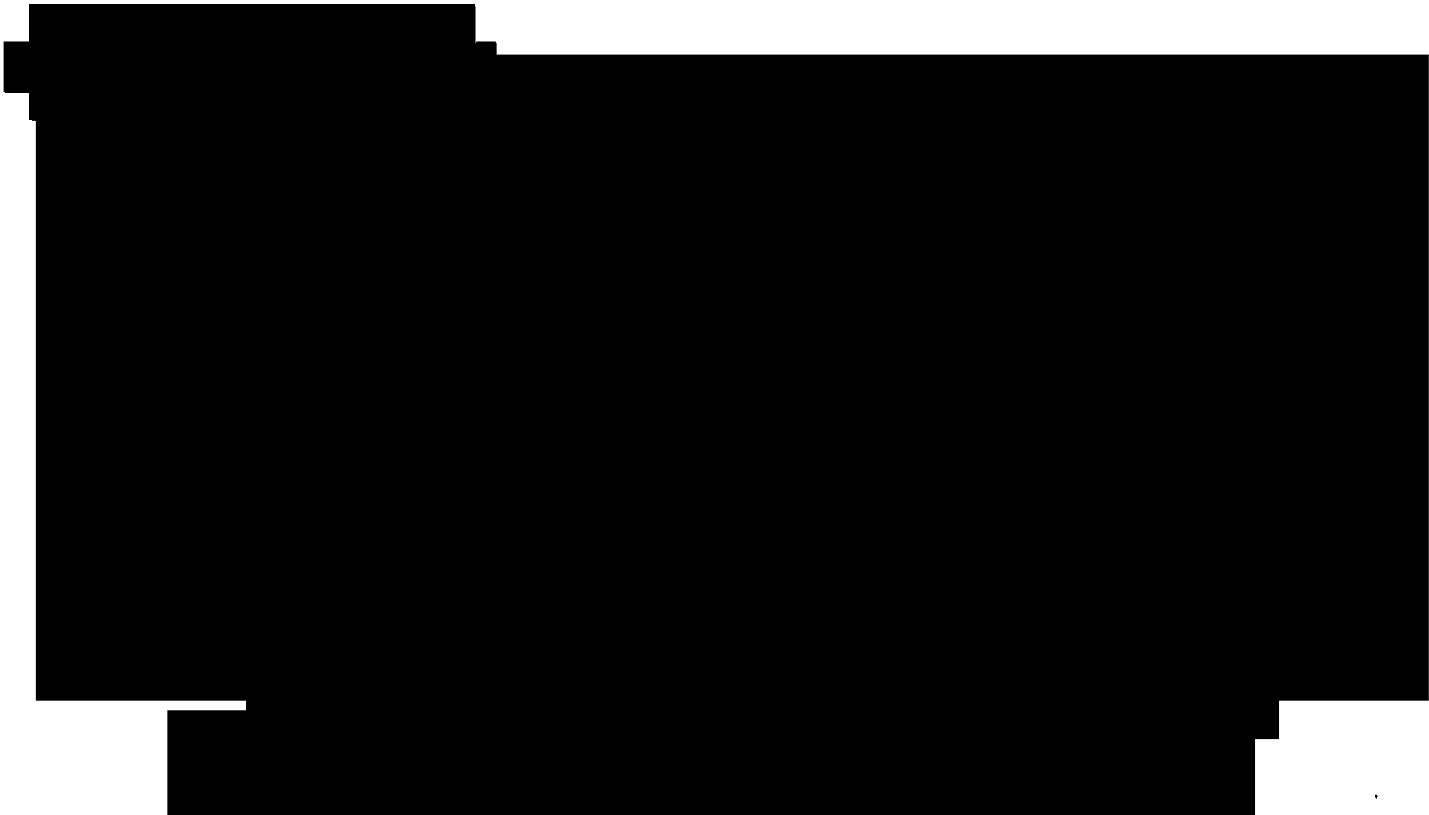
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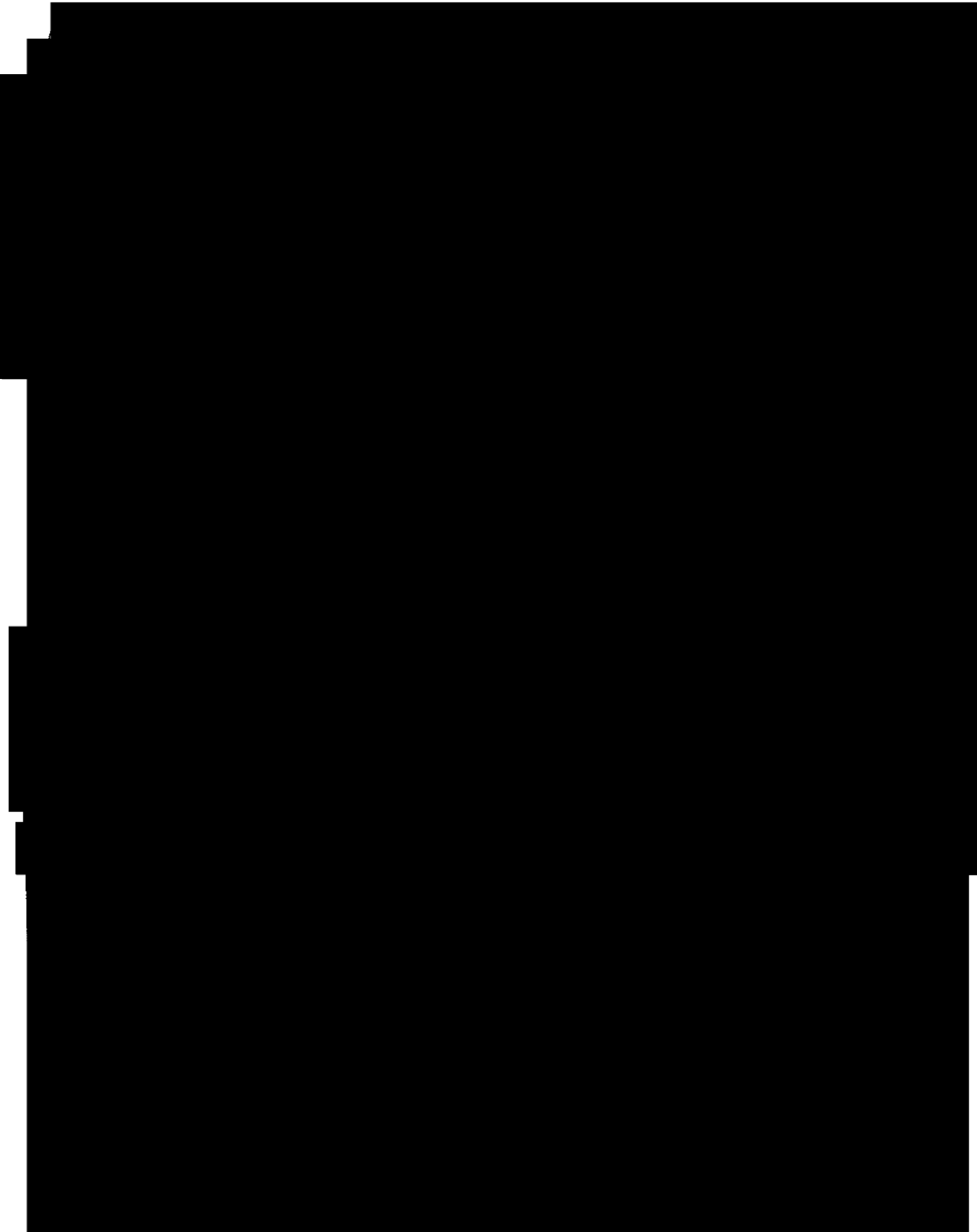
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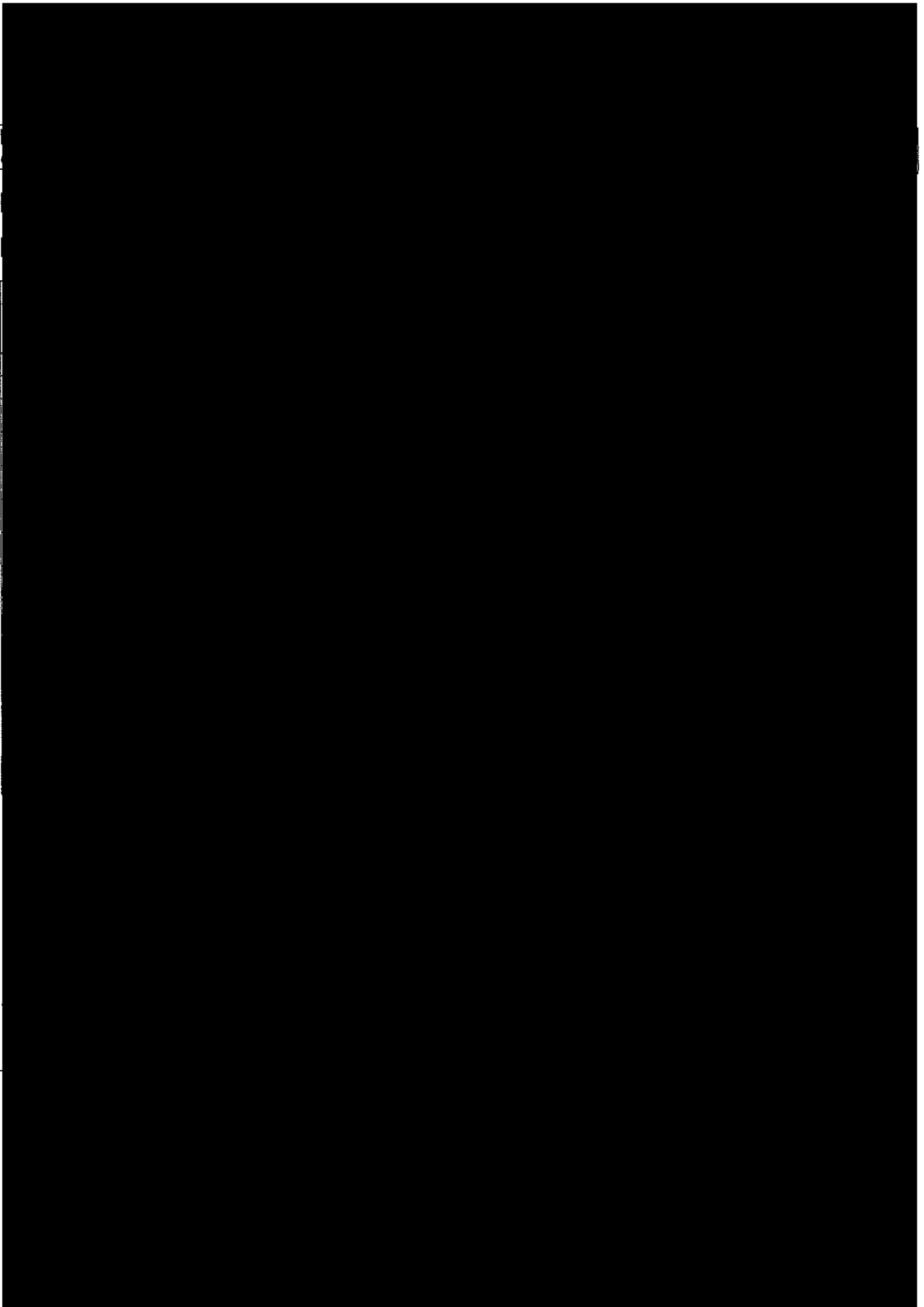








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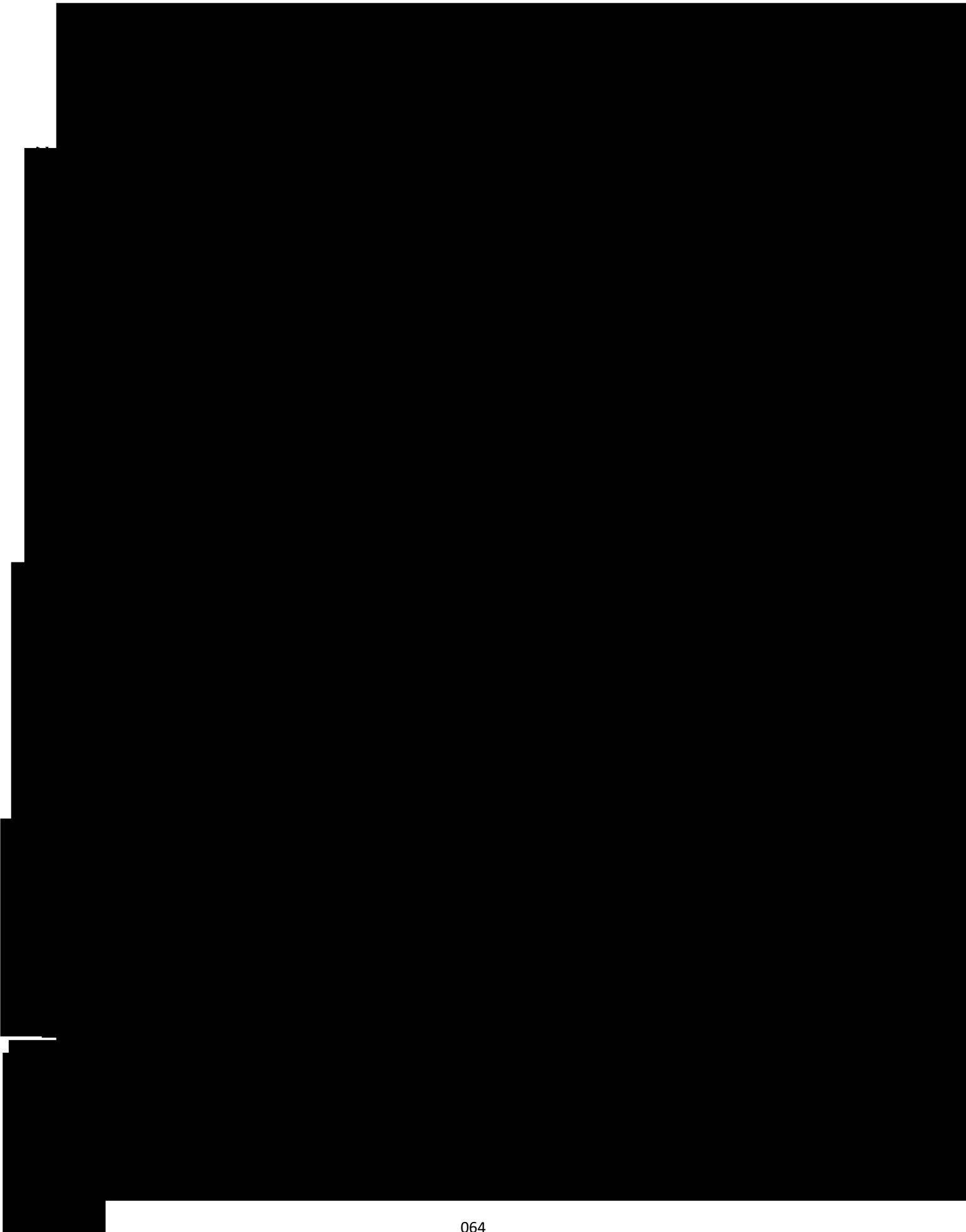


Exhibit F

Civil Service Commission Correspondence to Craig Martin, dated May 3, 2017

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Exhibit G

Craig Martin Correspondence to Civil Service Commission, dated May 30, 2017

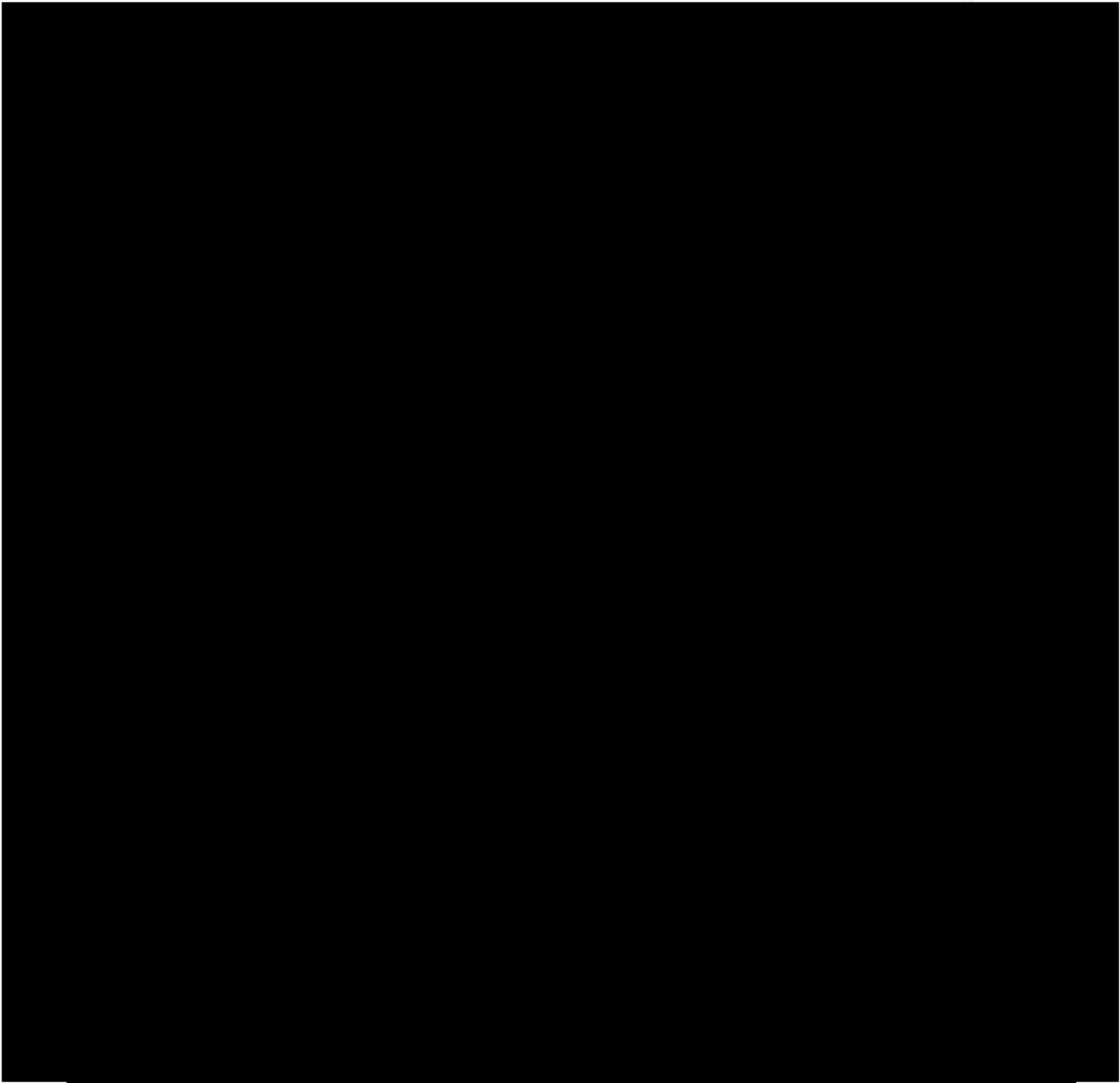
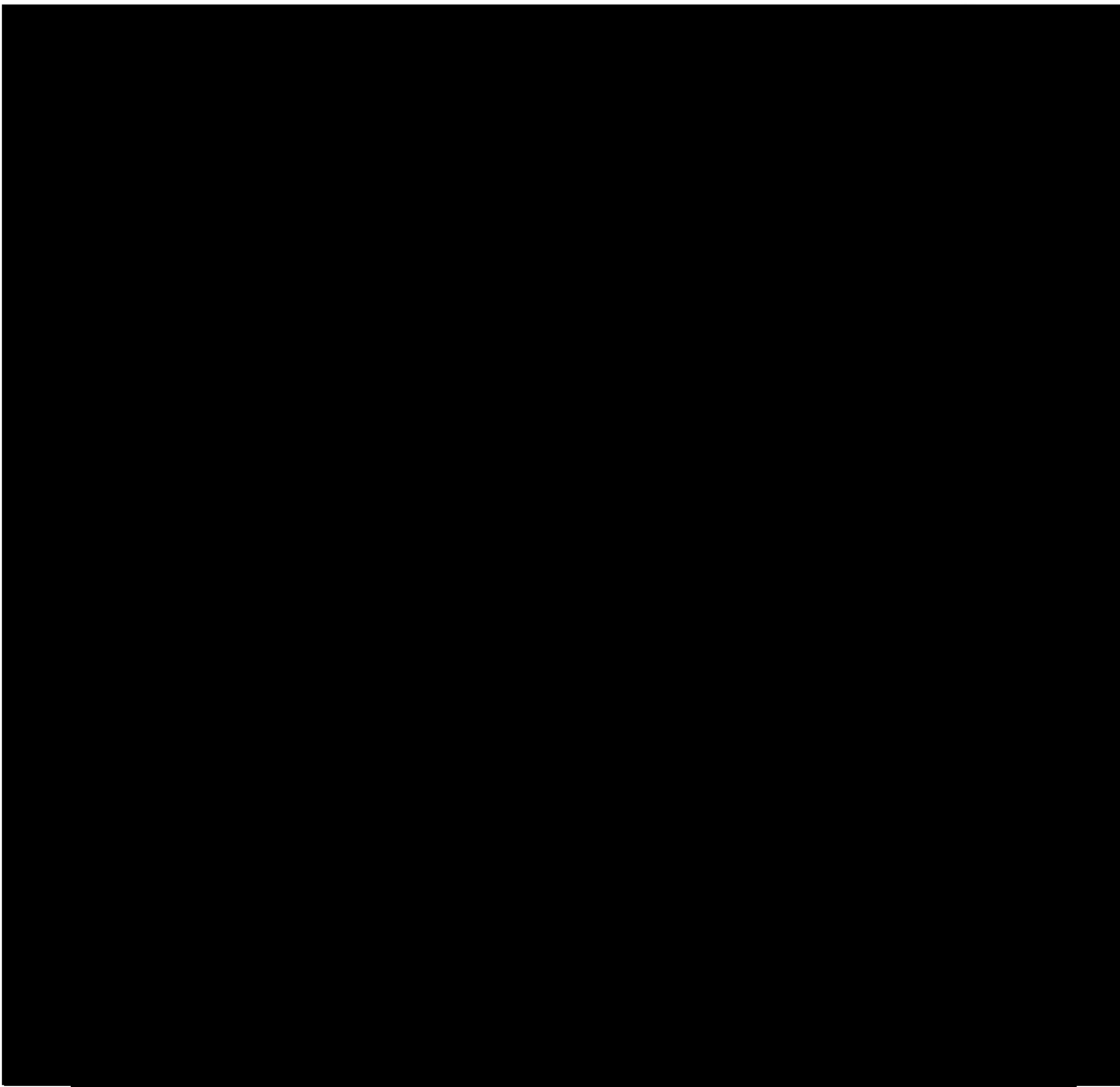


Exhibit H

Civil Service Commission Correspondence to Craig Martin, dated June 7, 2017

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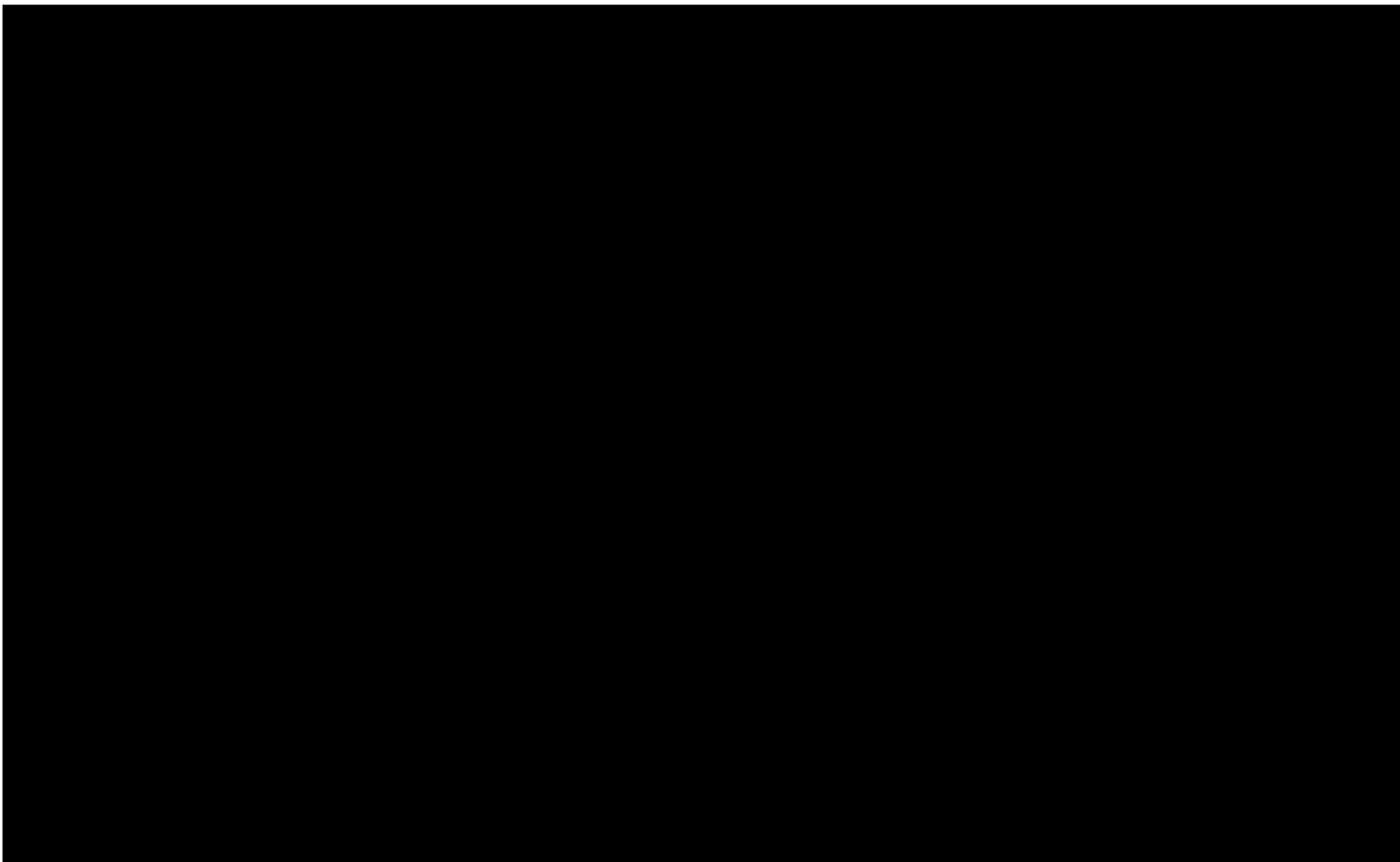
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Mr. [REDACTED]

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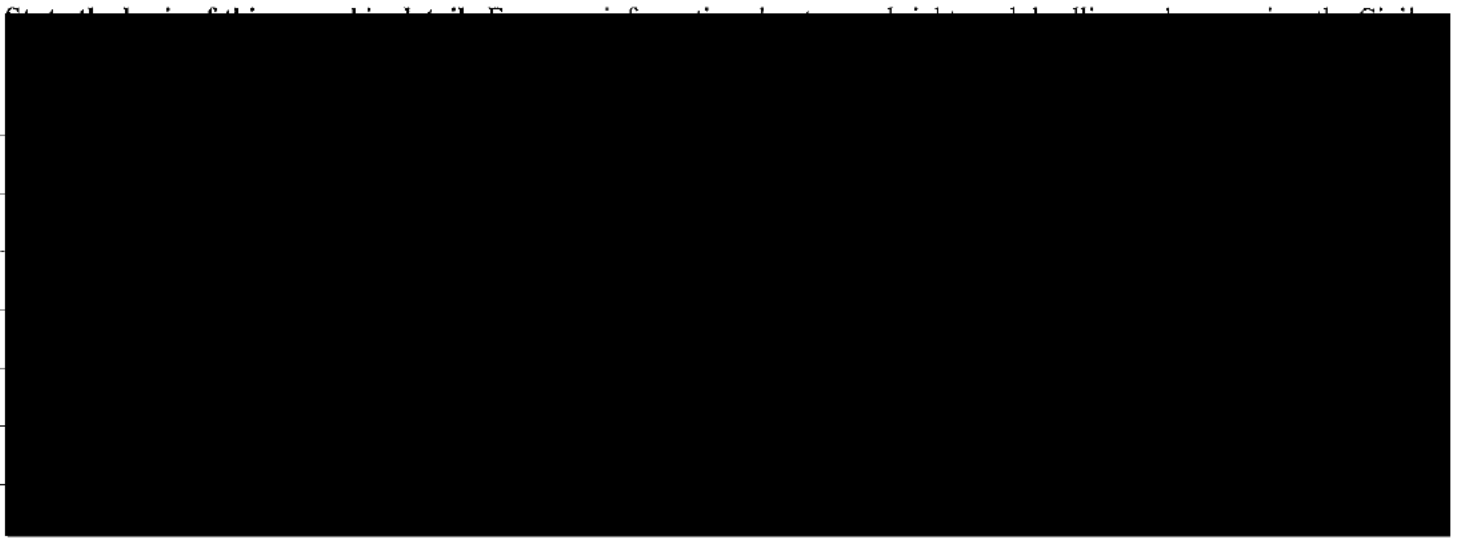


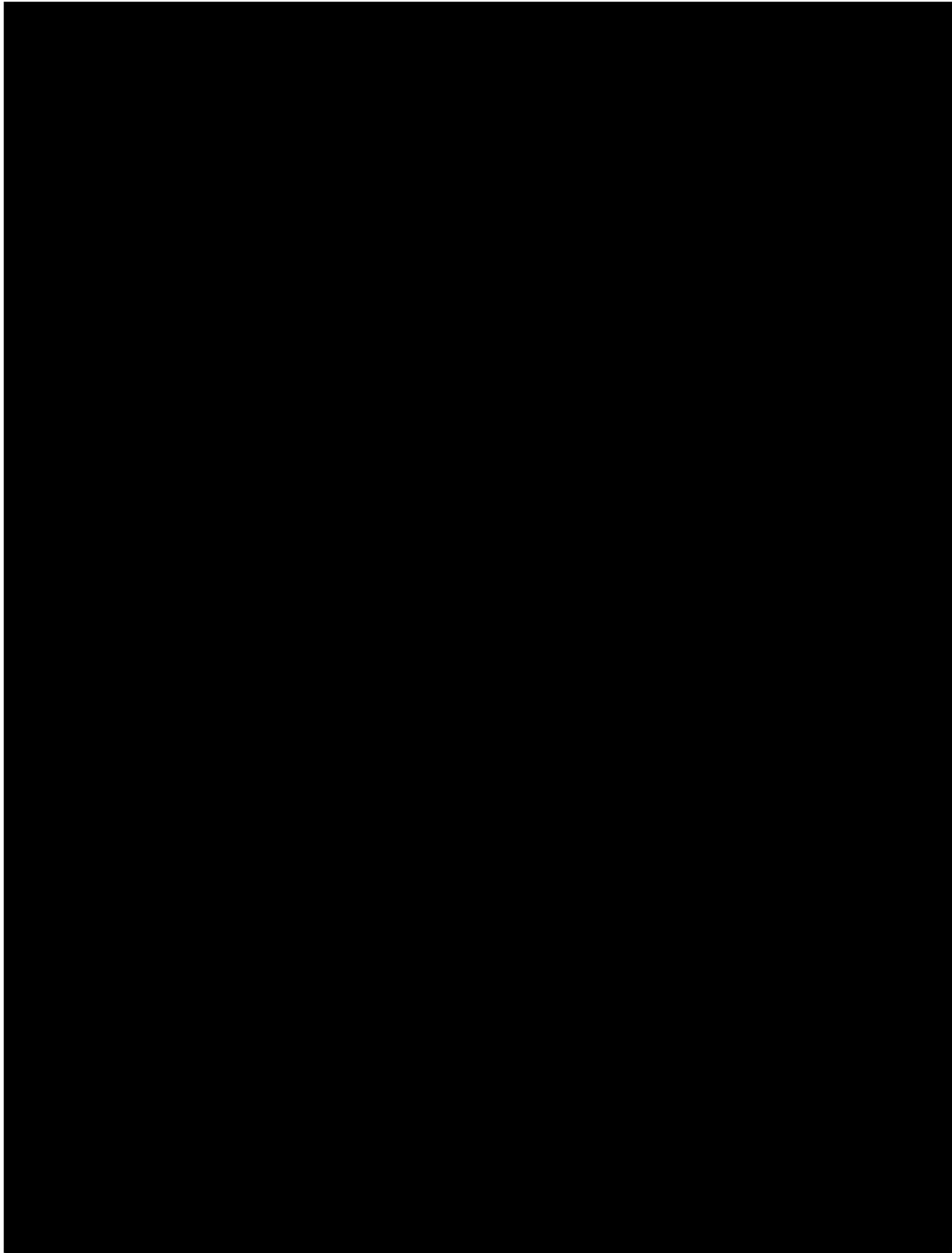
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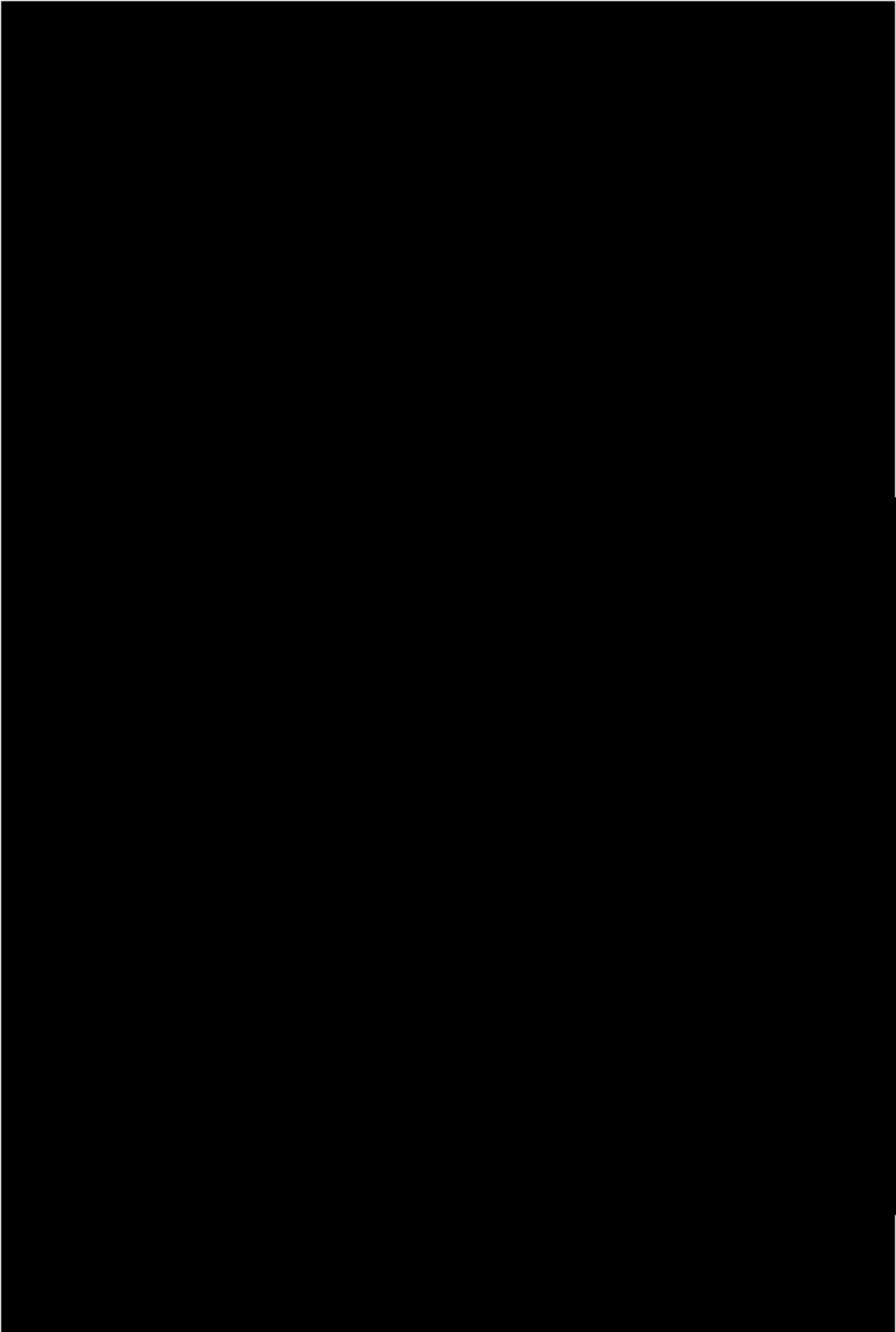
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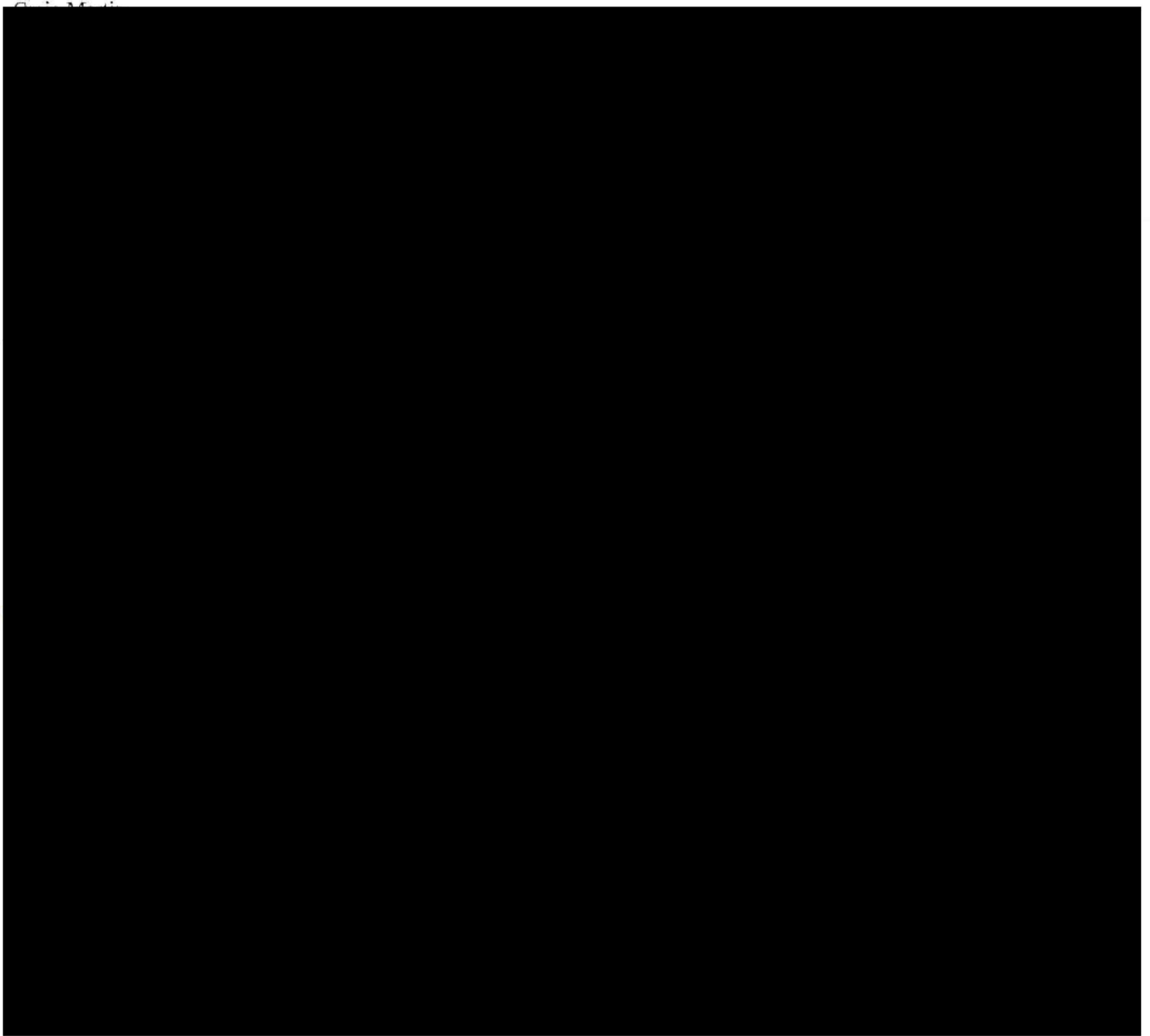
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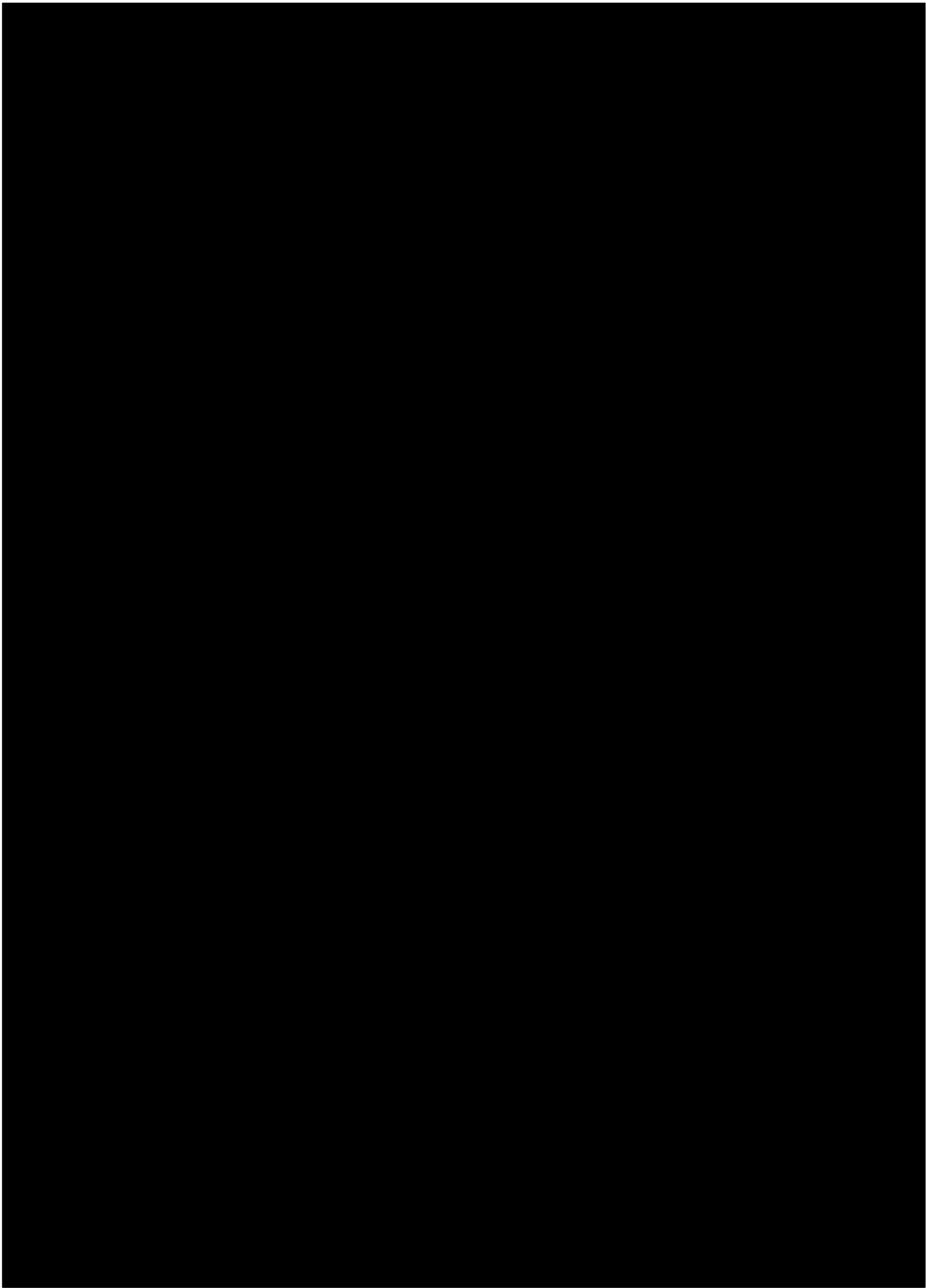
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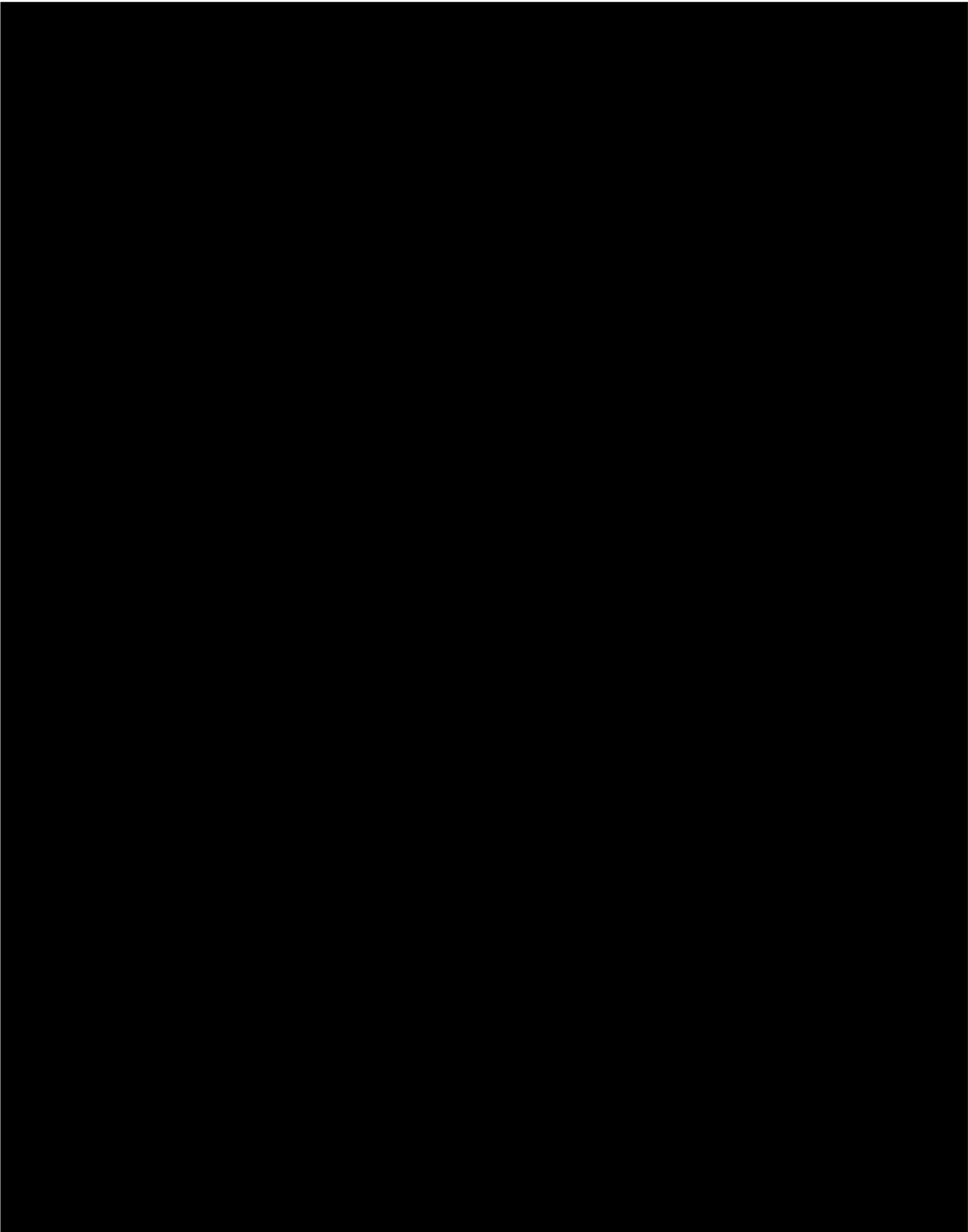


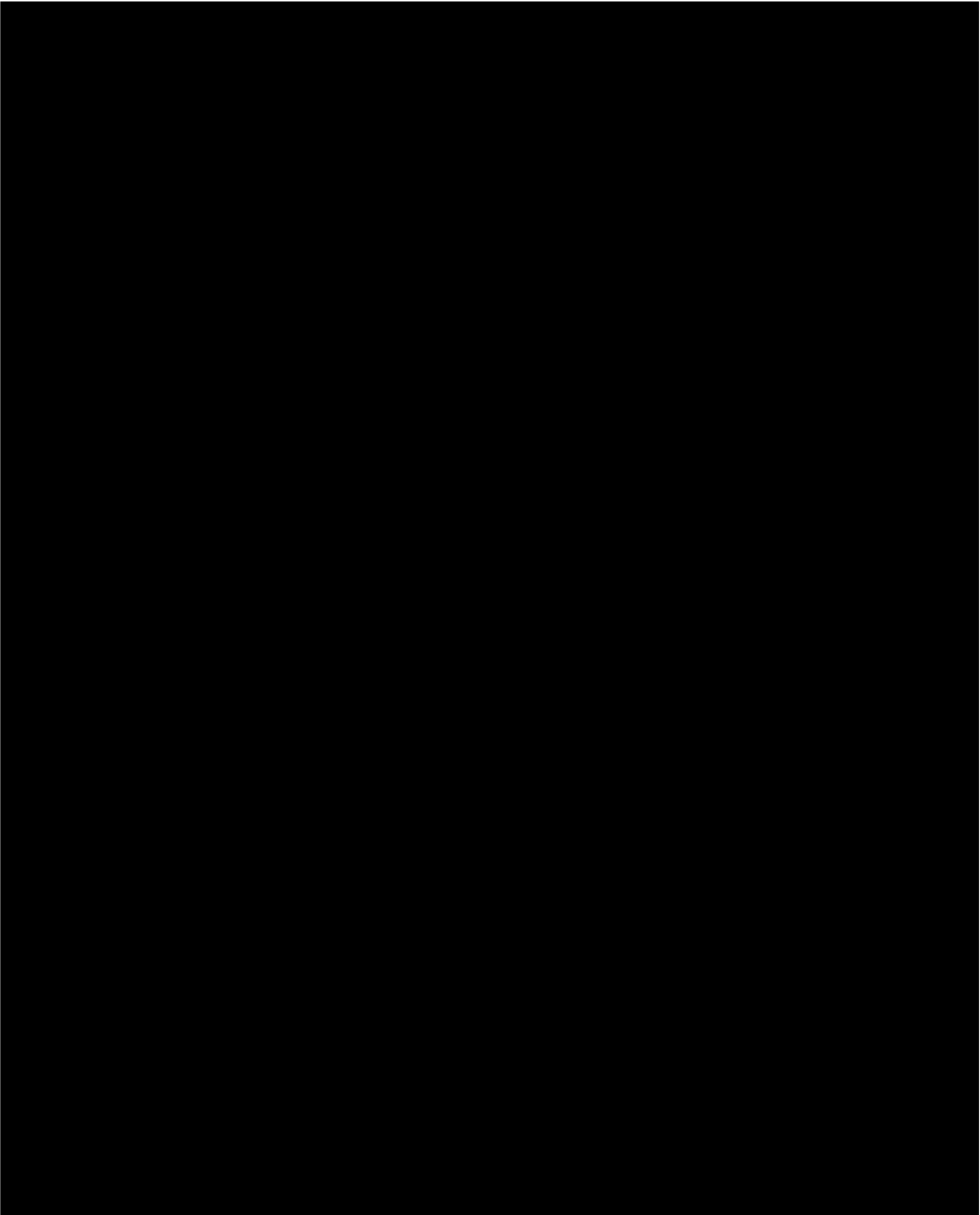








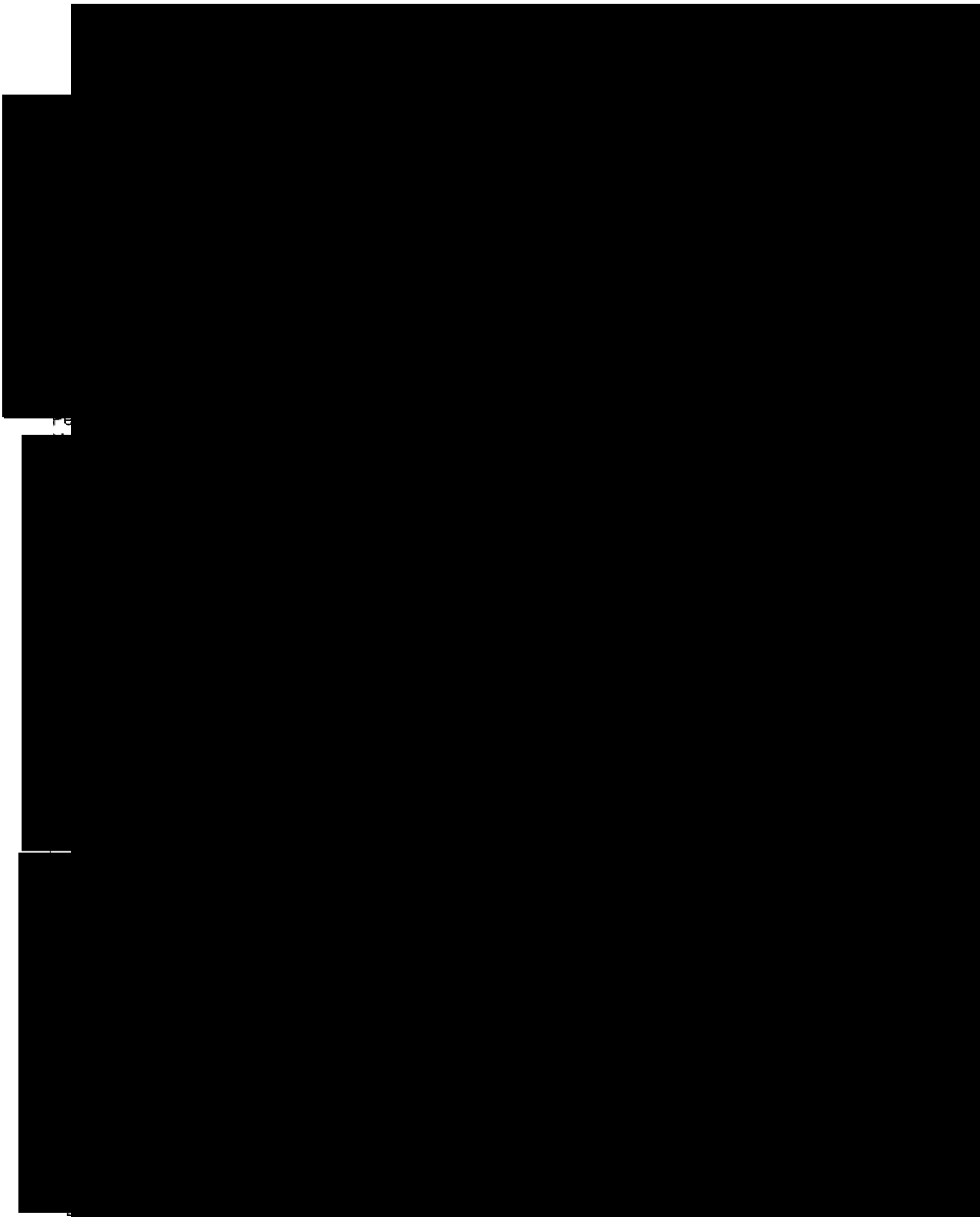


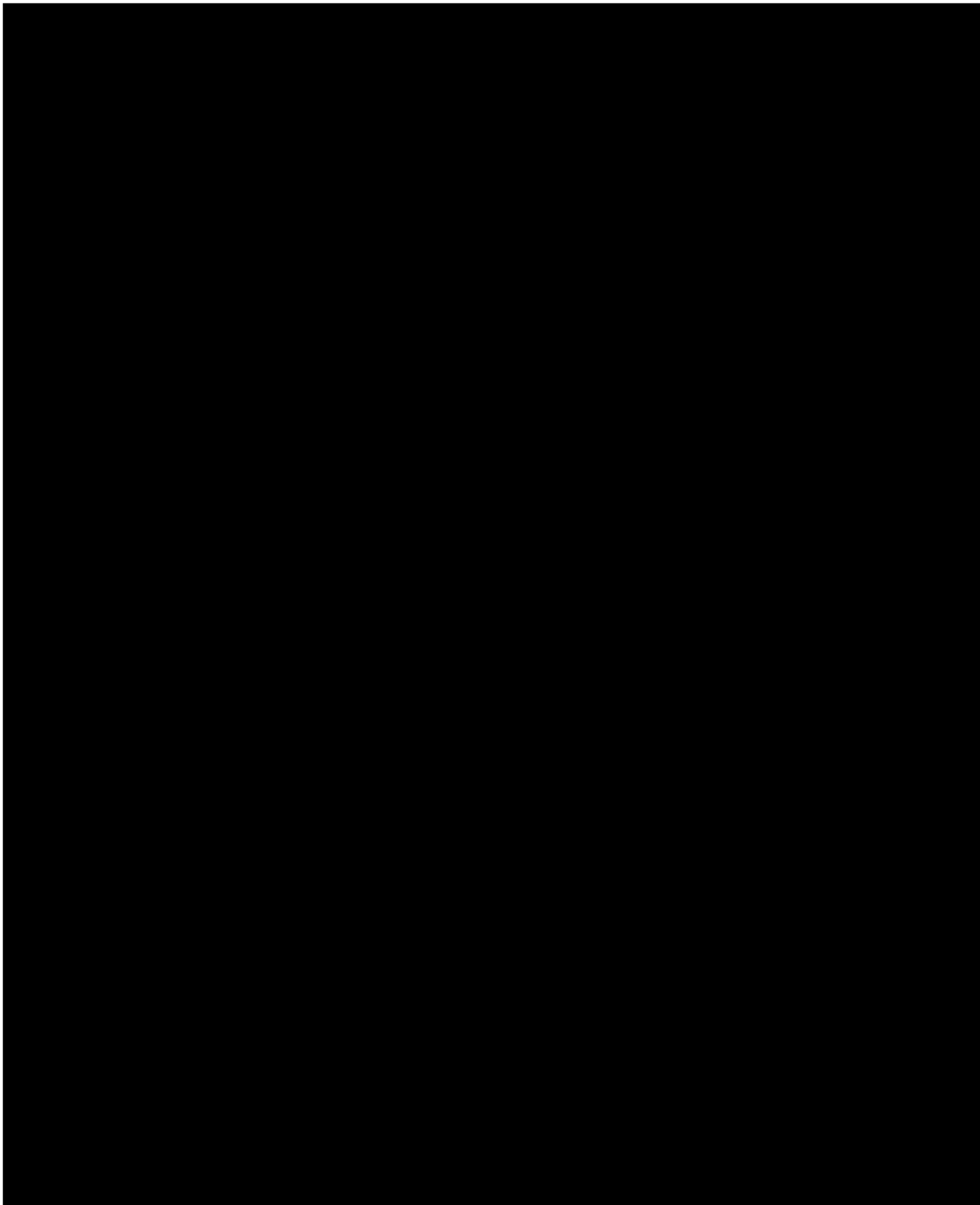


with a neutral third party (mediator) to assist them in reaching a mutually acceptable

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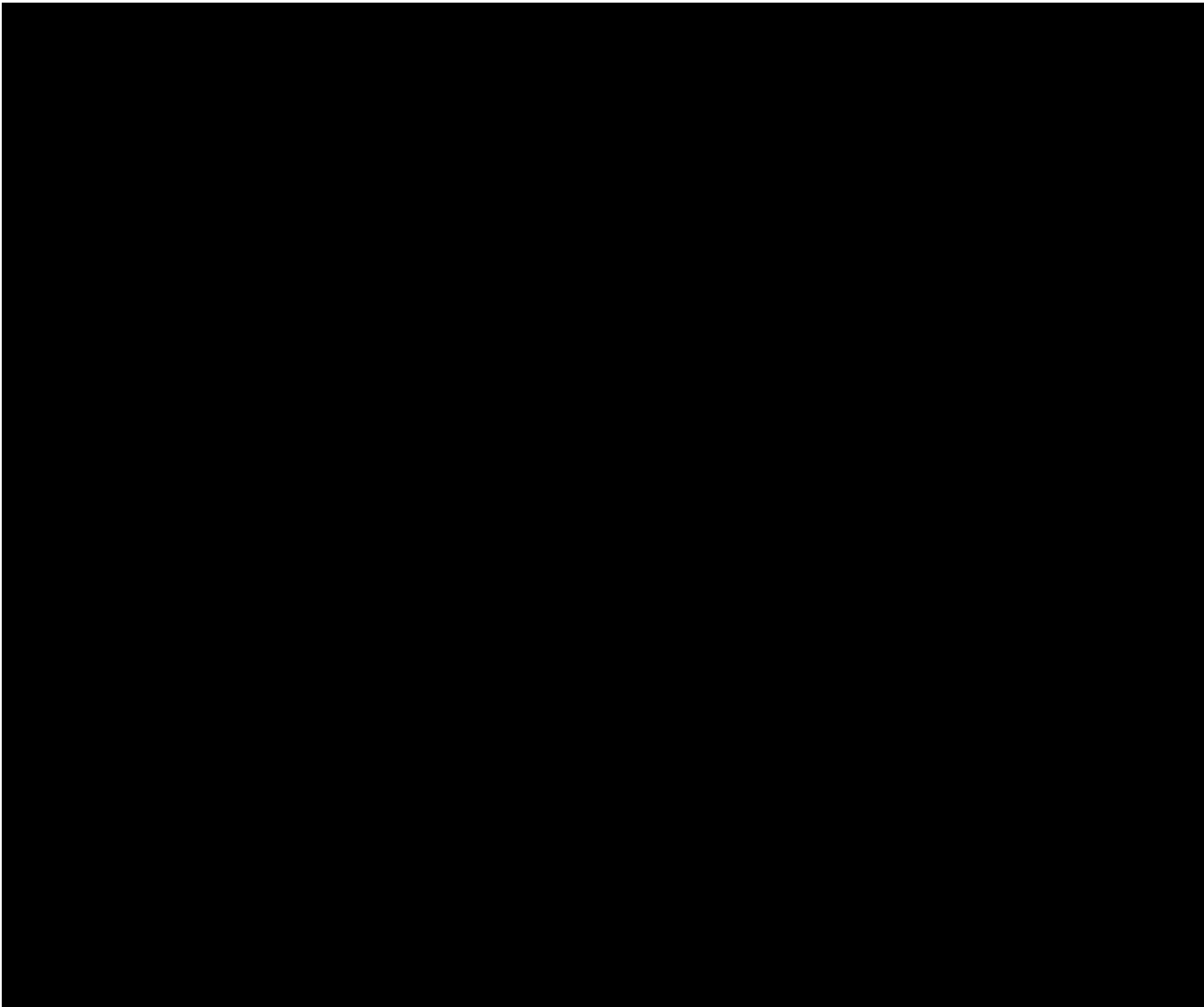
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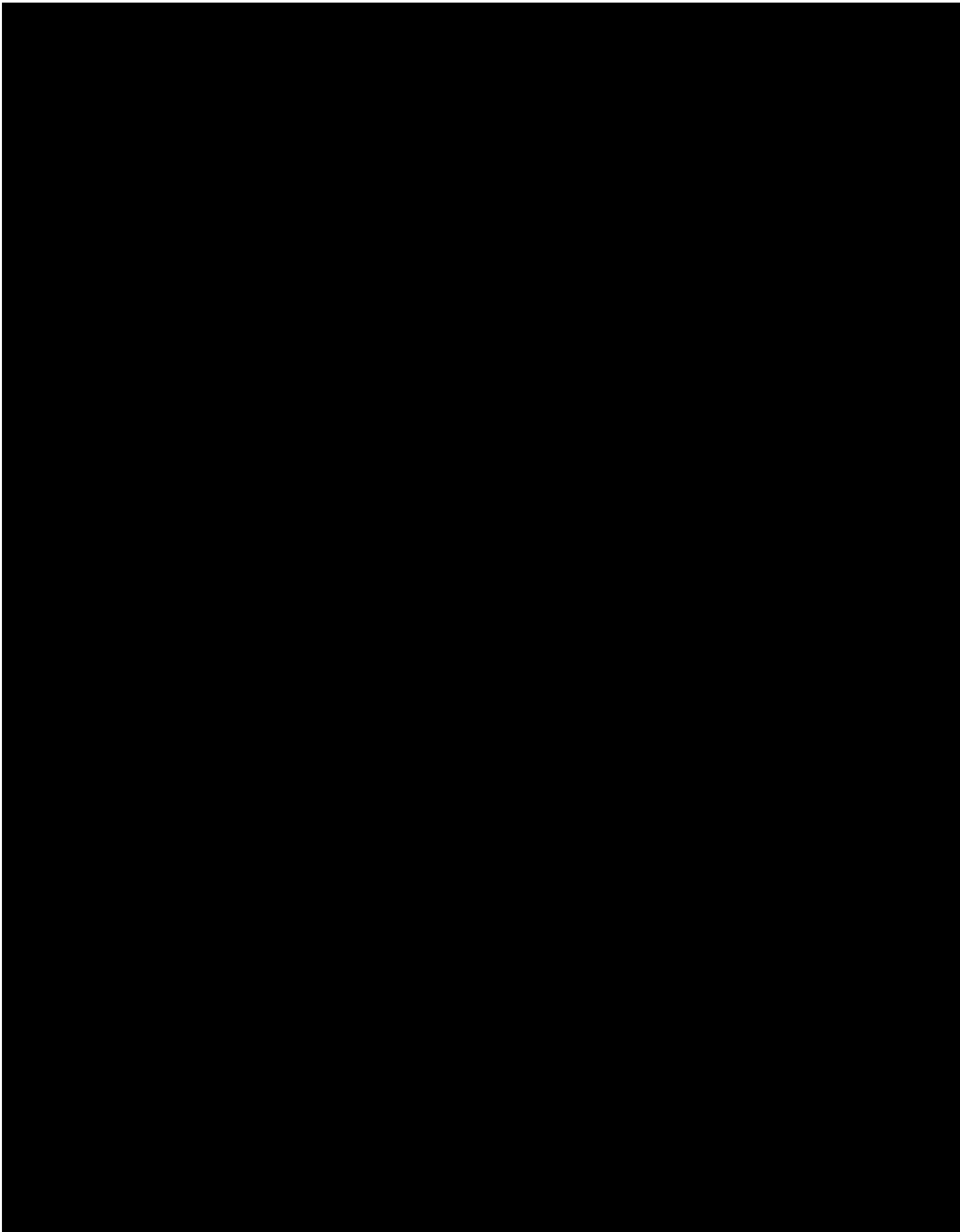
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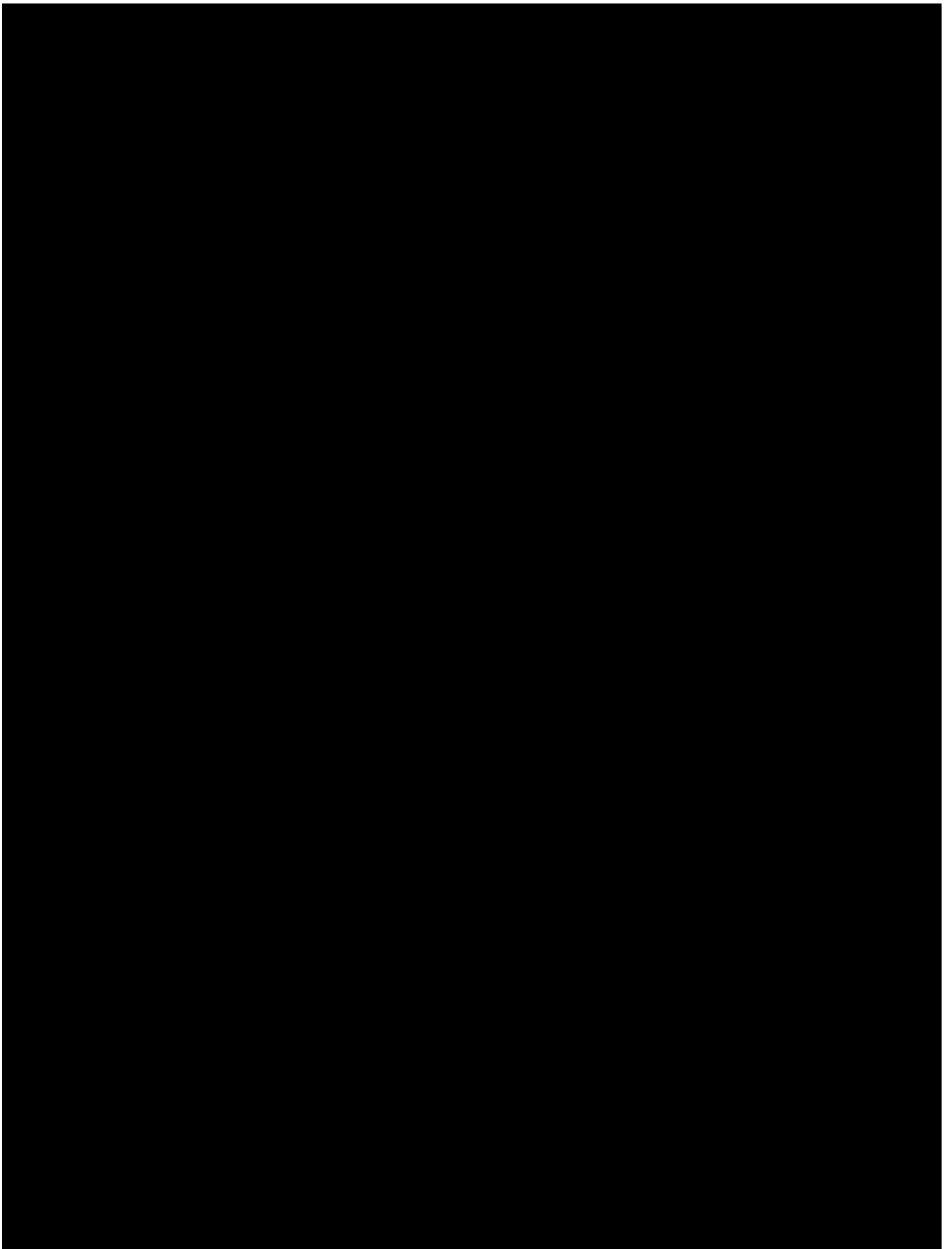
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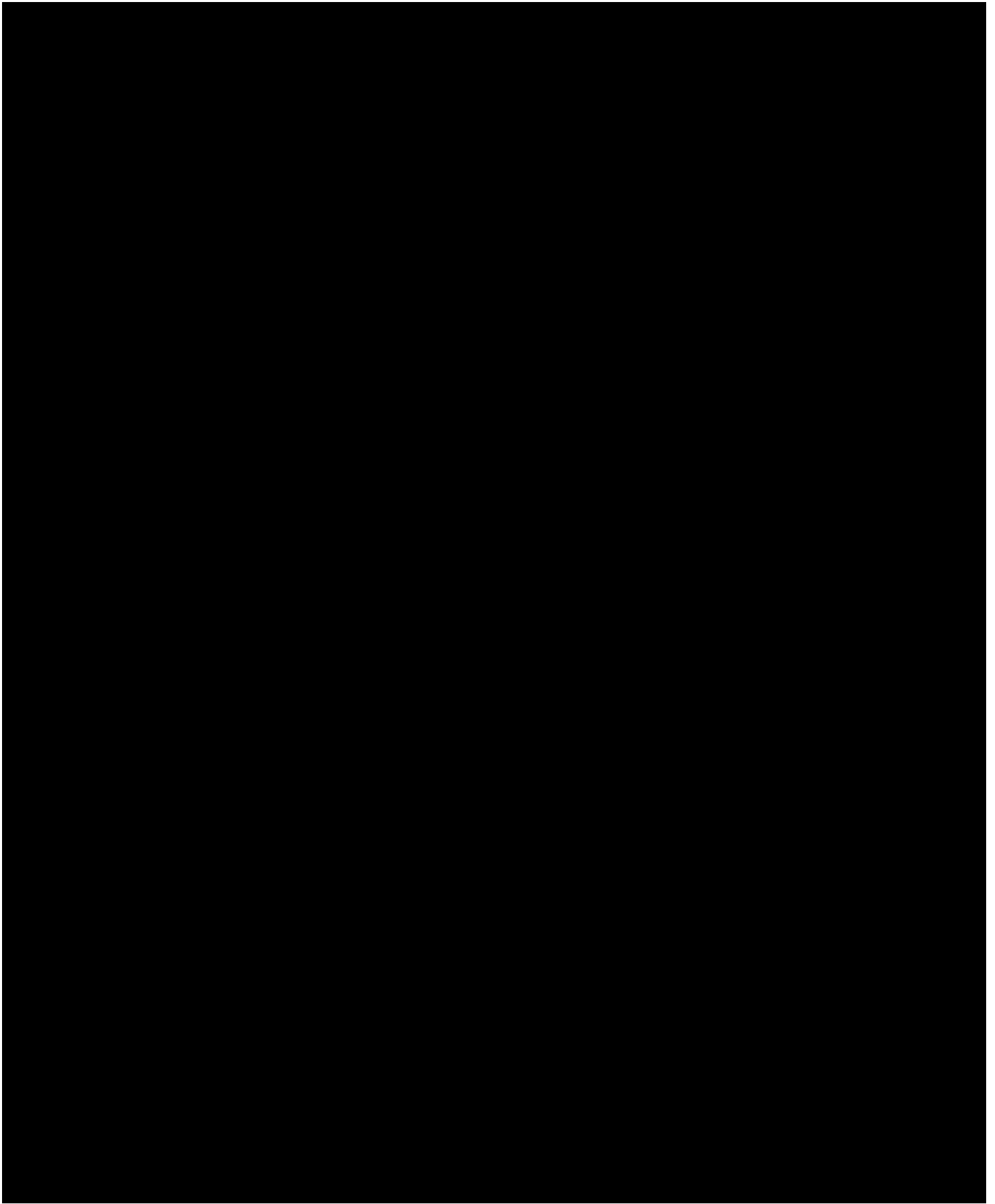
Exhibit I

SFPUC EEO Investigative Report, dated August 26, 2019









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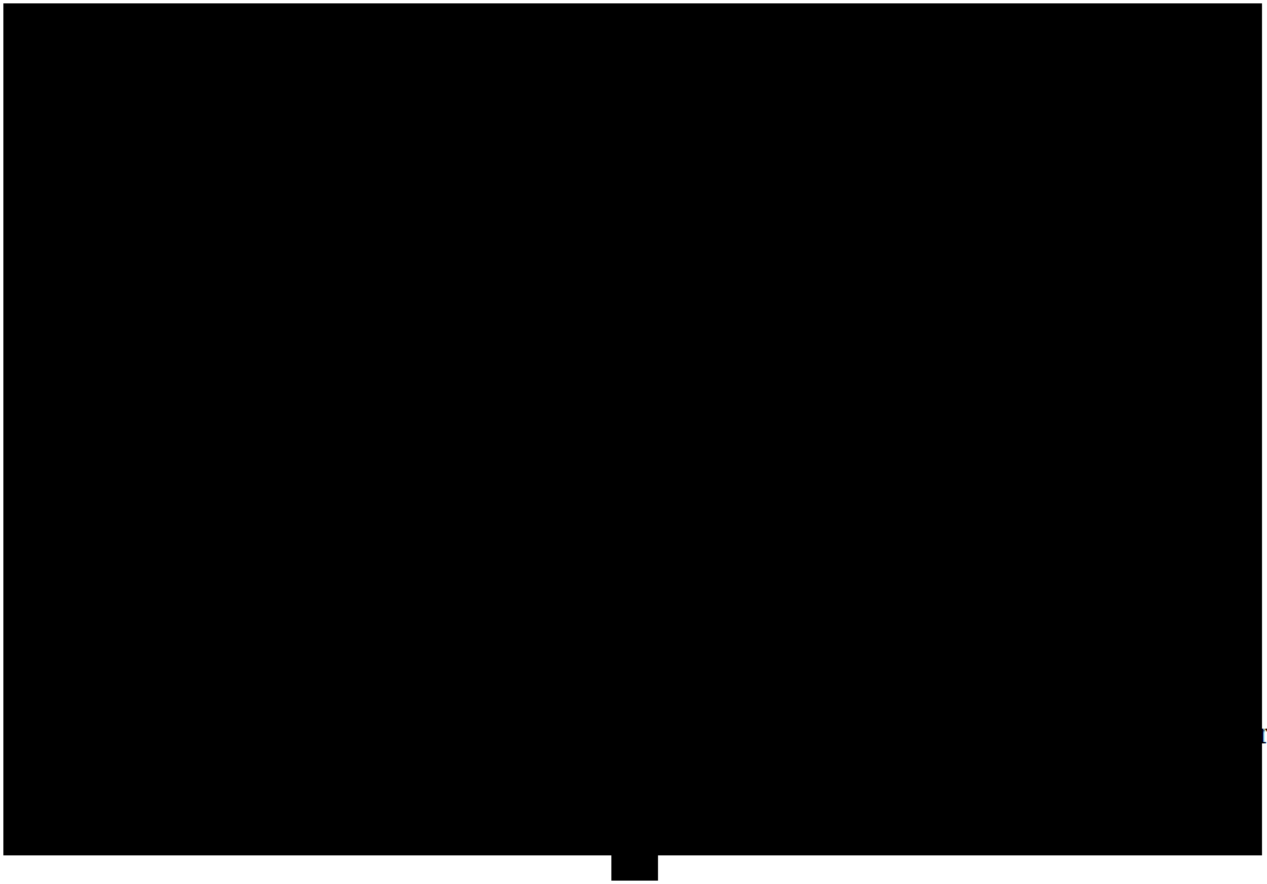
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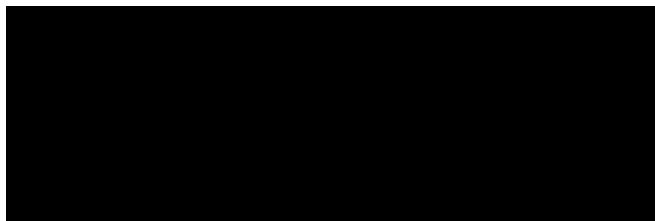
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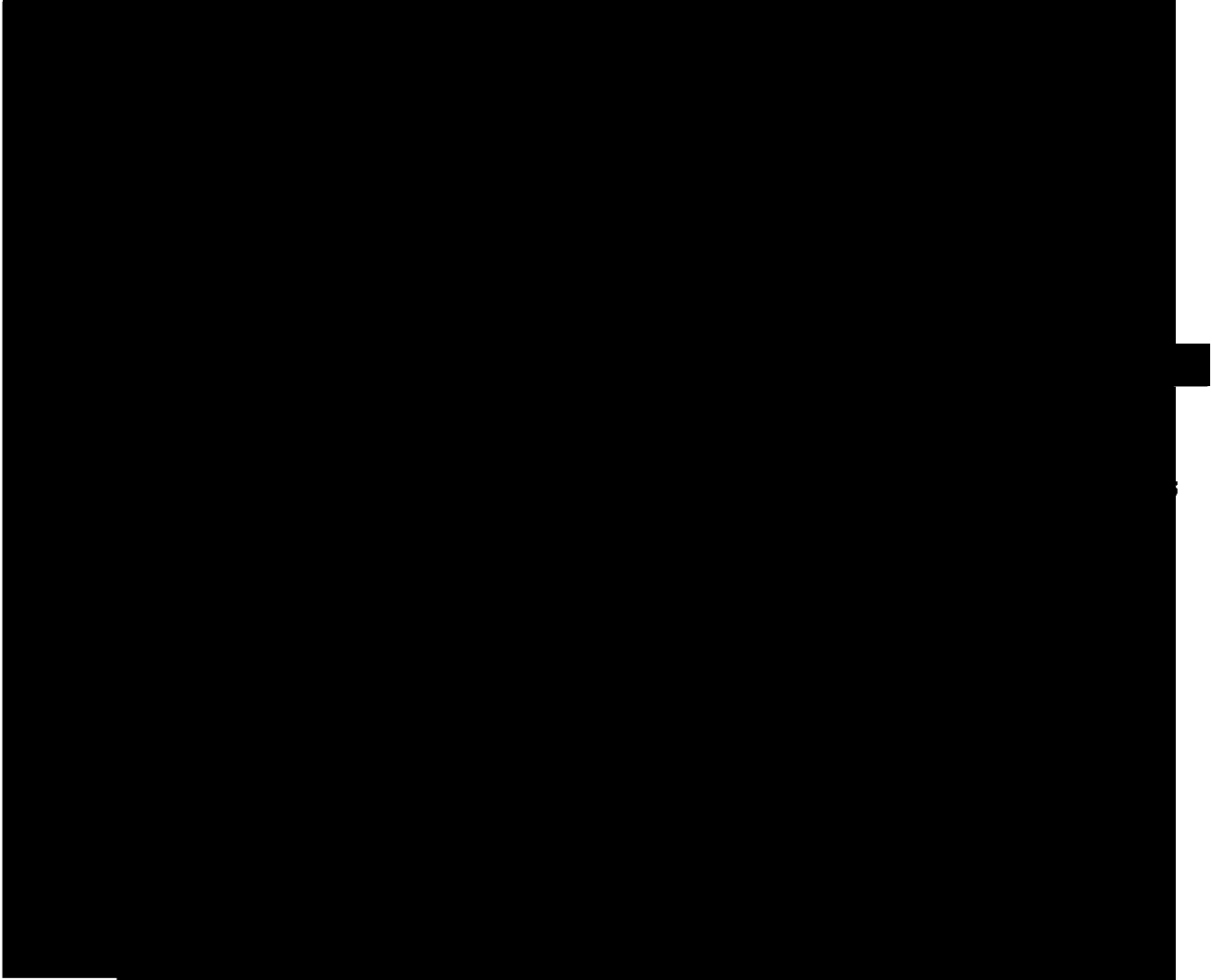
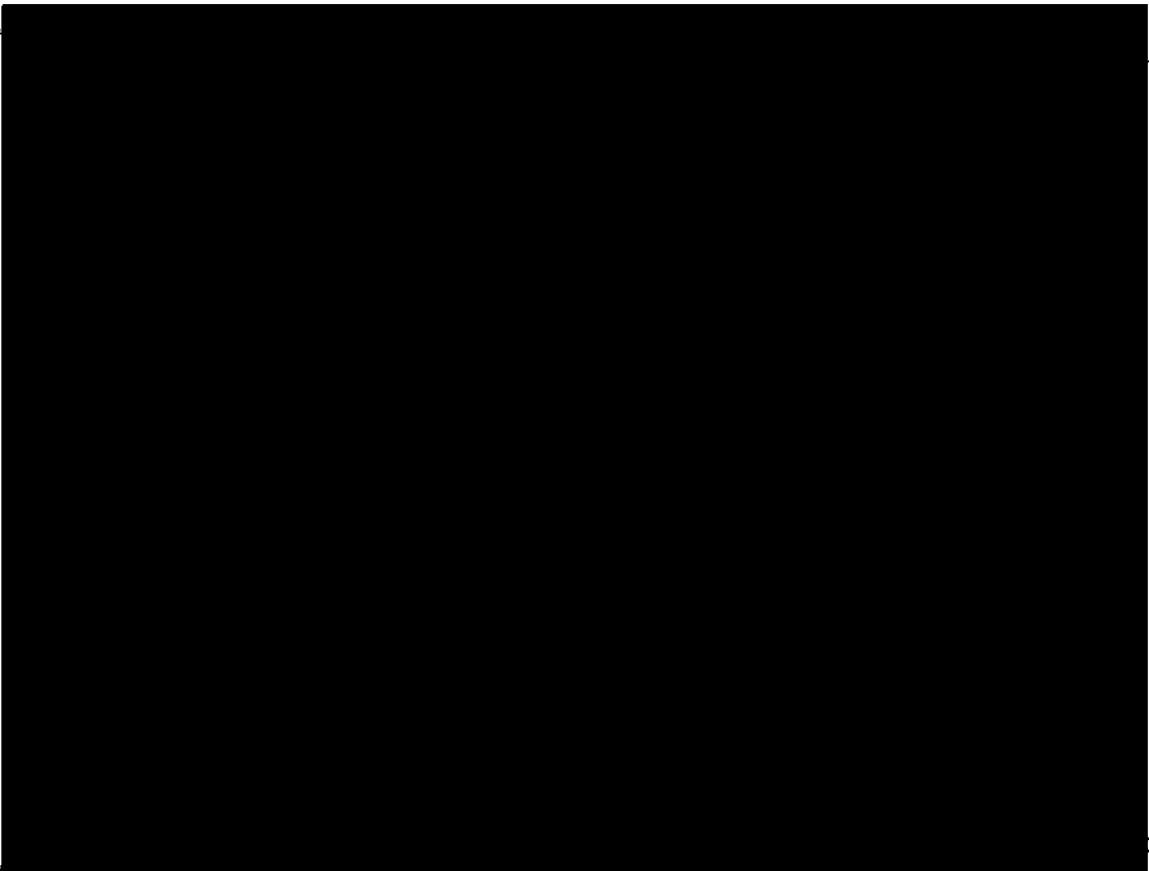
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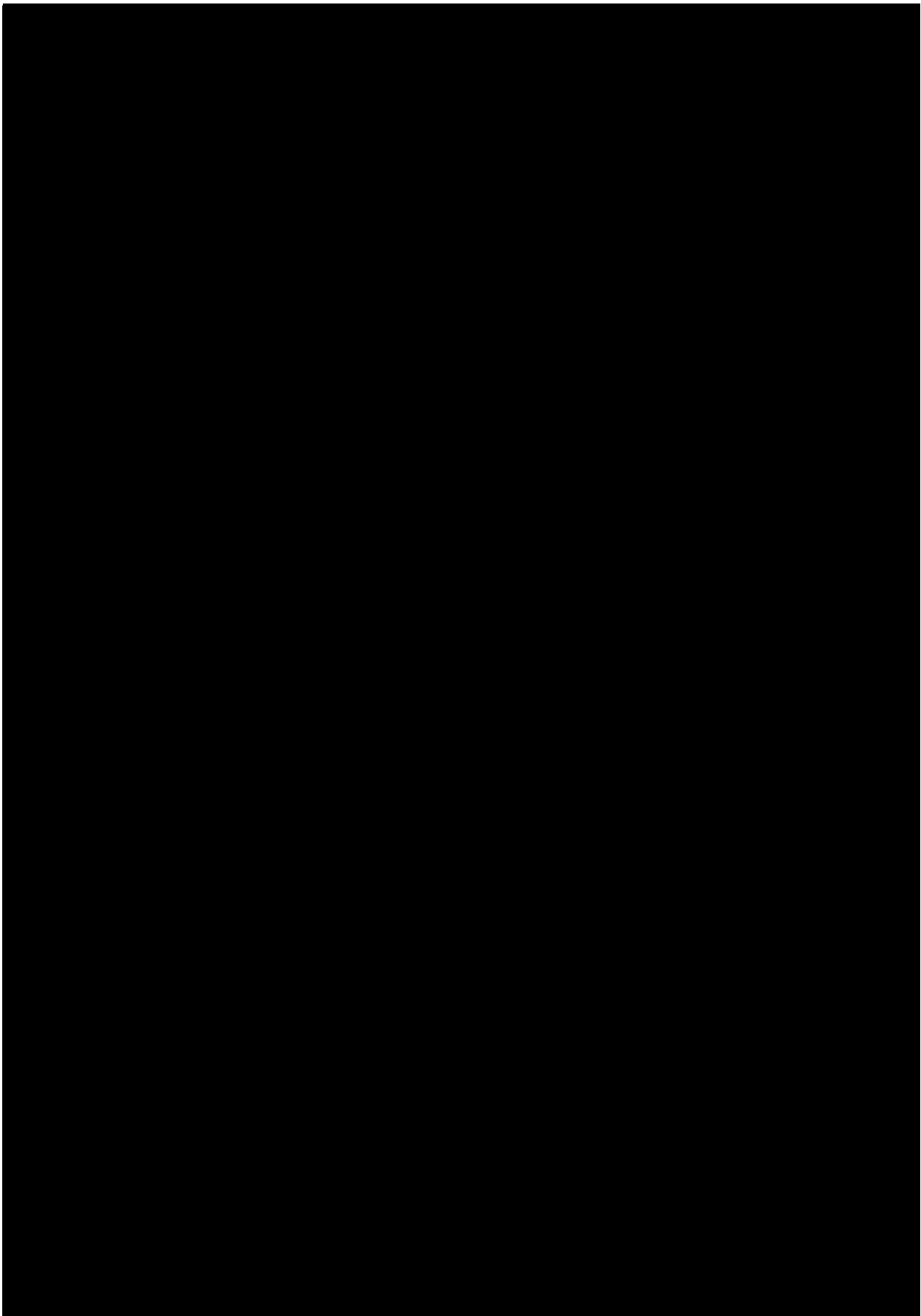


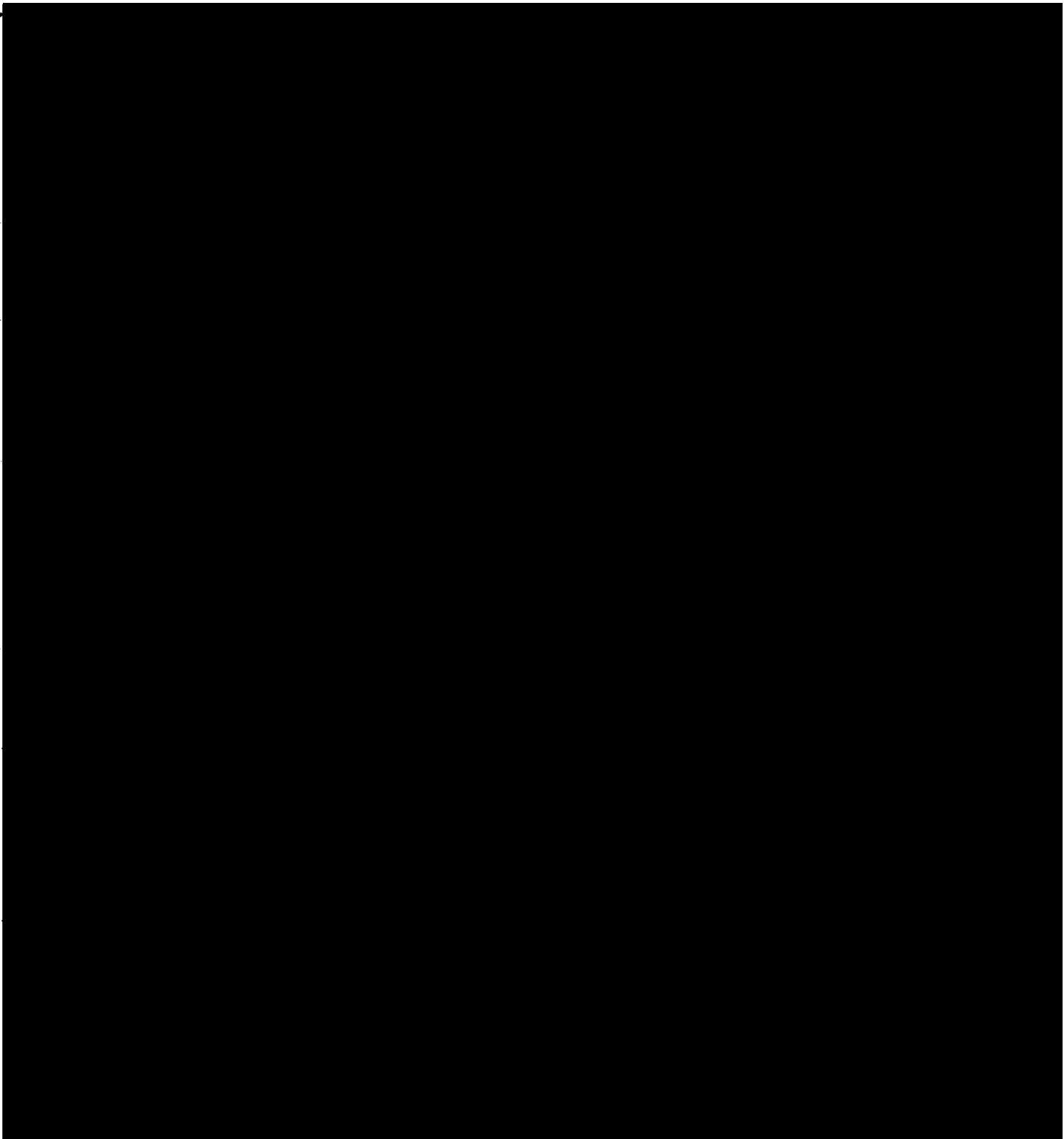
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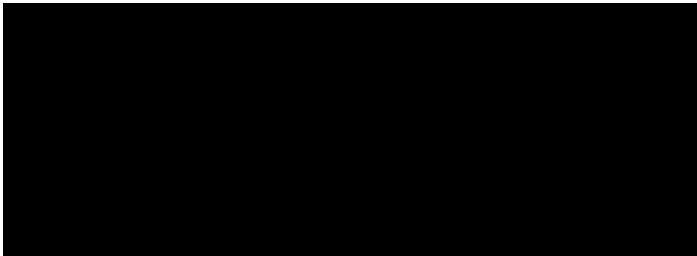
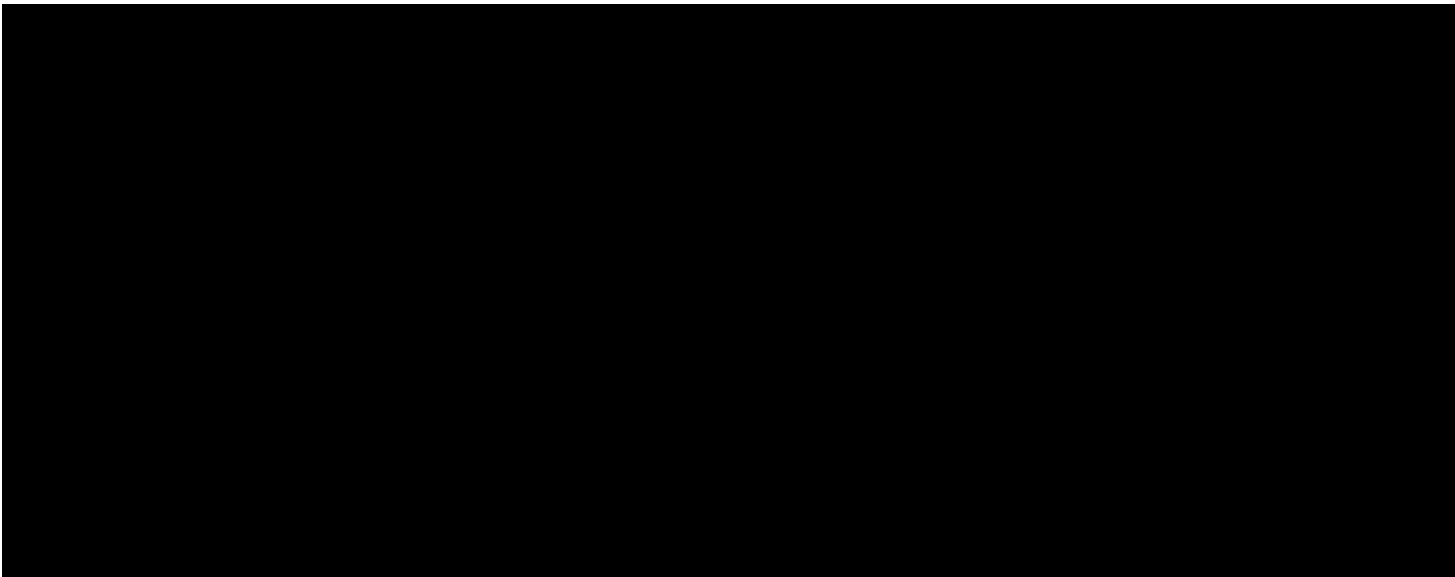
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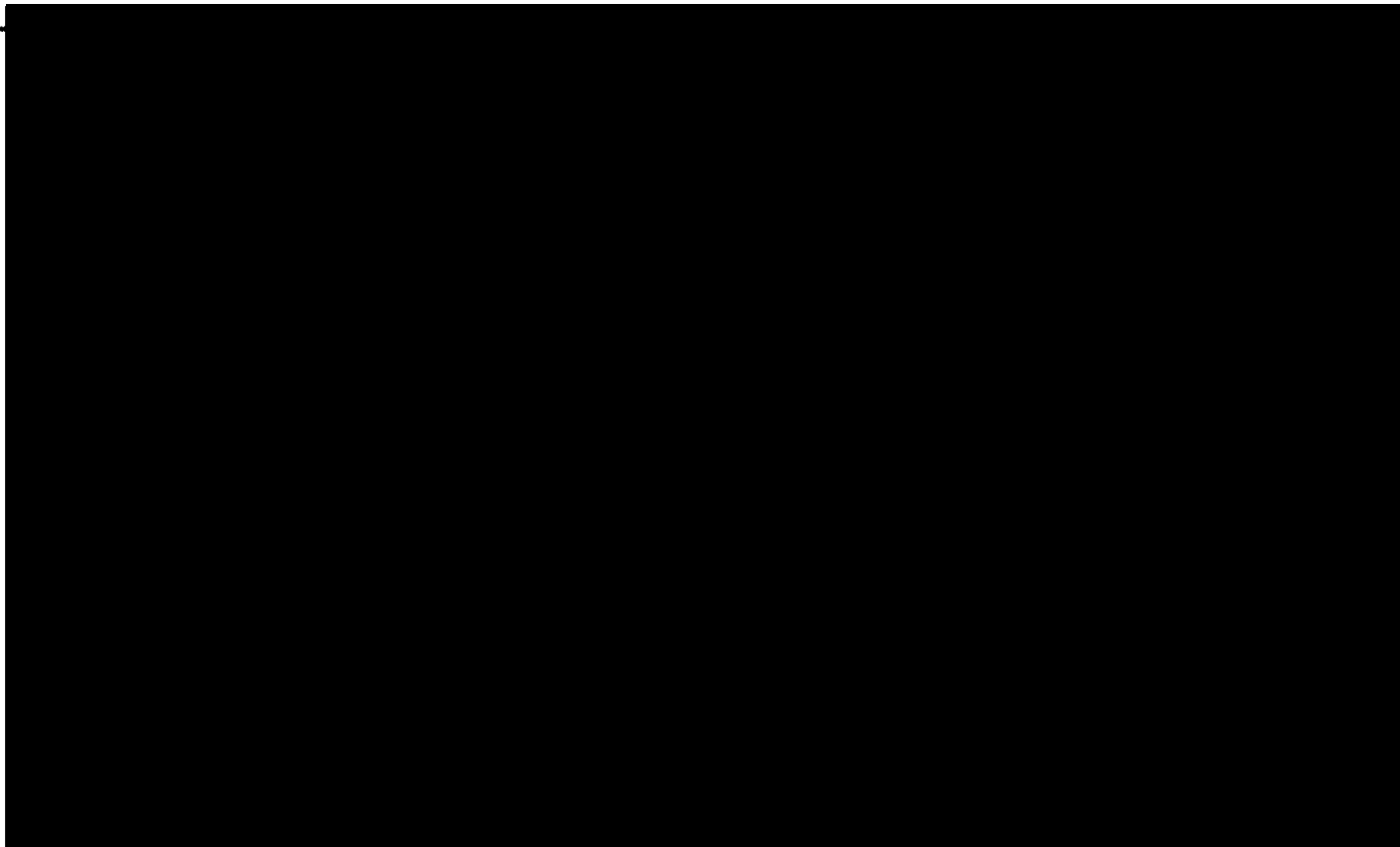


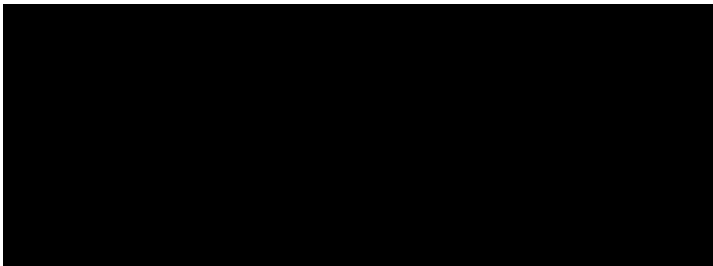
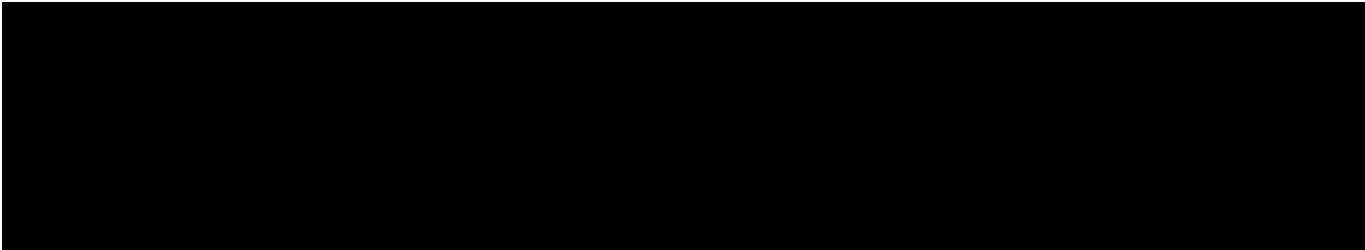


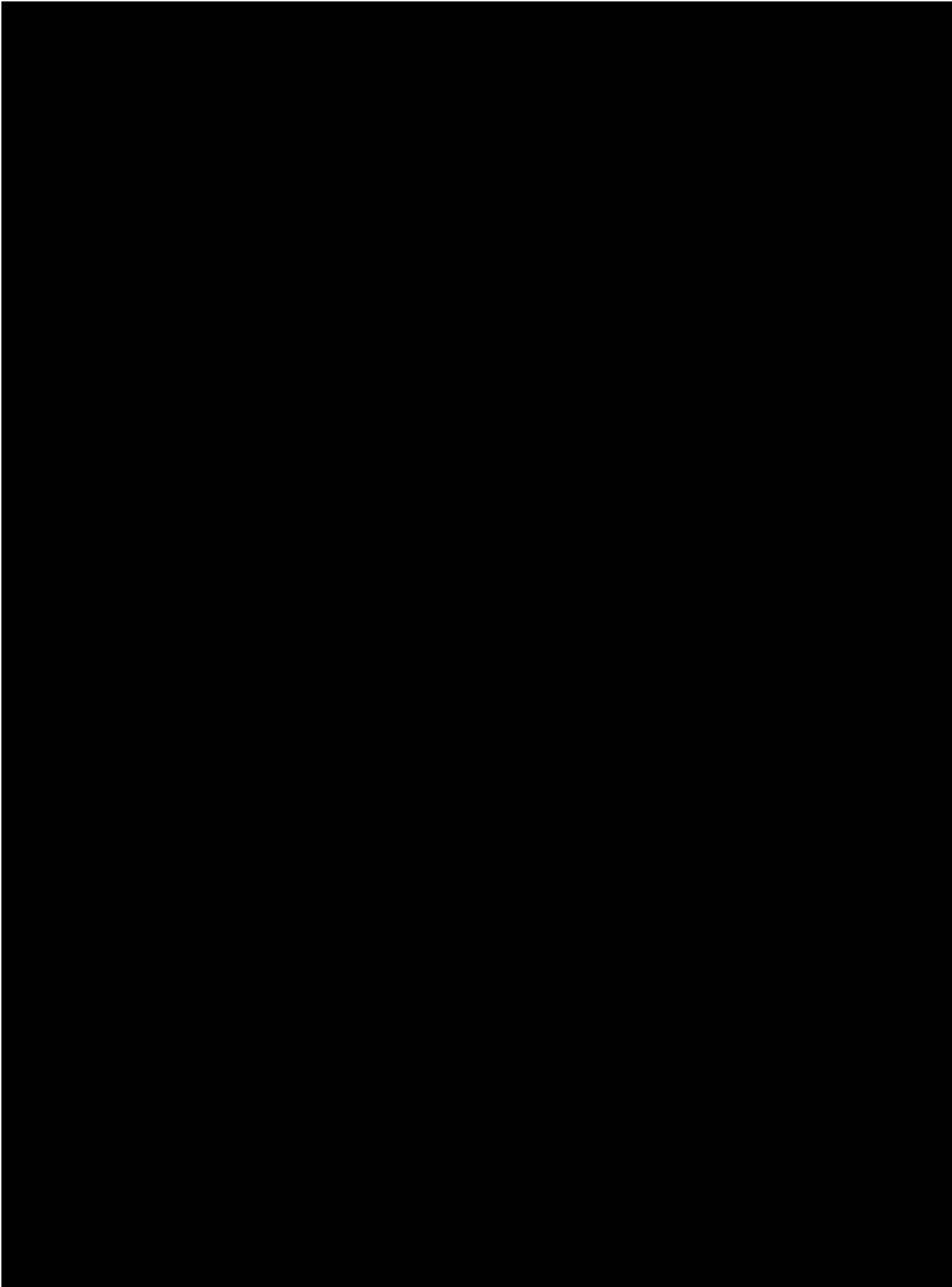


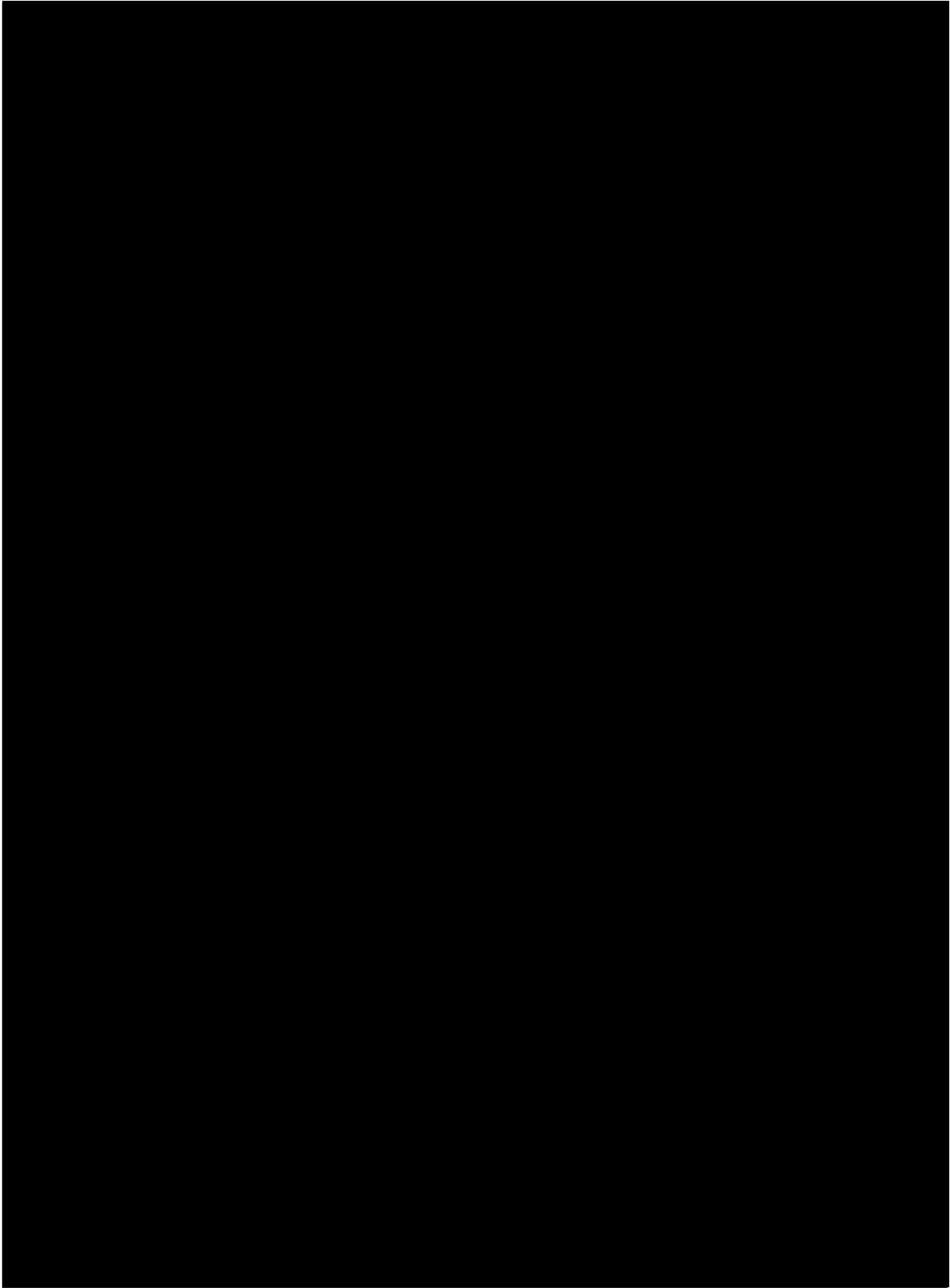


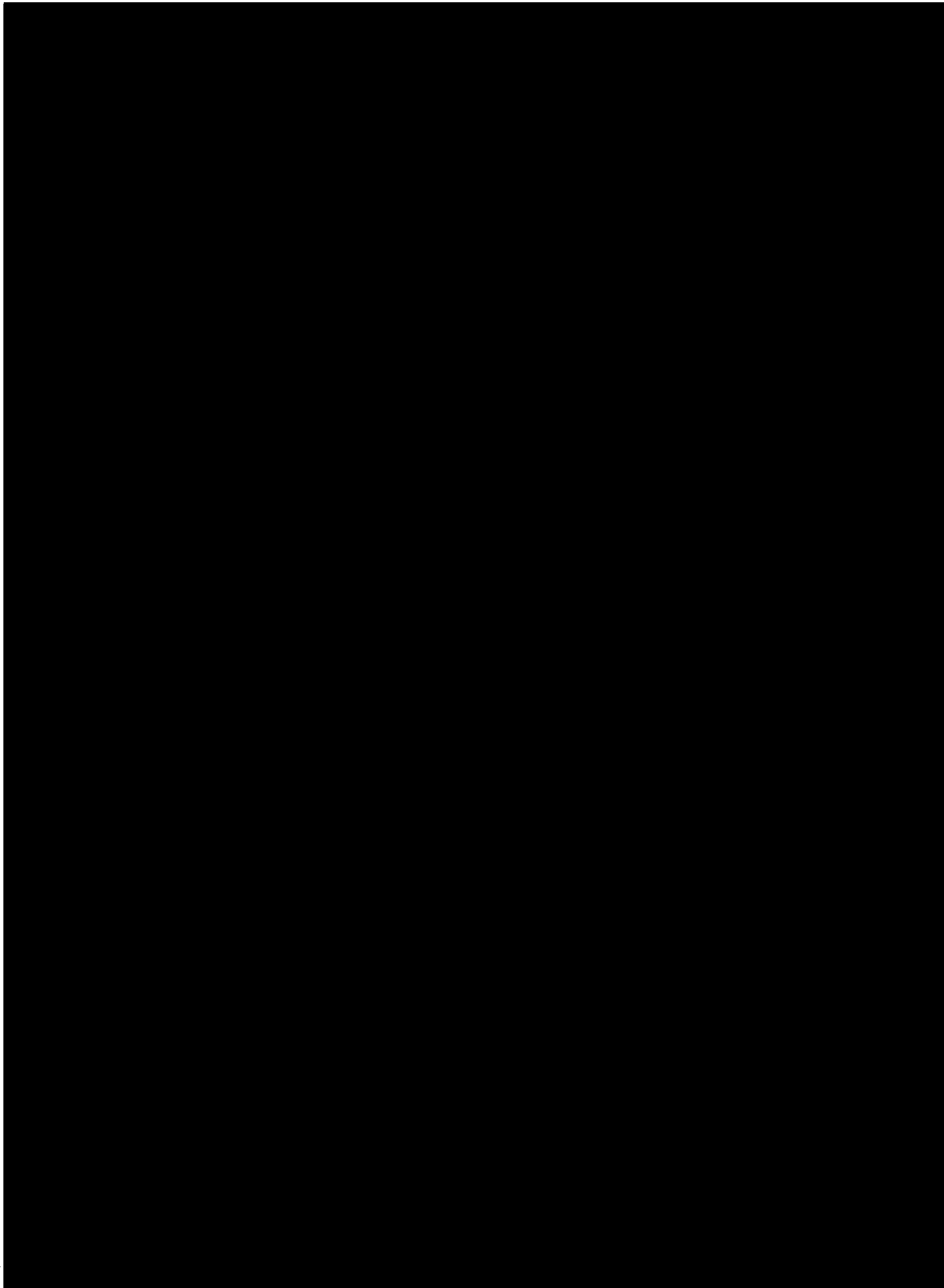


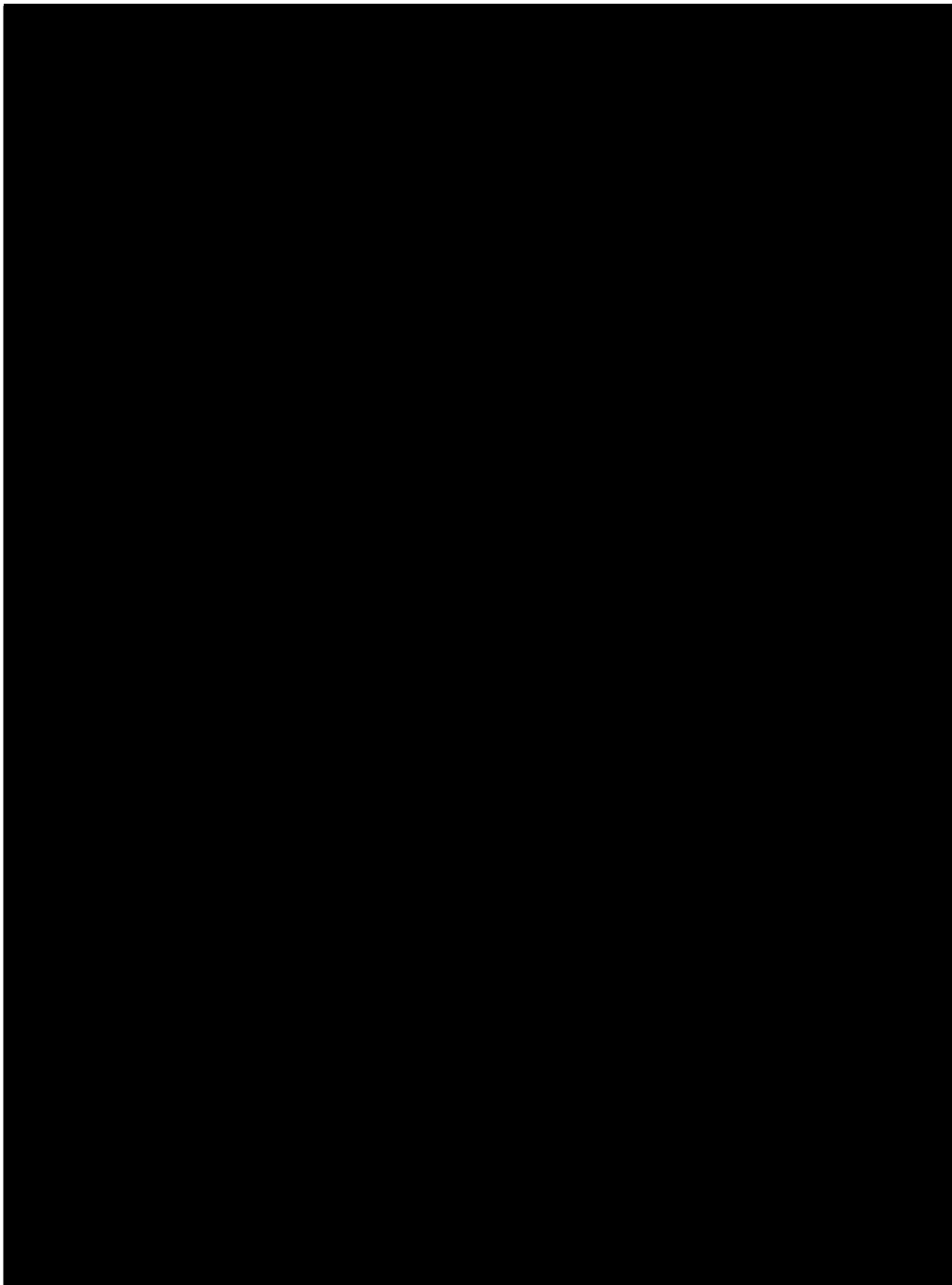


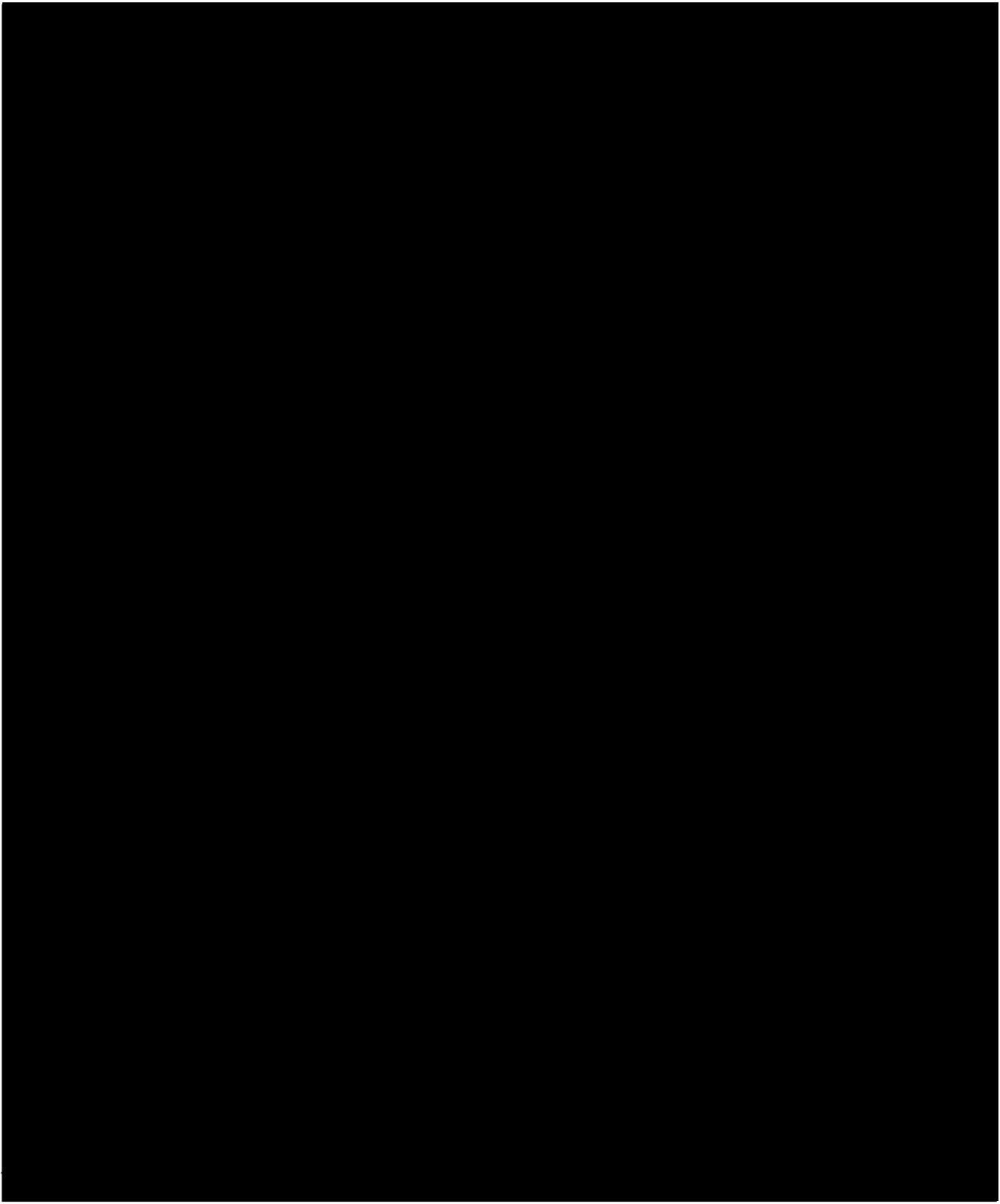


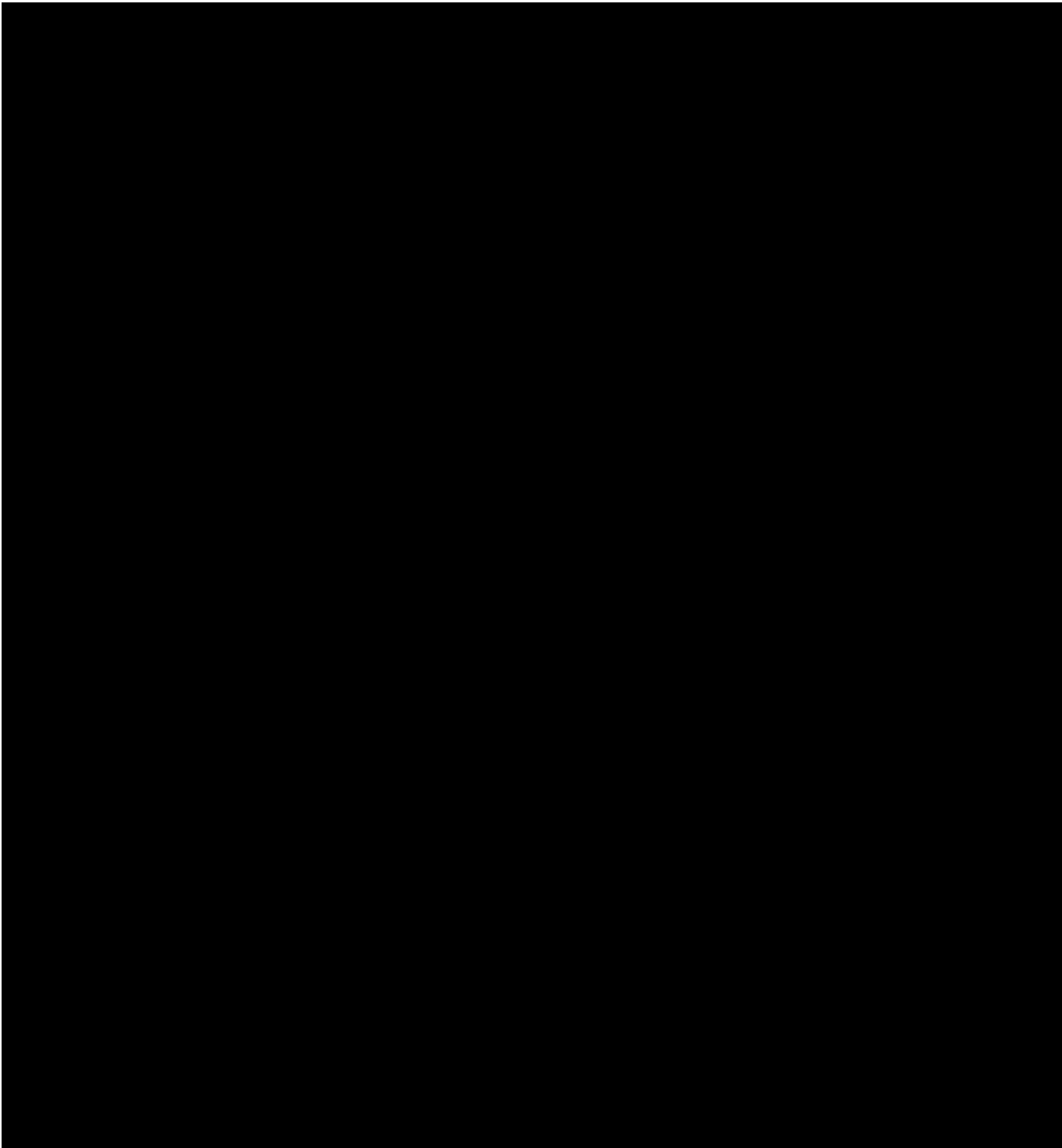










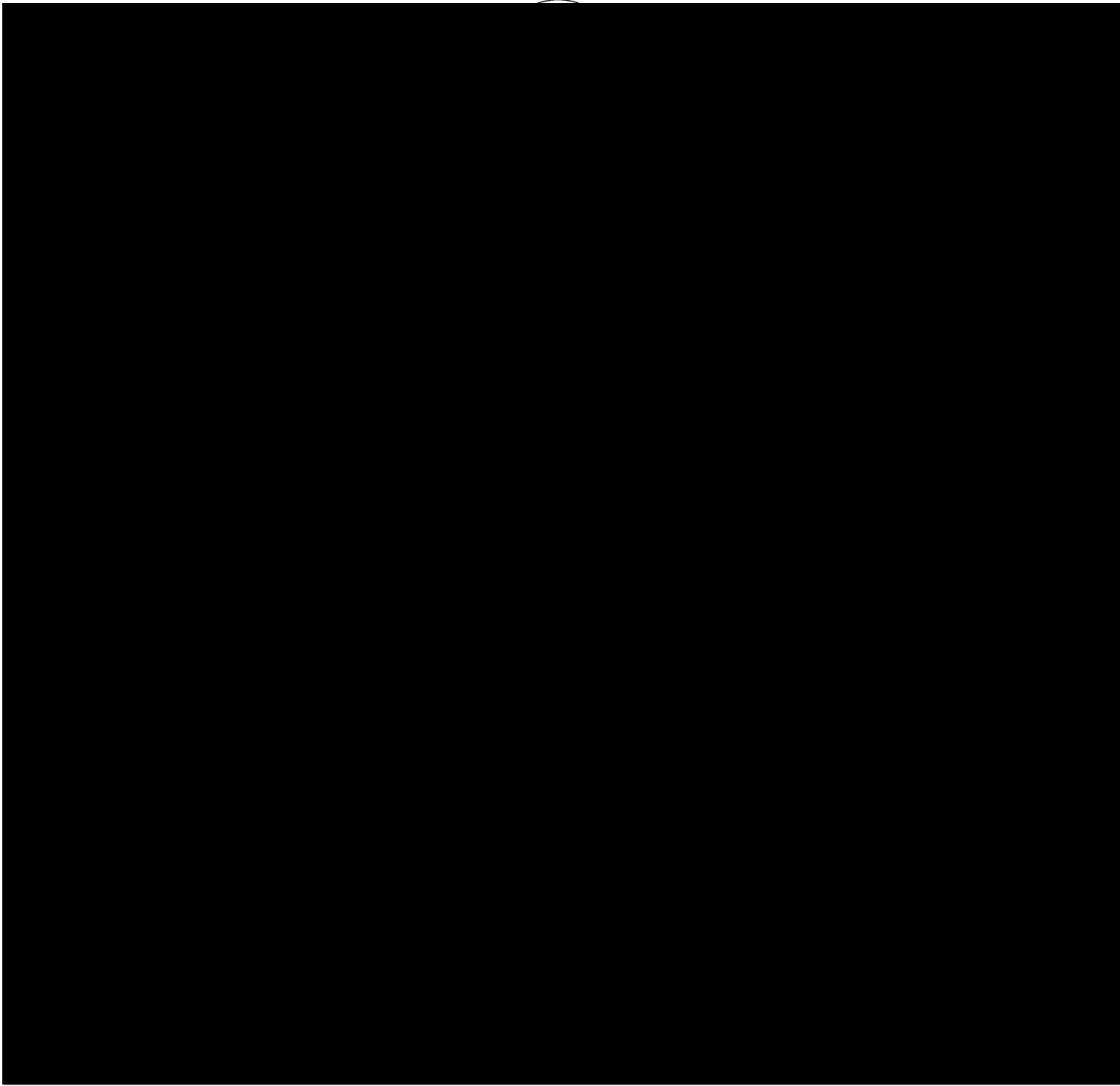


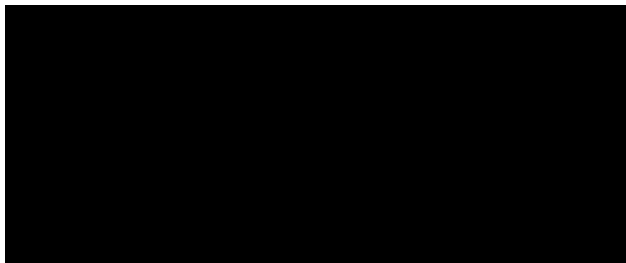


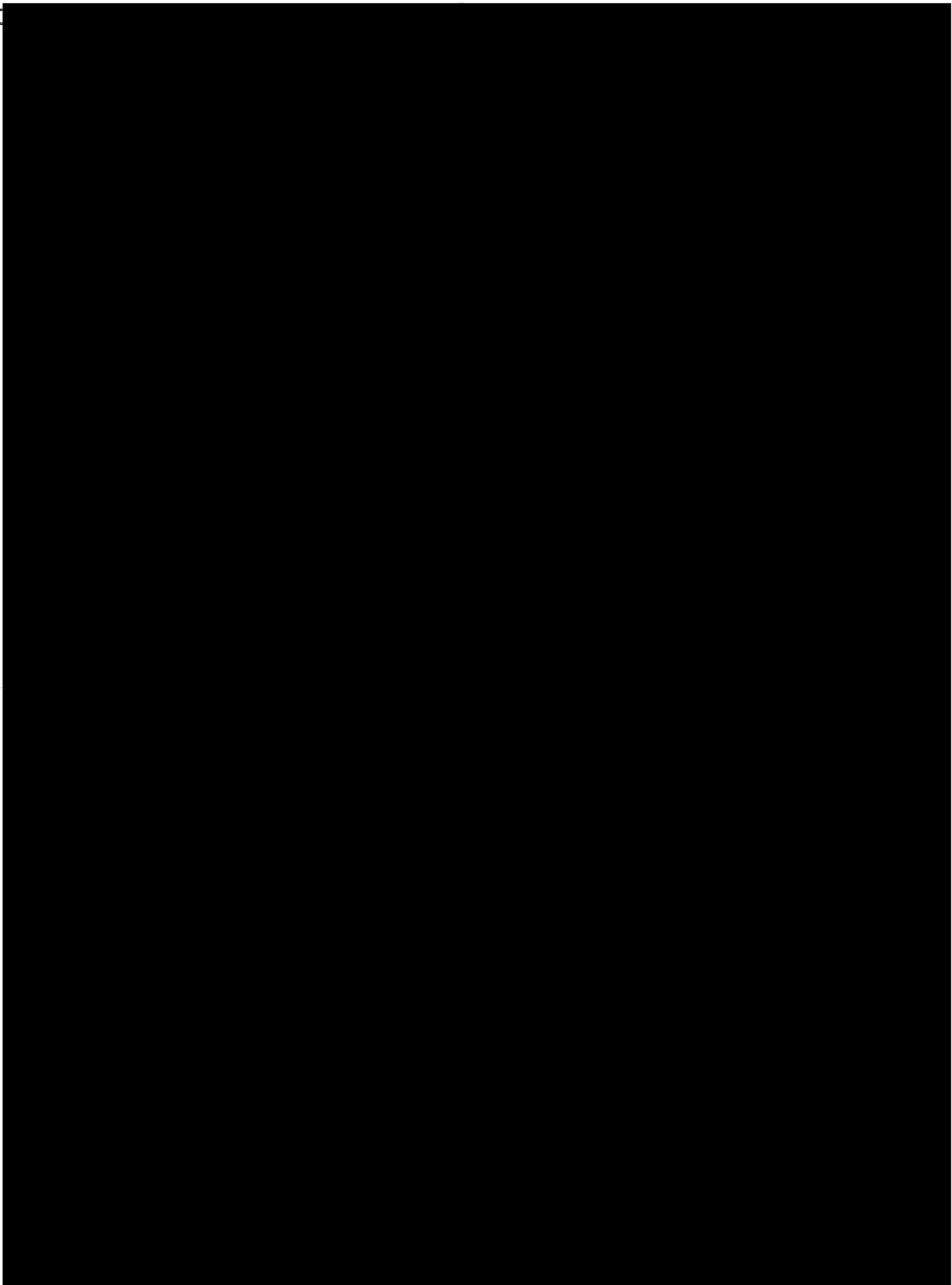
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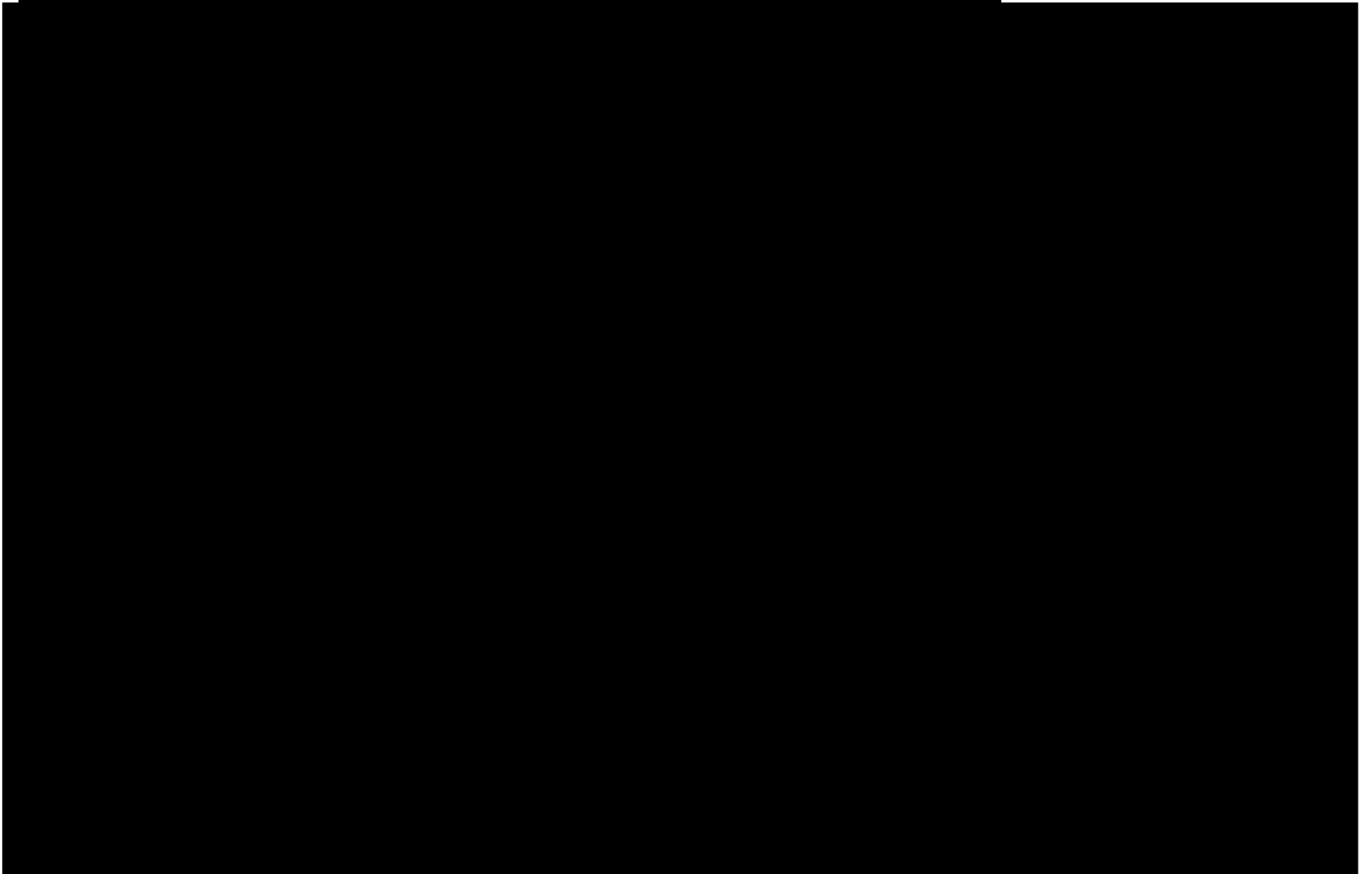


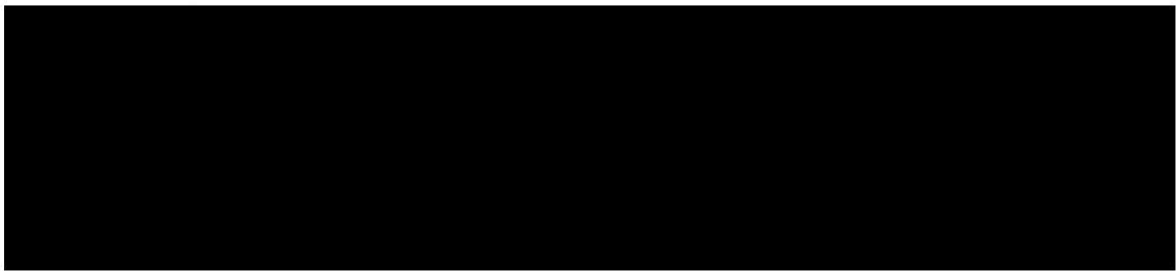
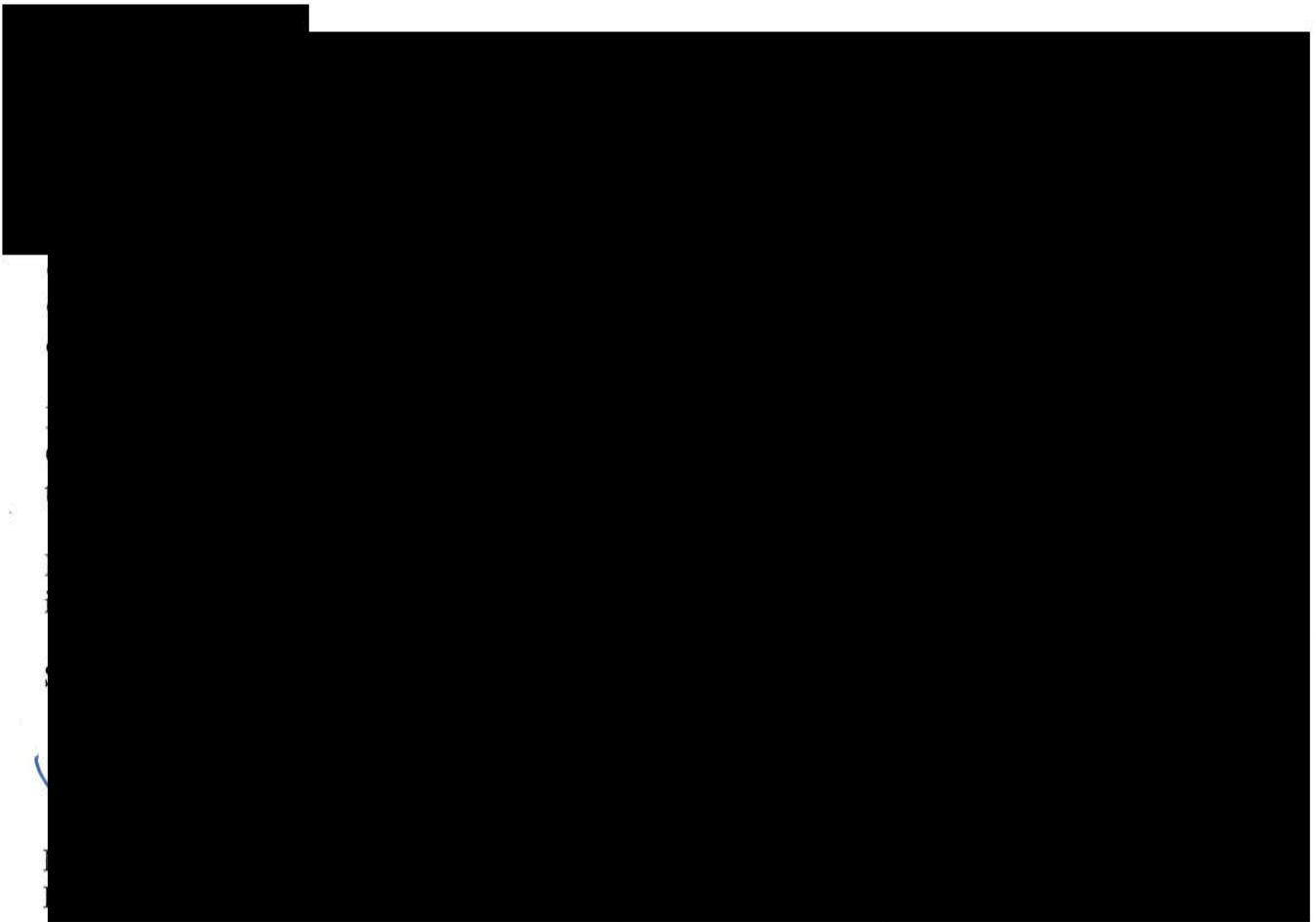


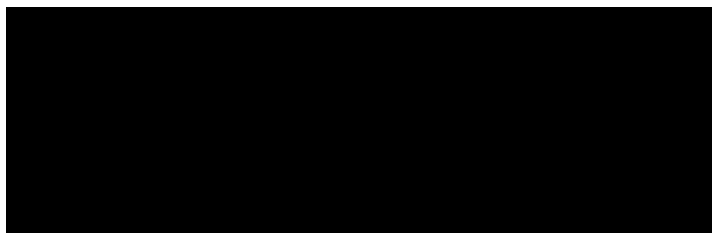
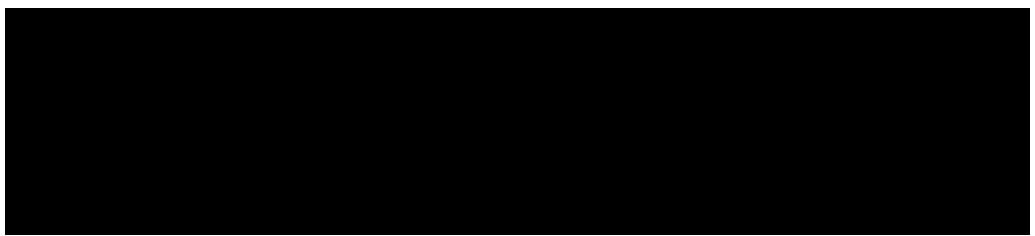


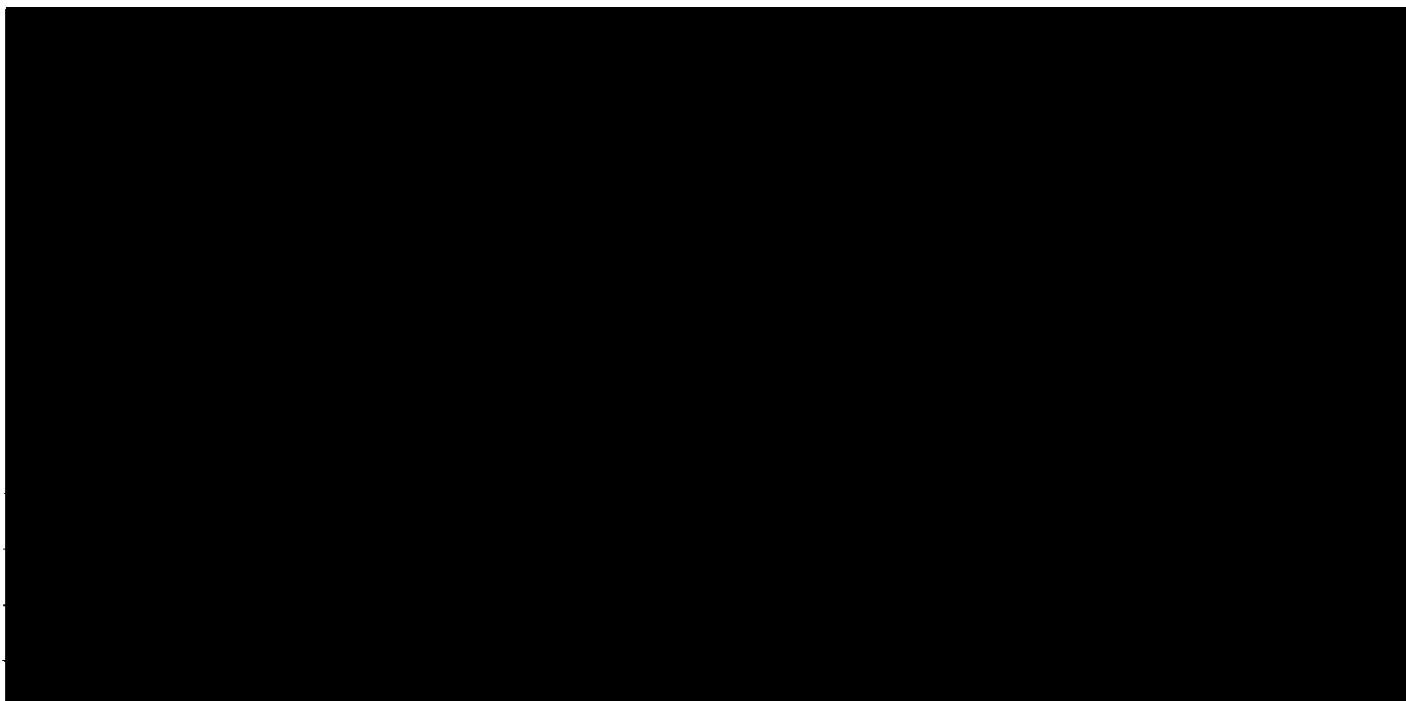


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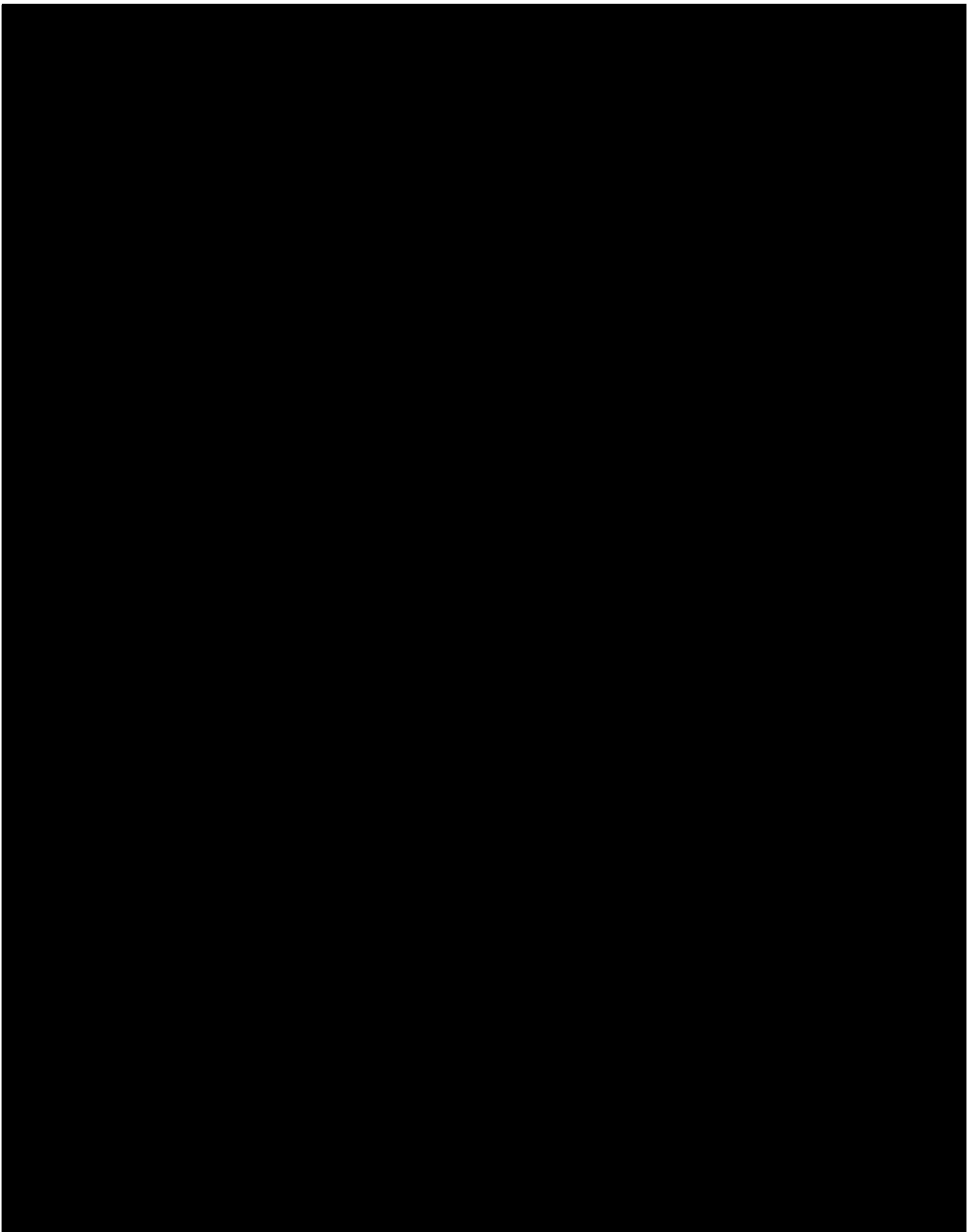


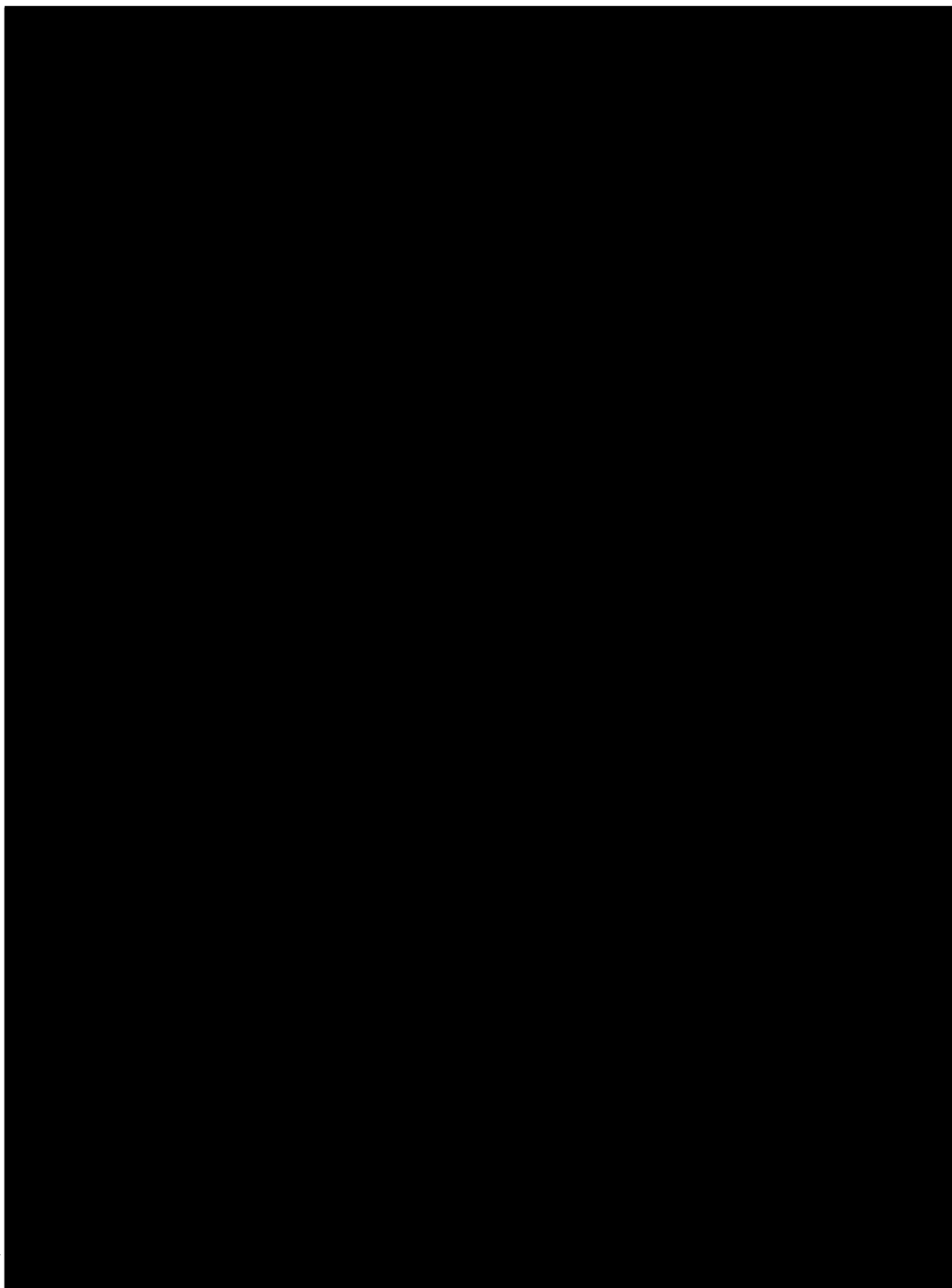


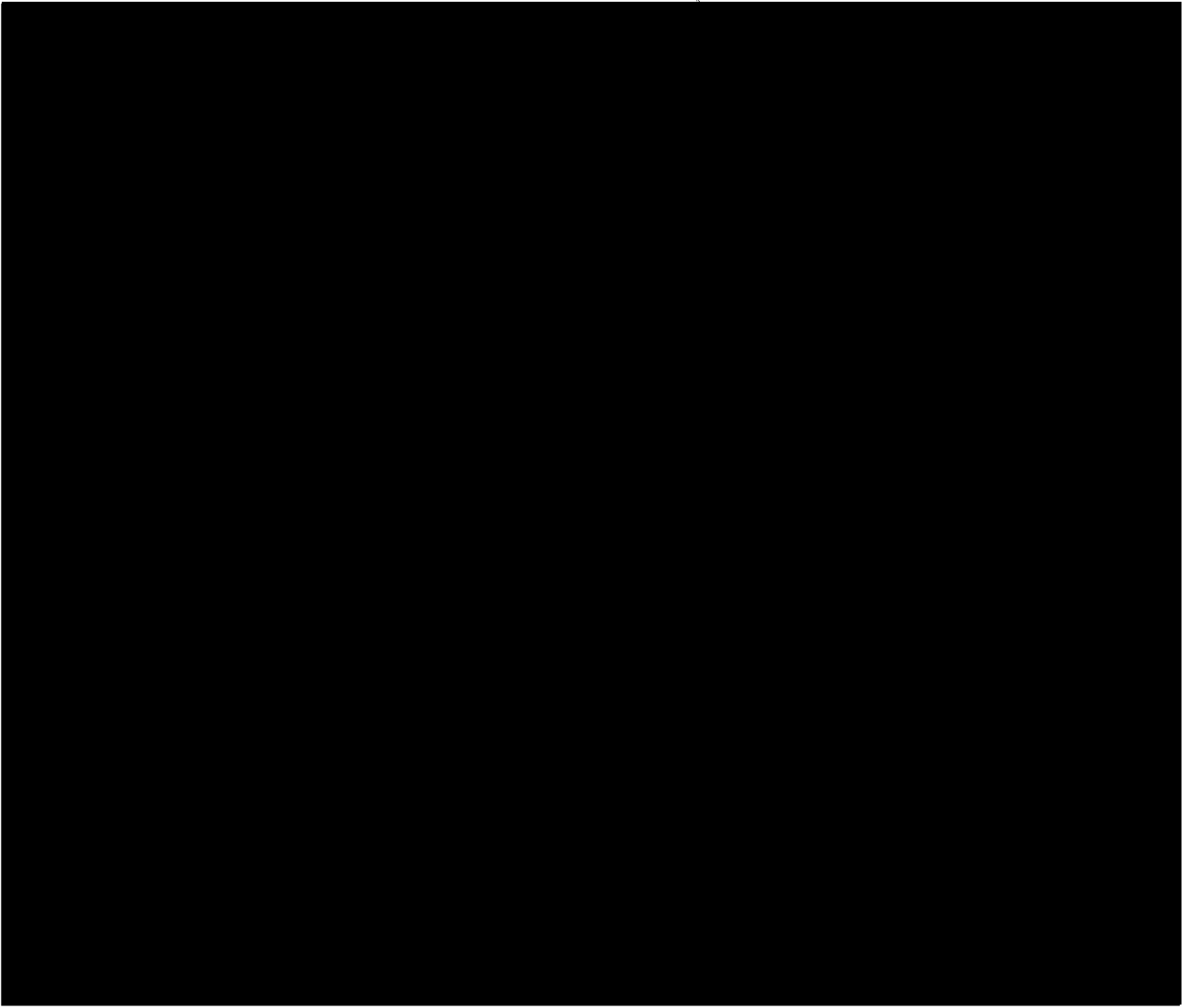


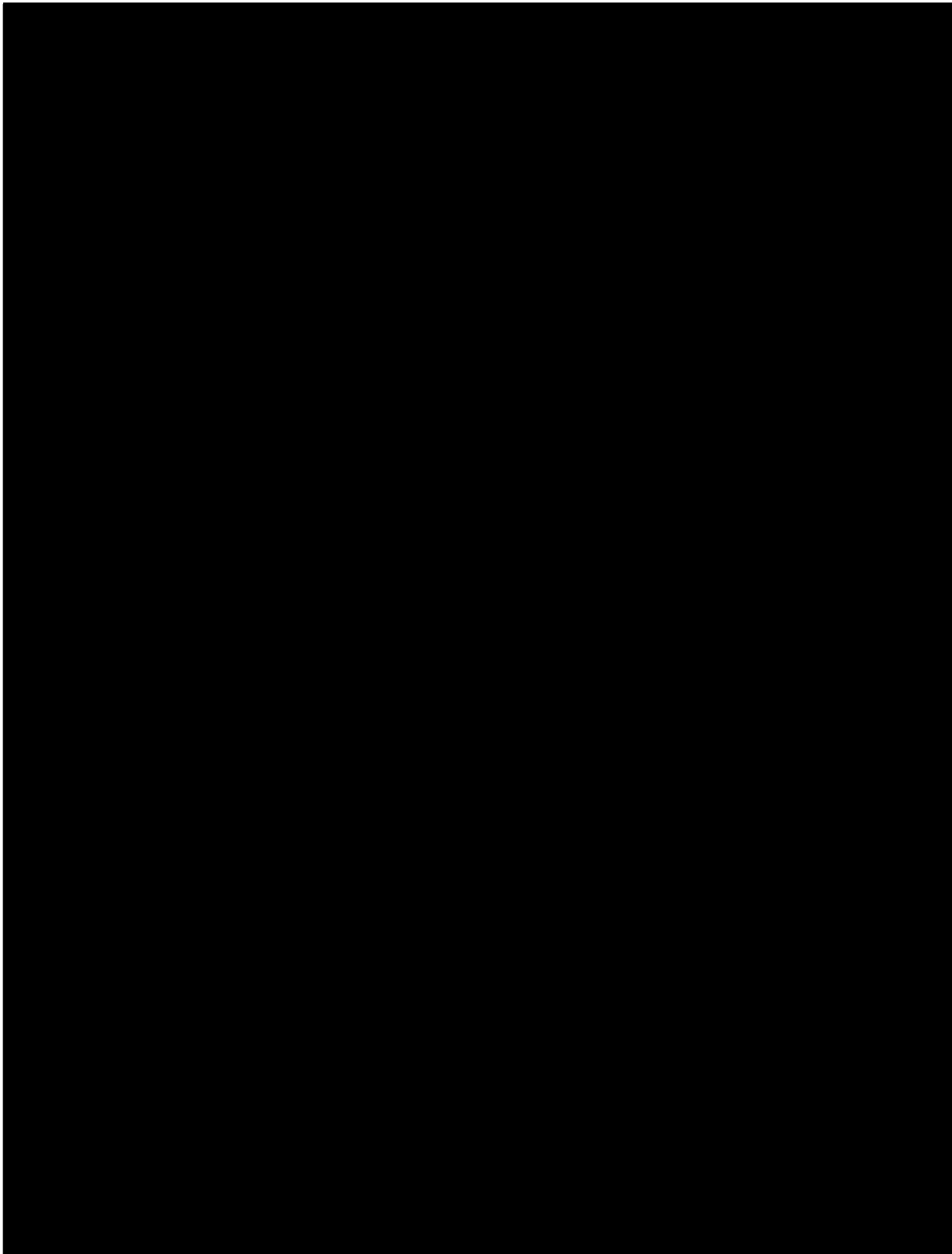


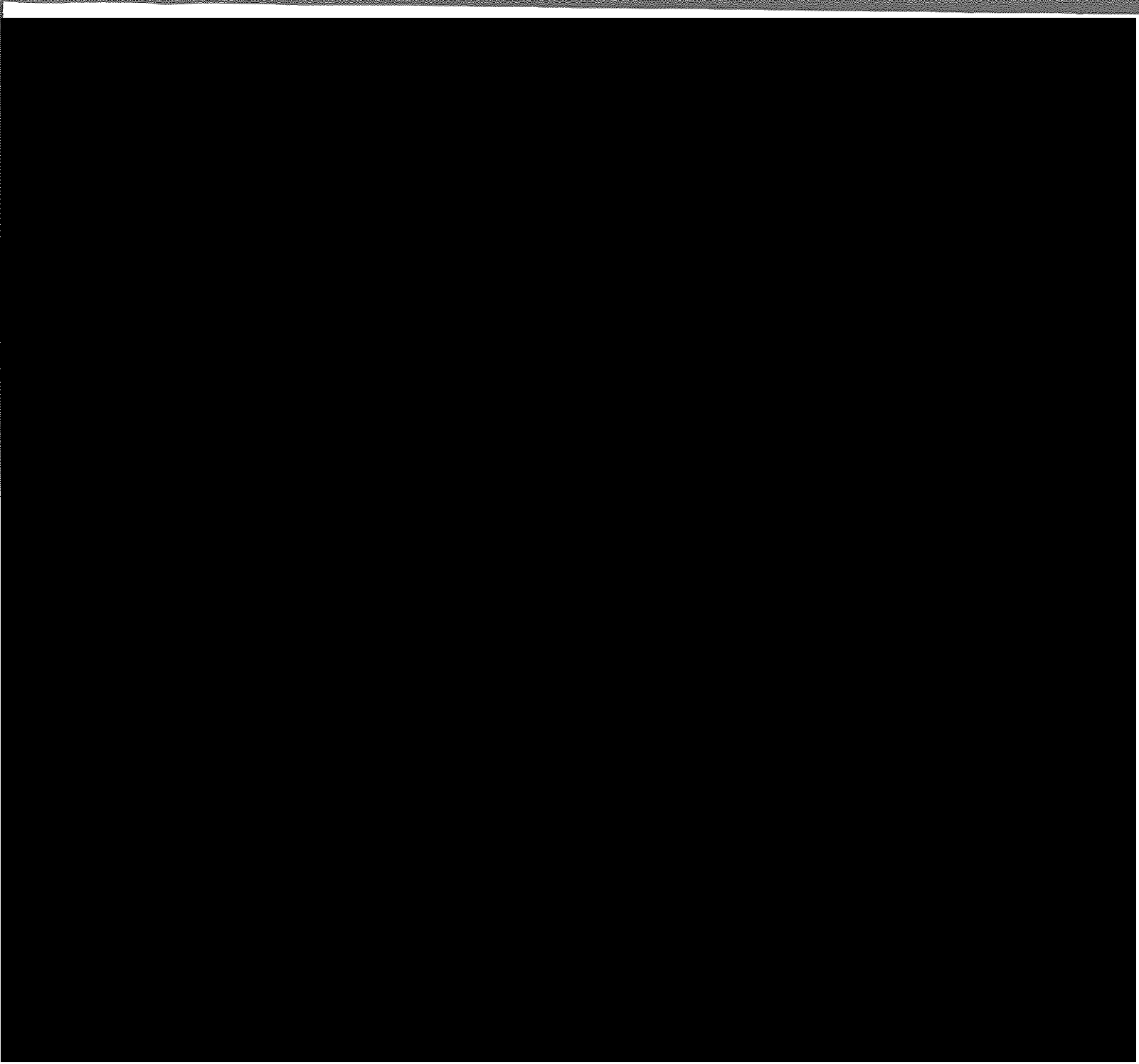
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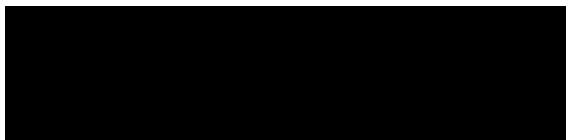


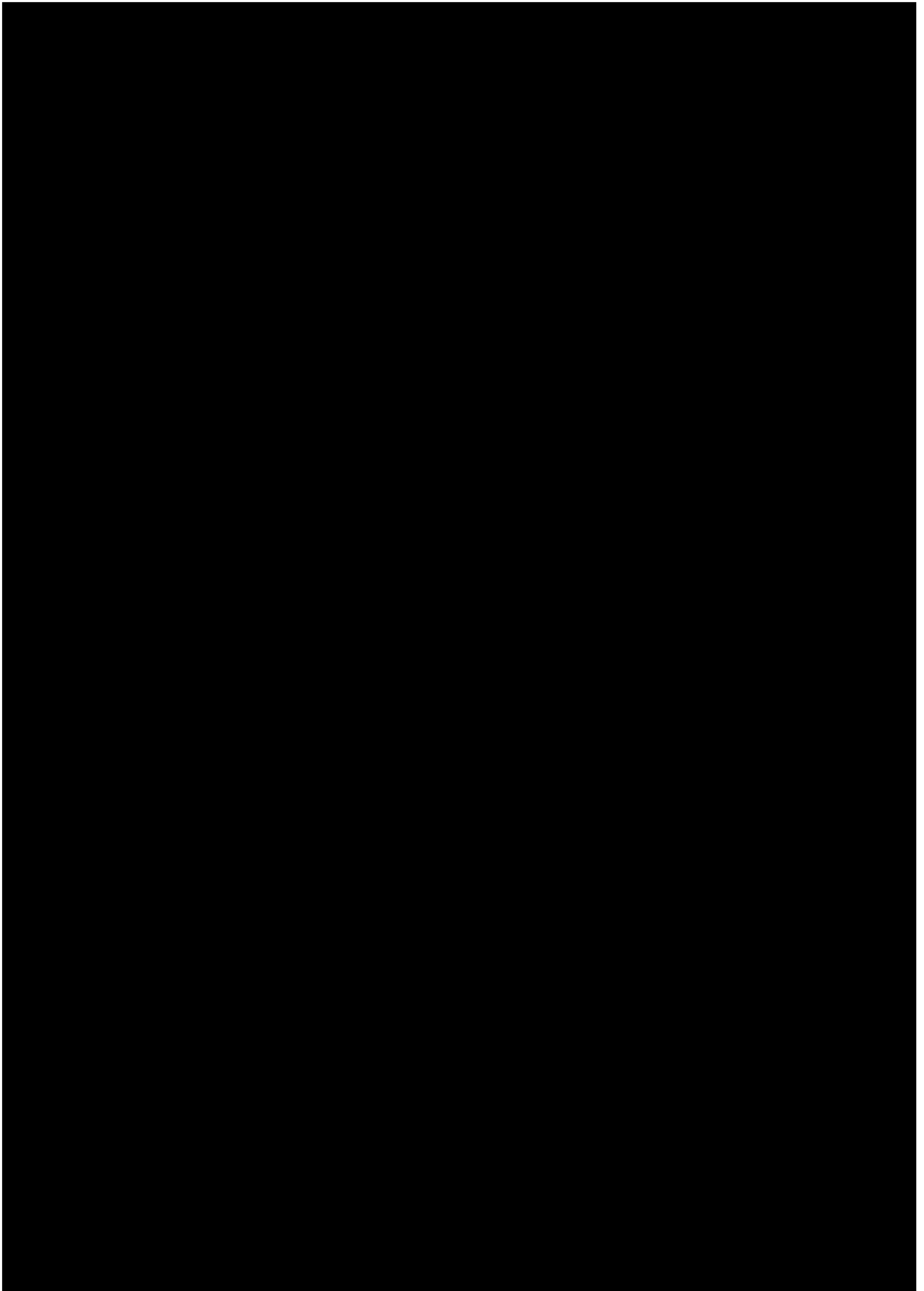


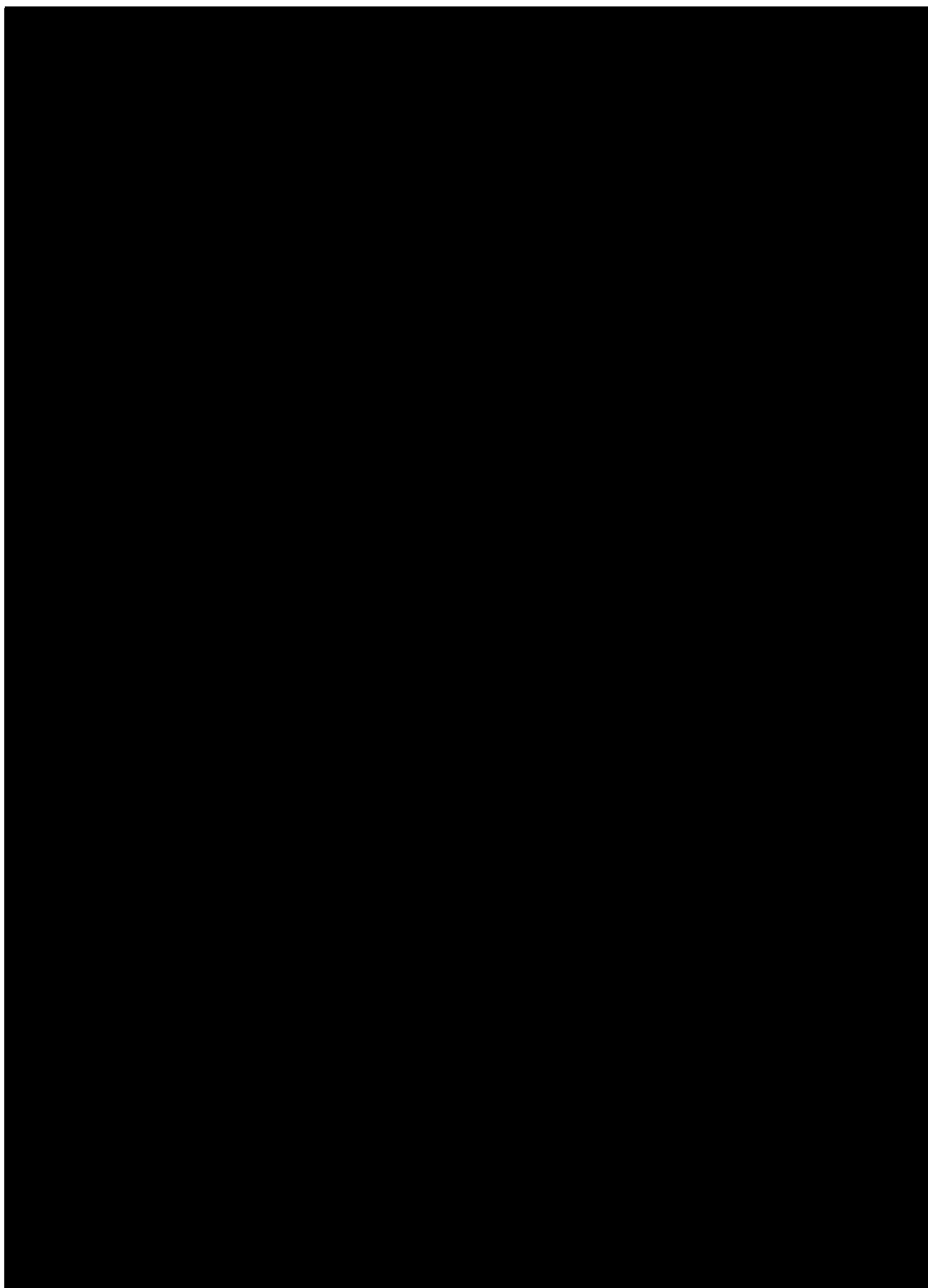


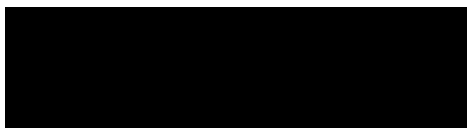


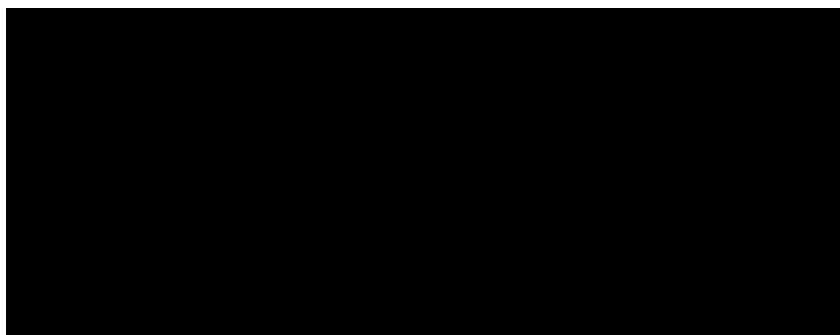
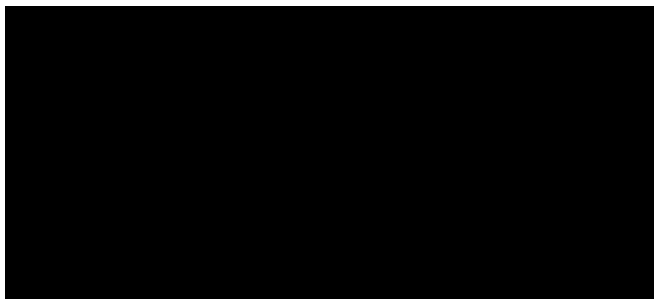


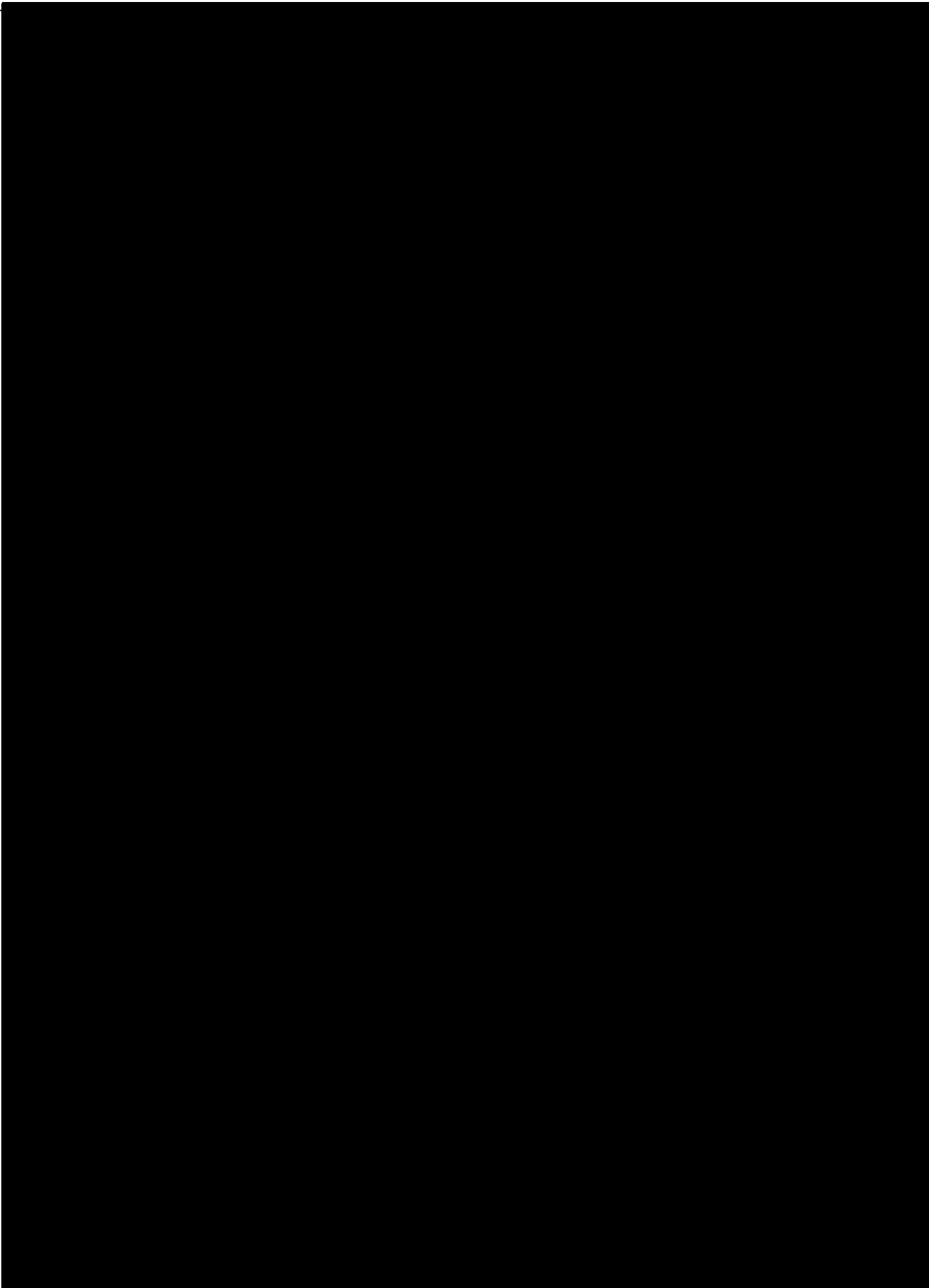


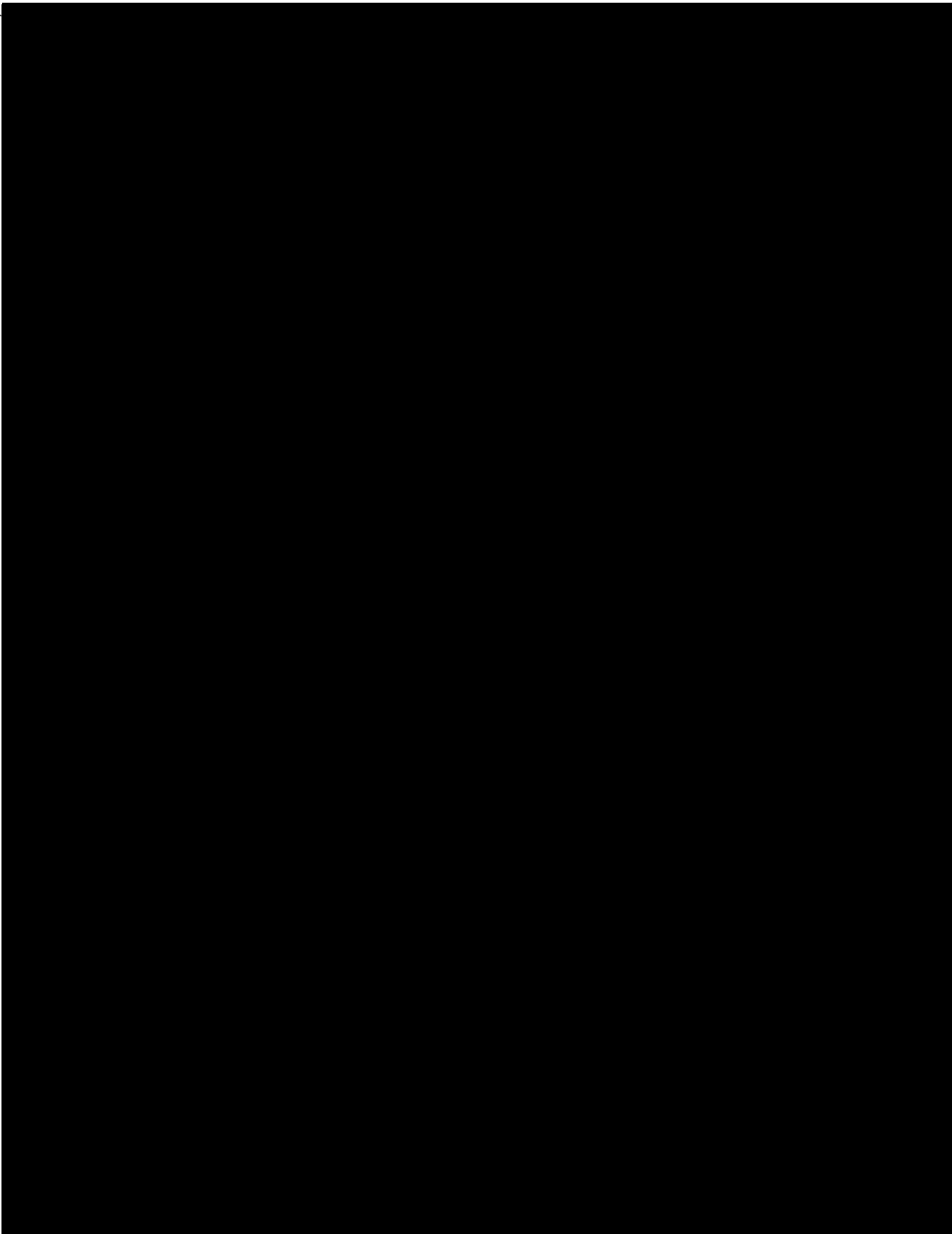


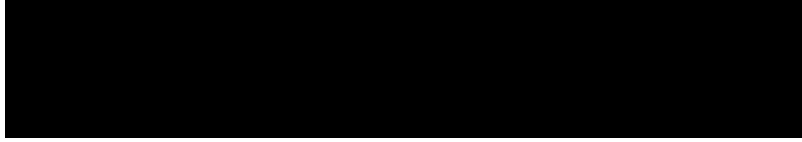




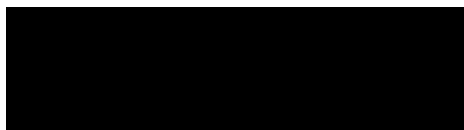
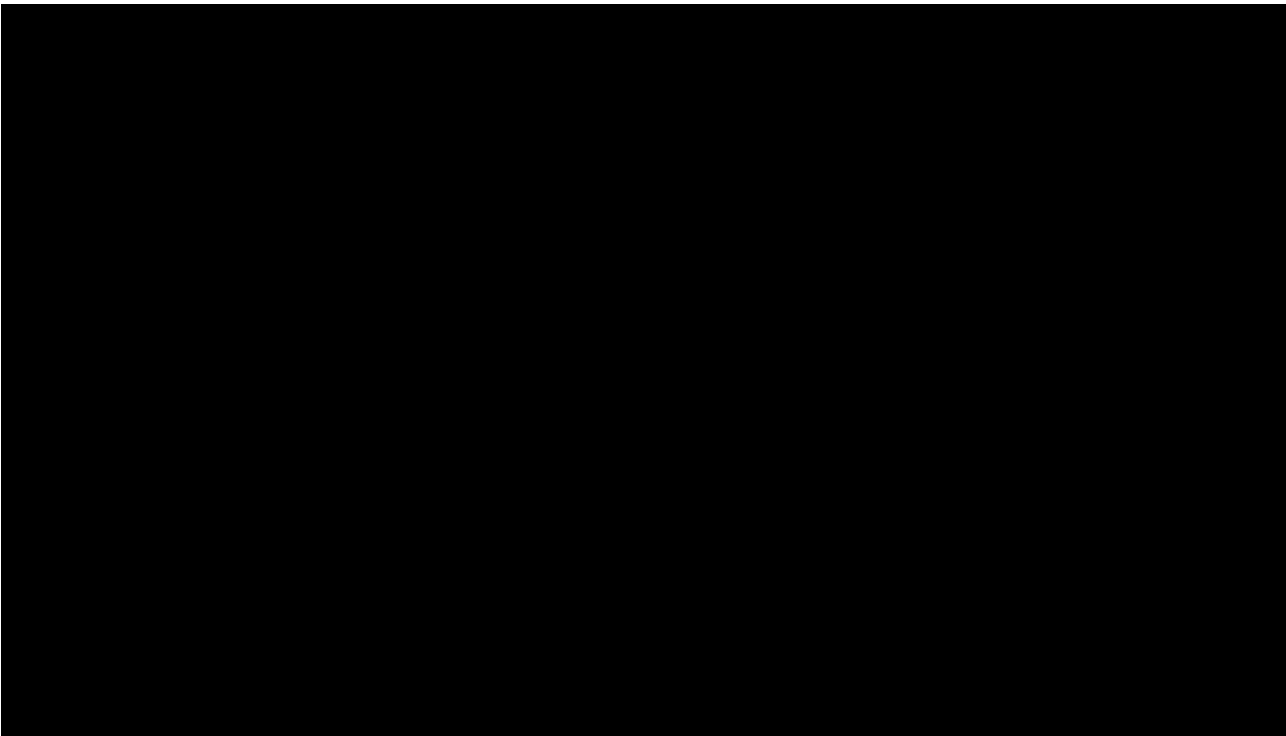


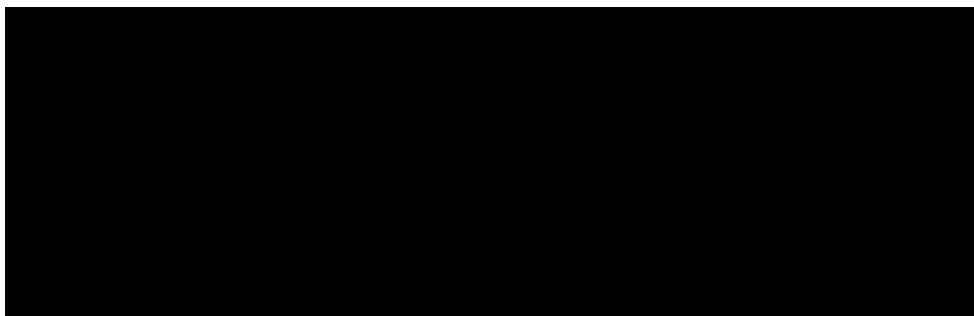
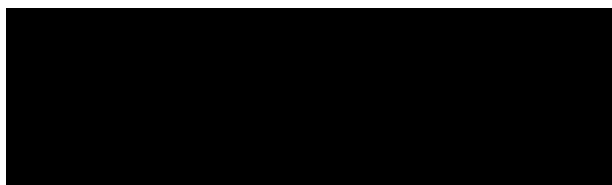


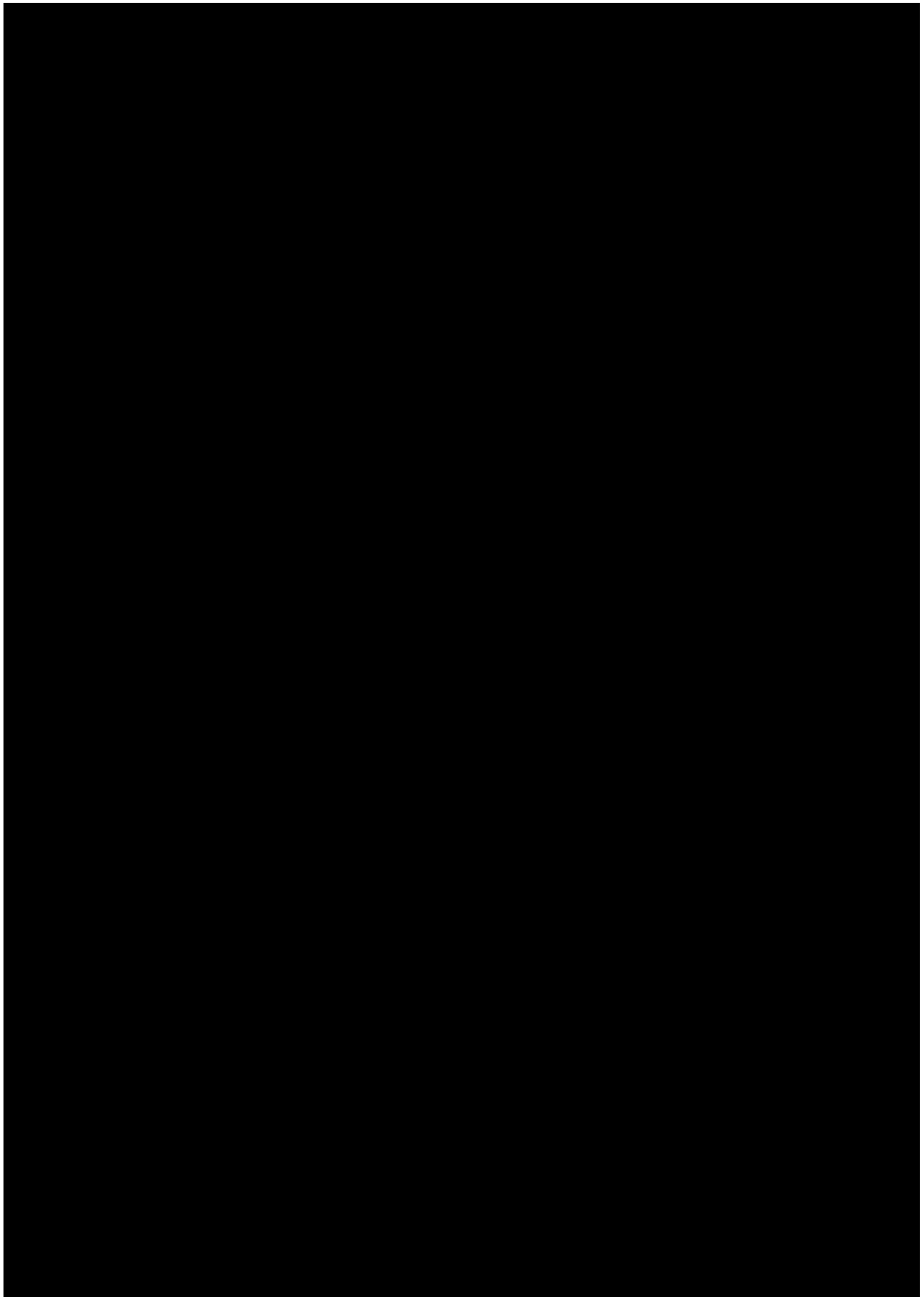


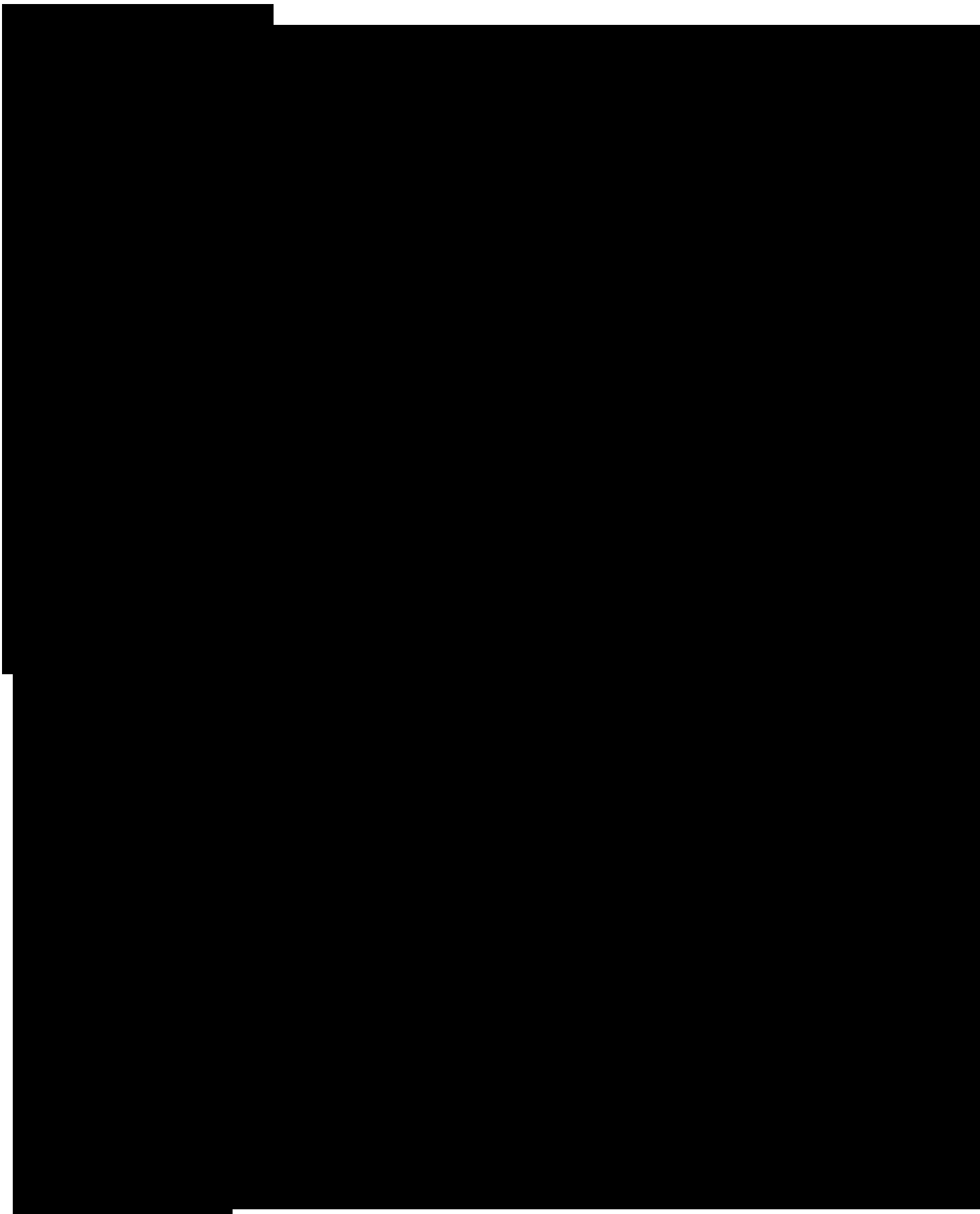


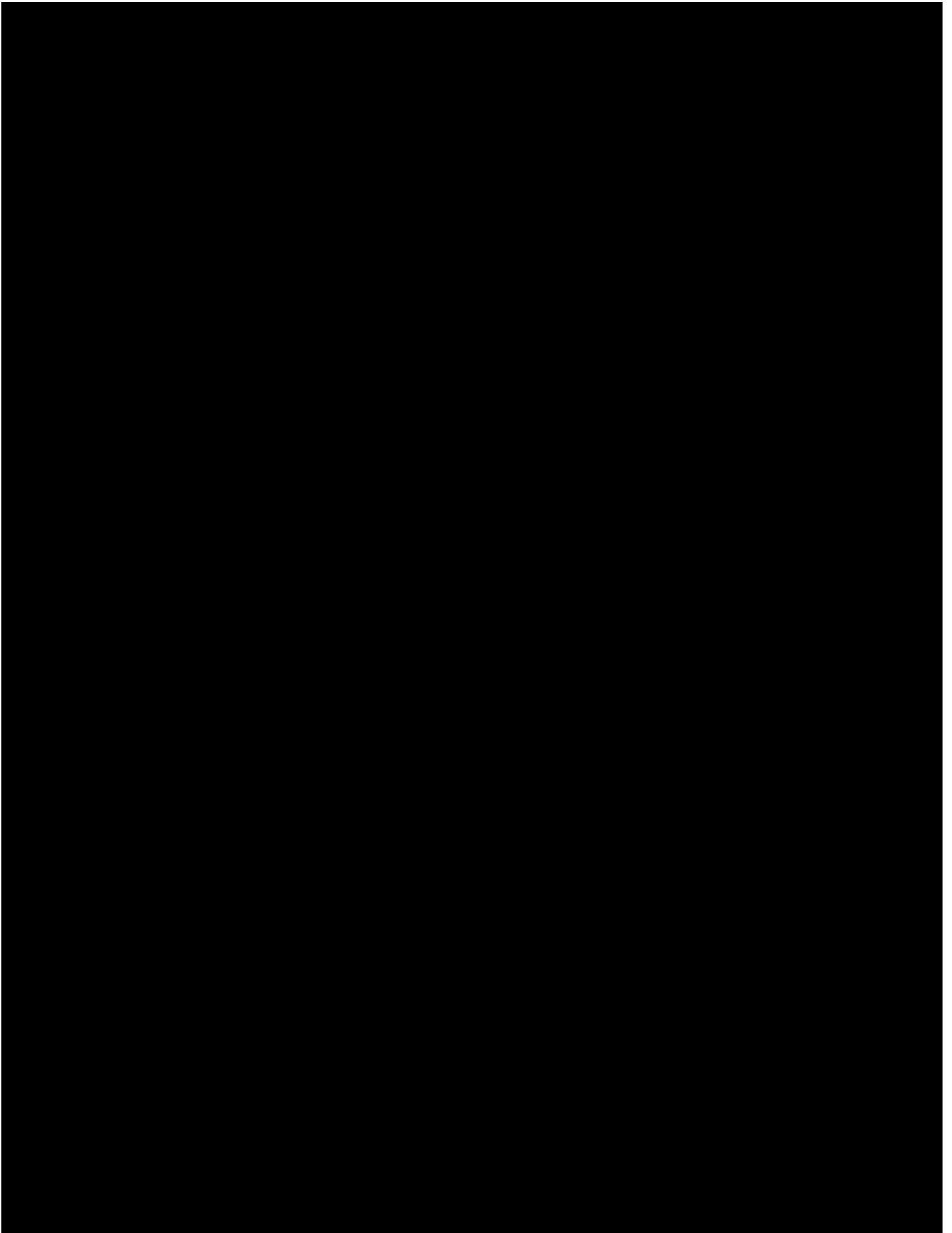


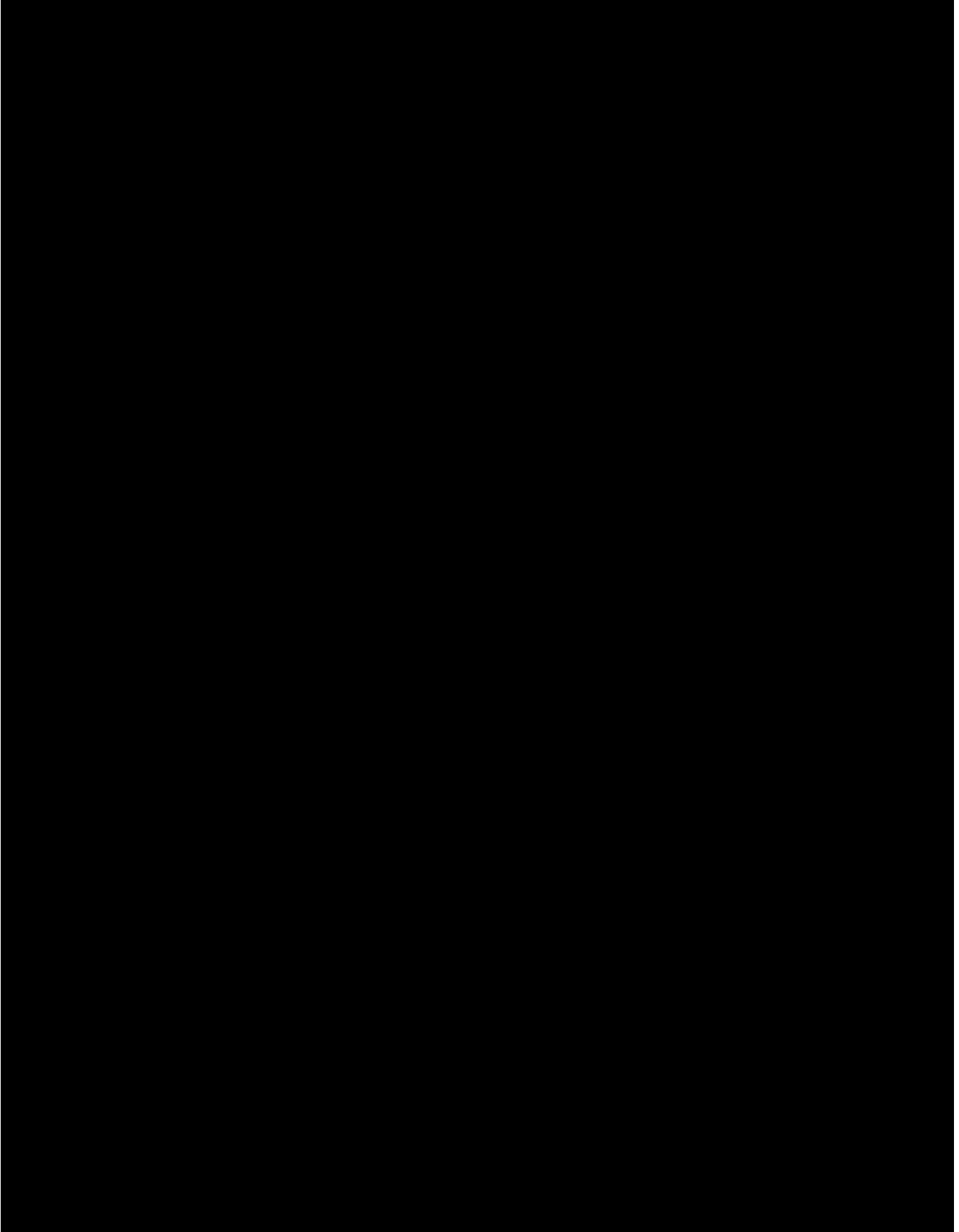


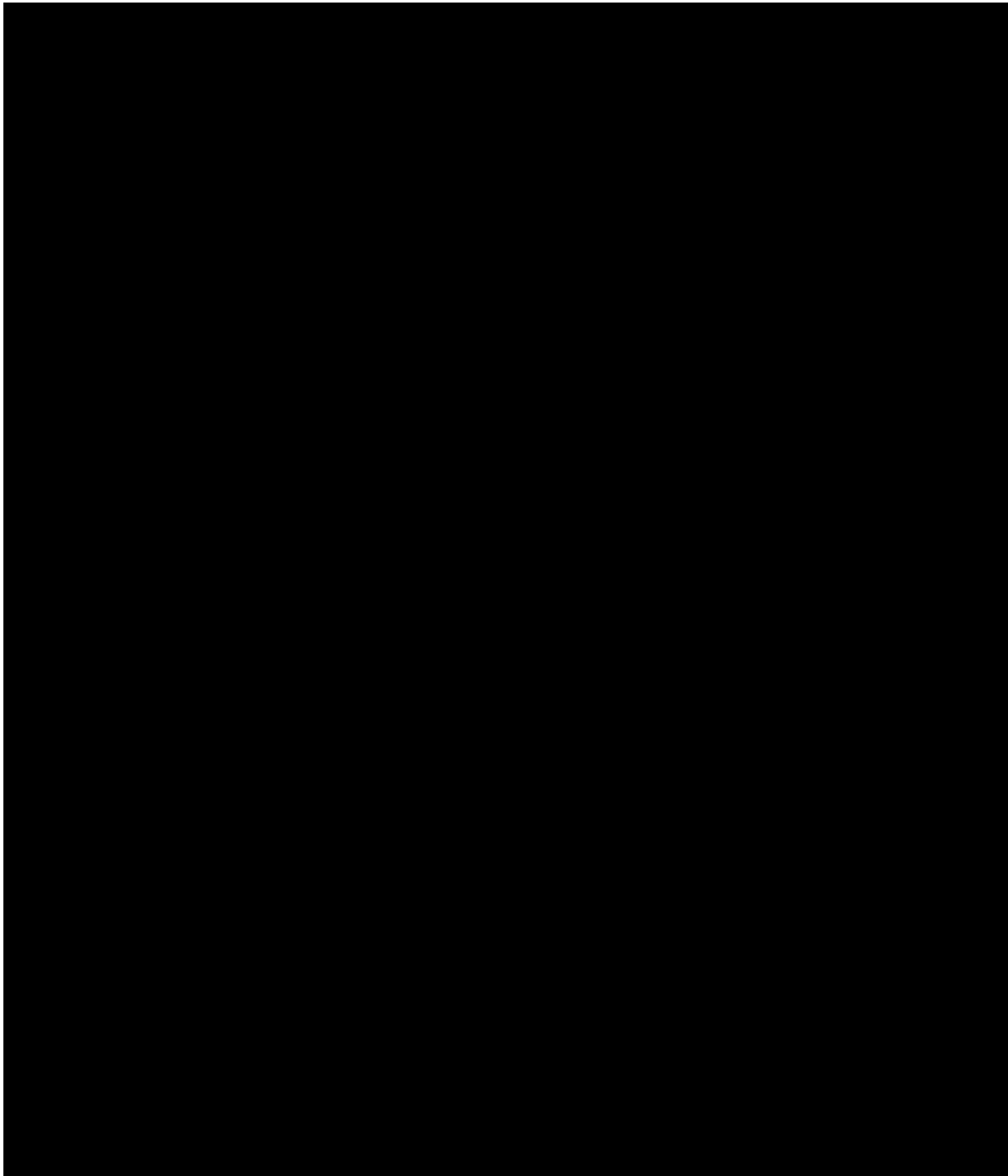












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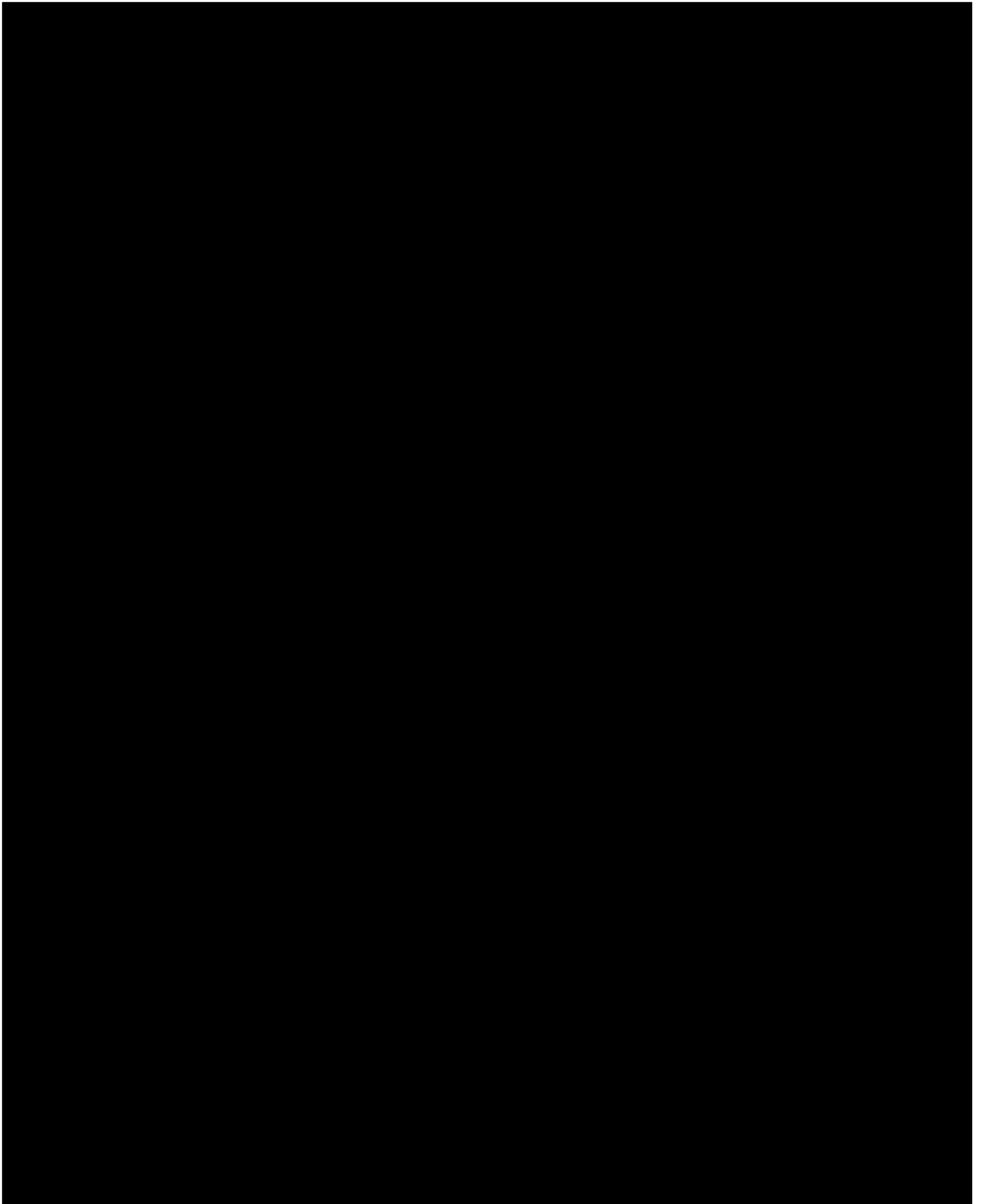
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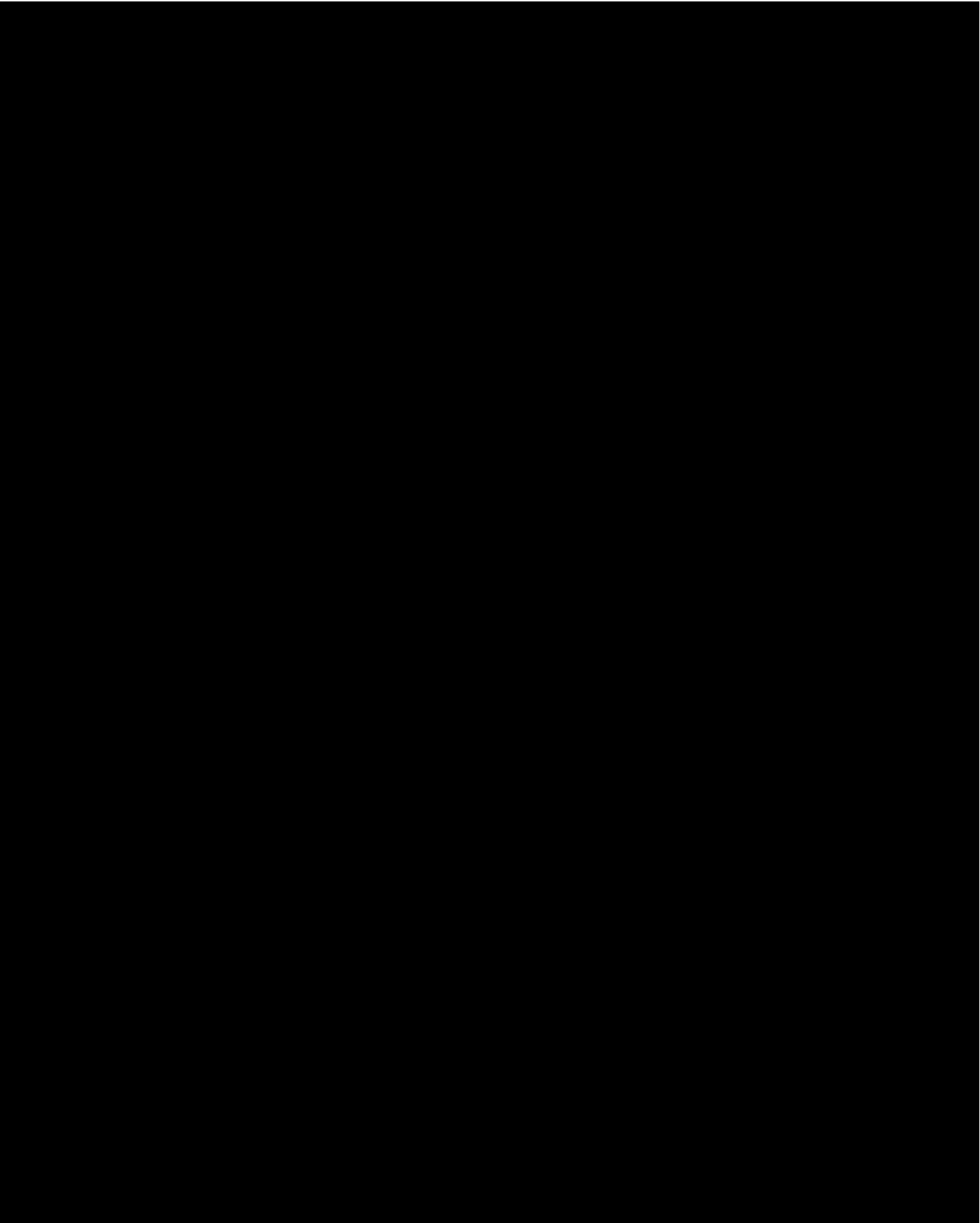
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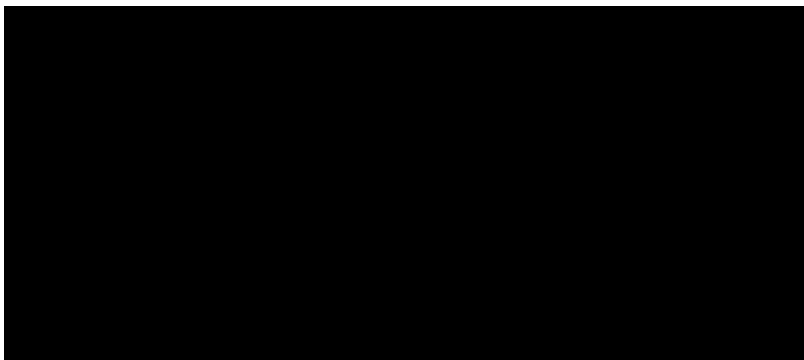
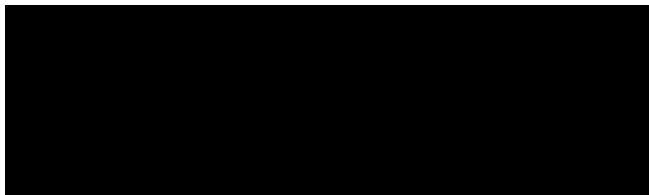
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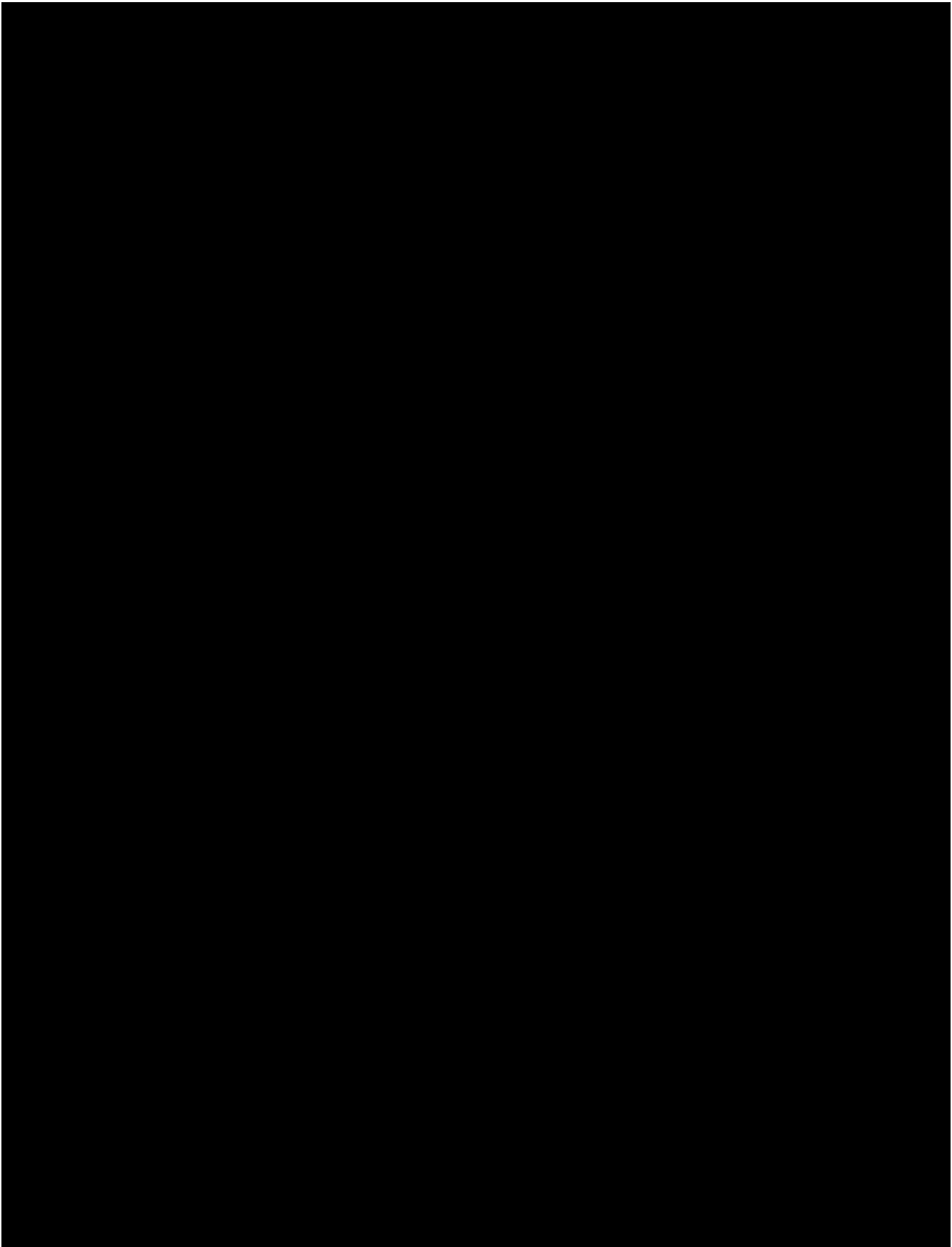
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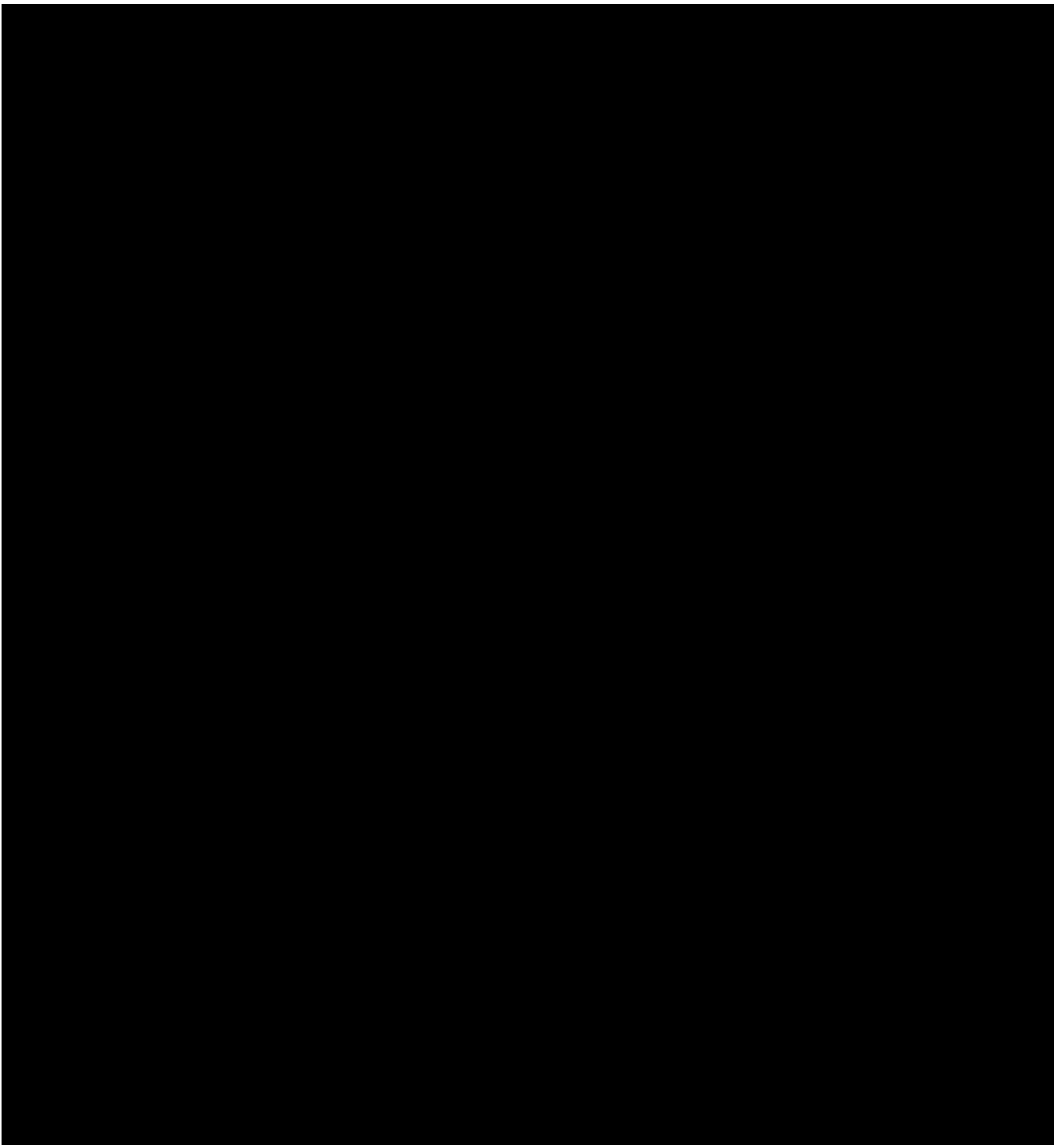
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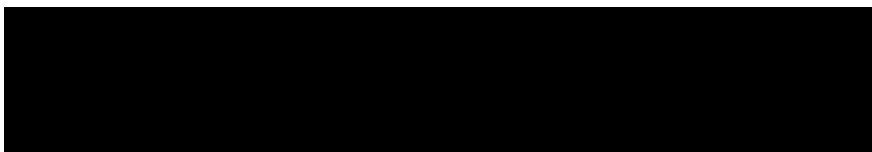
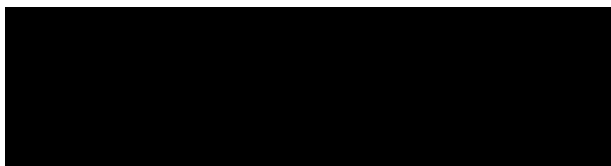


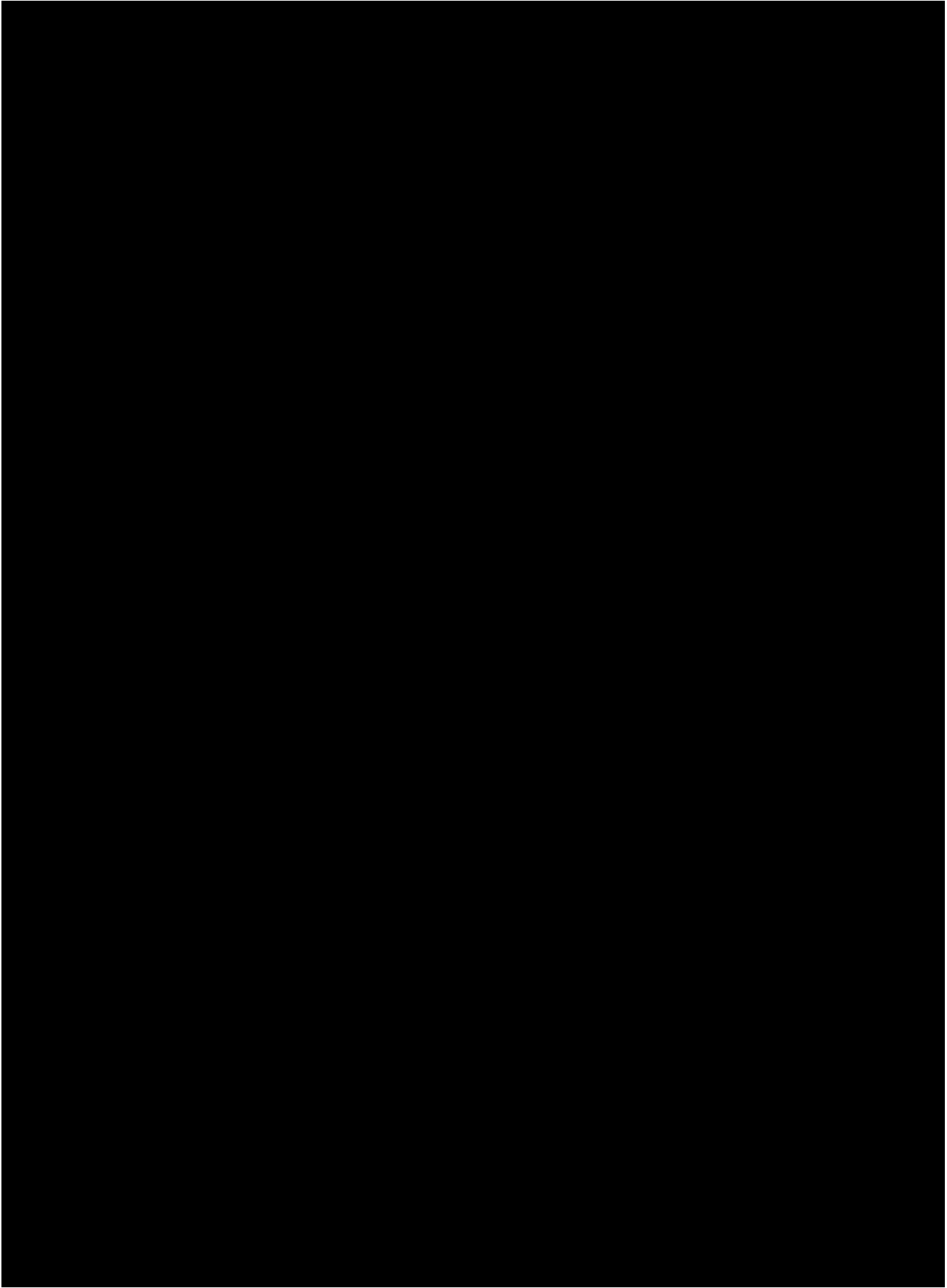


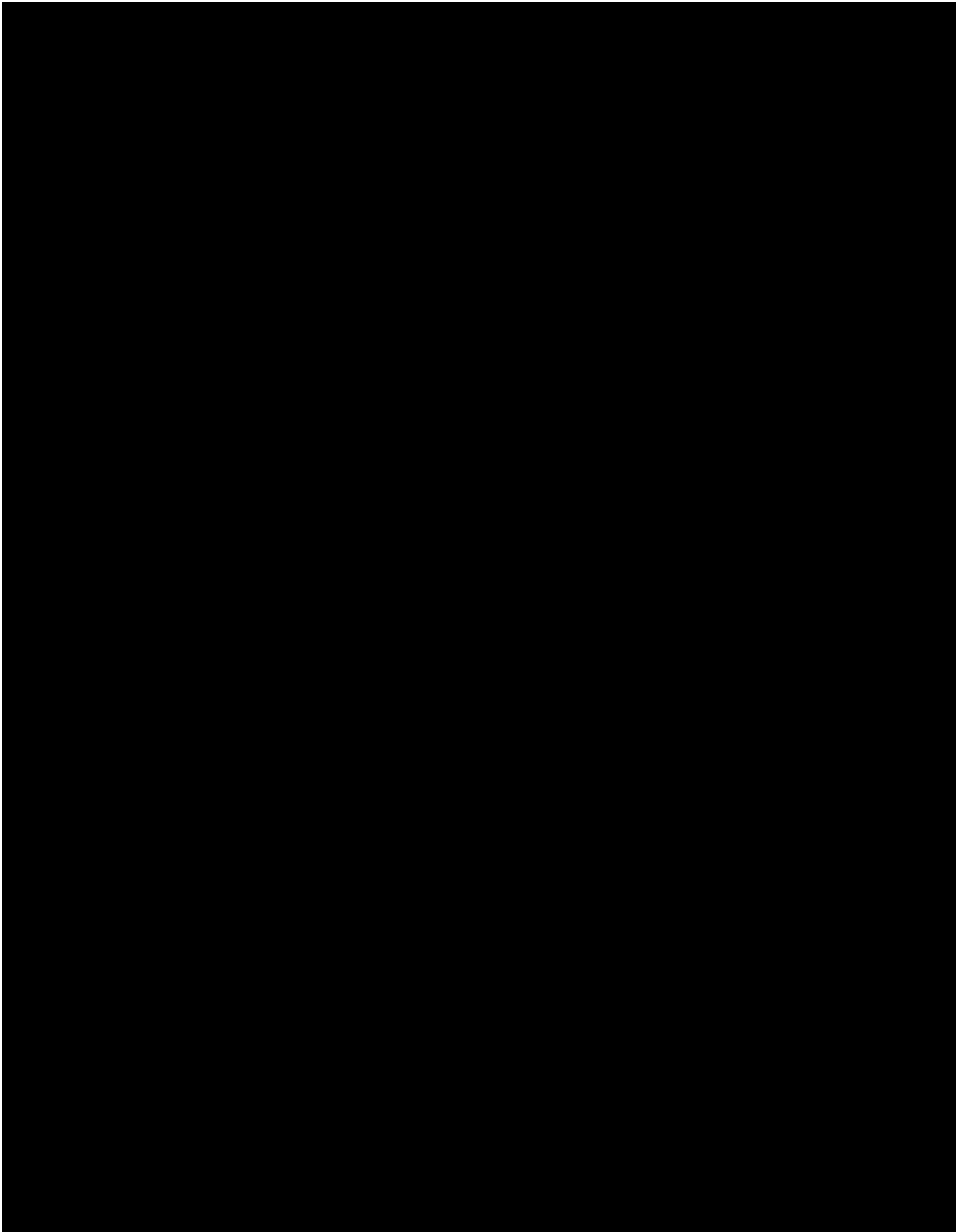


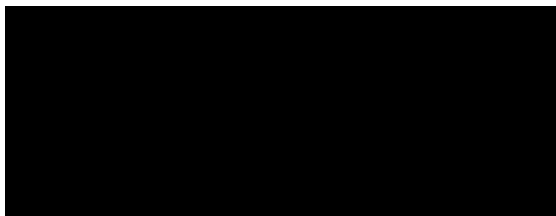


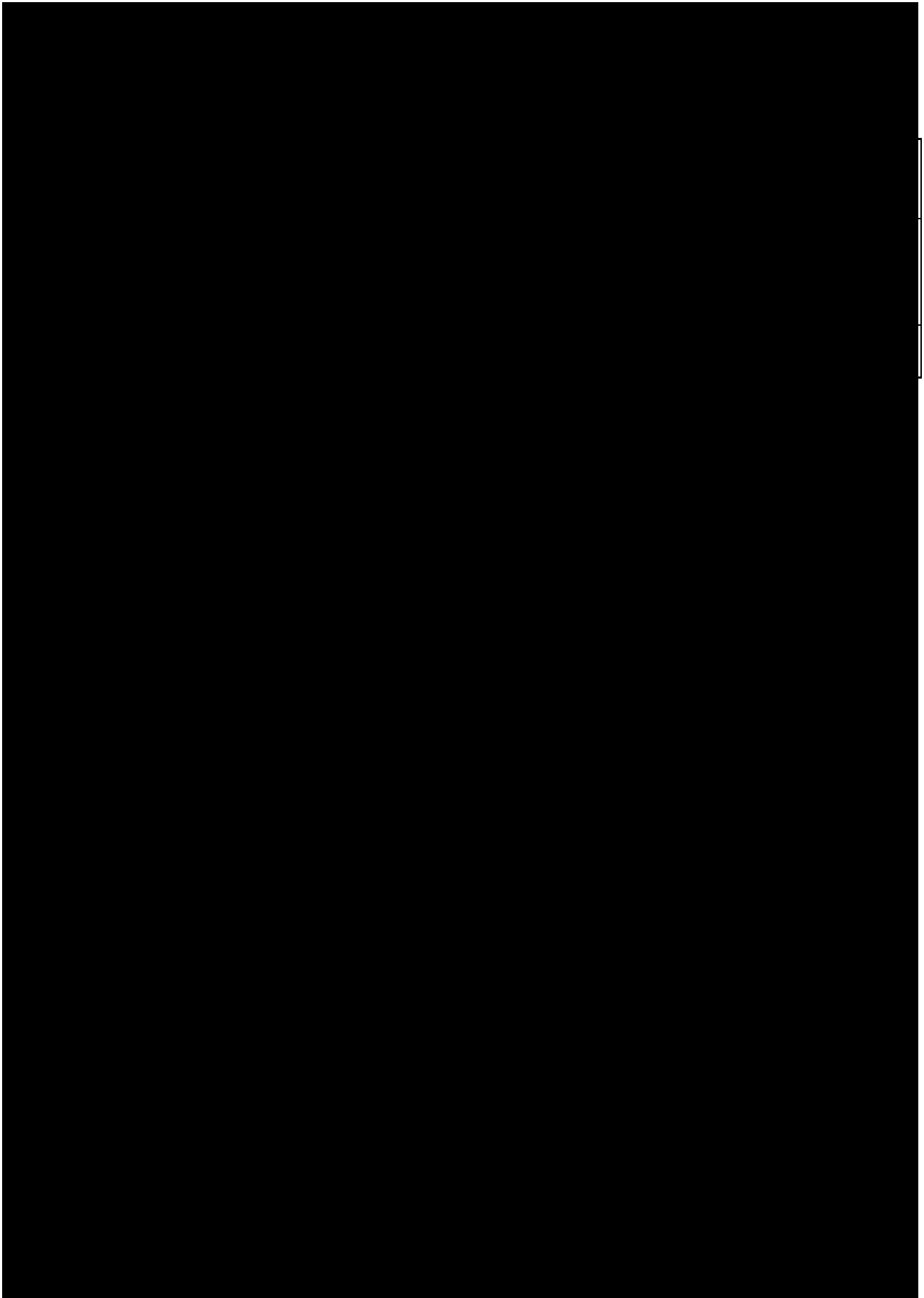




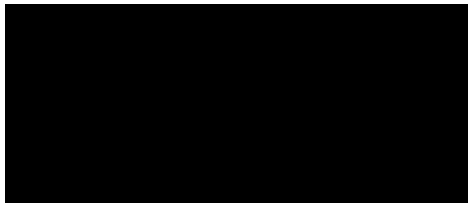


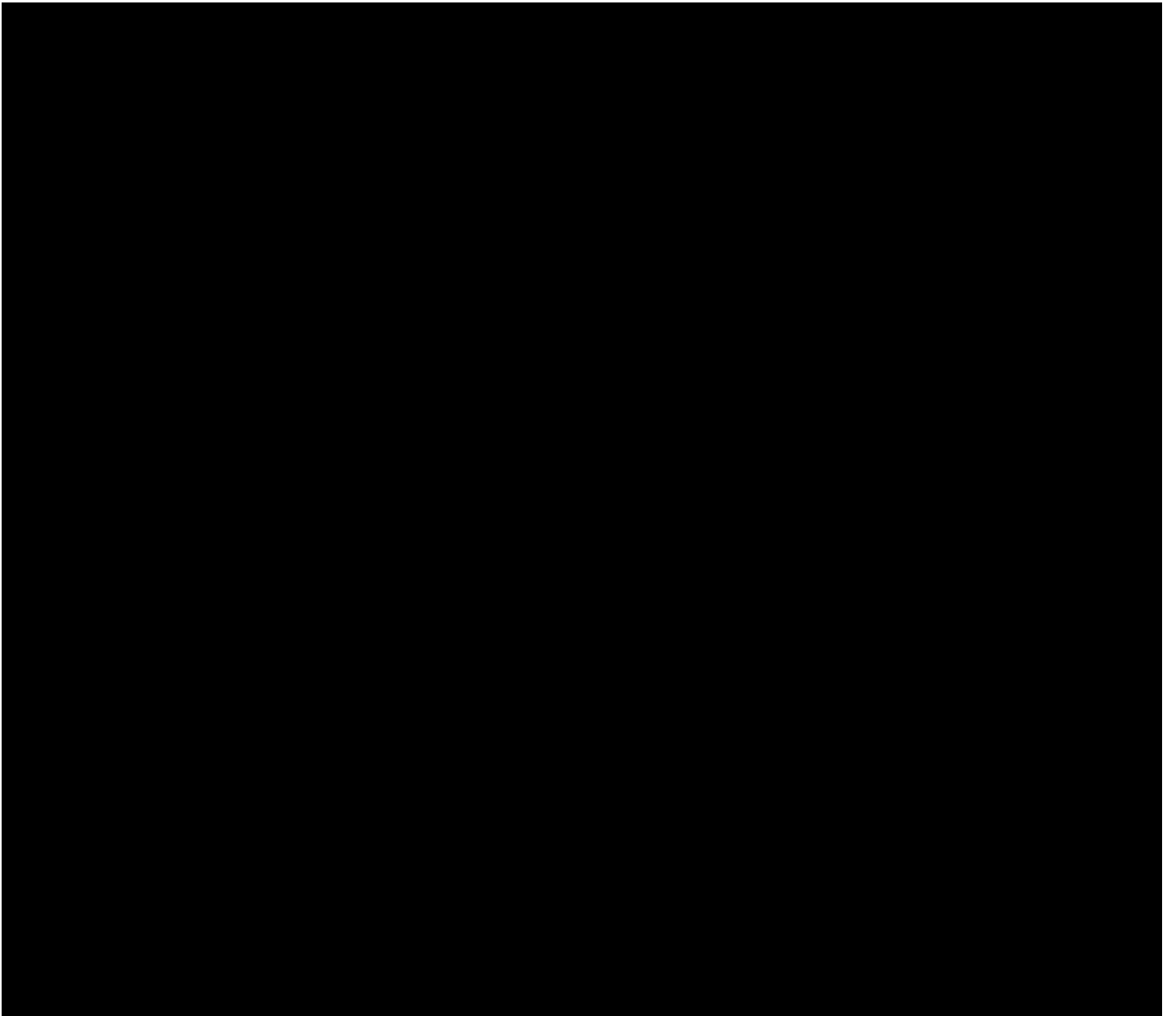


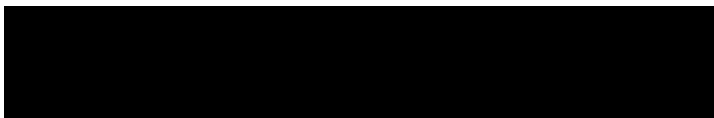


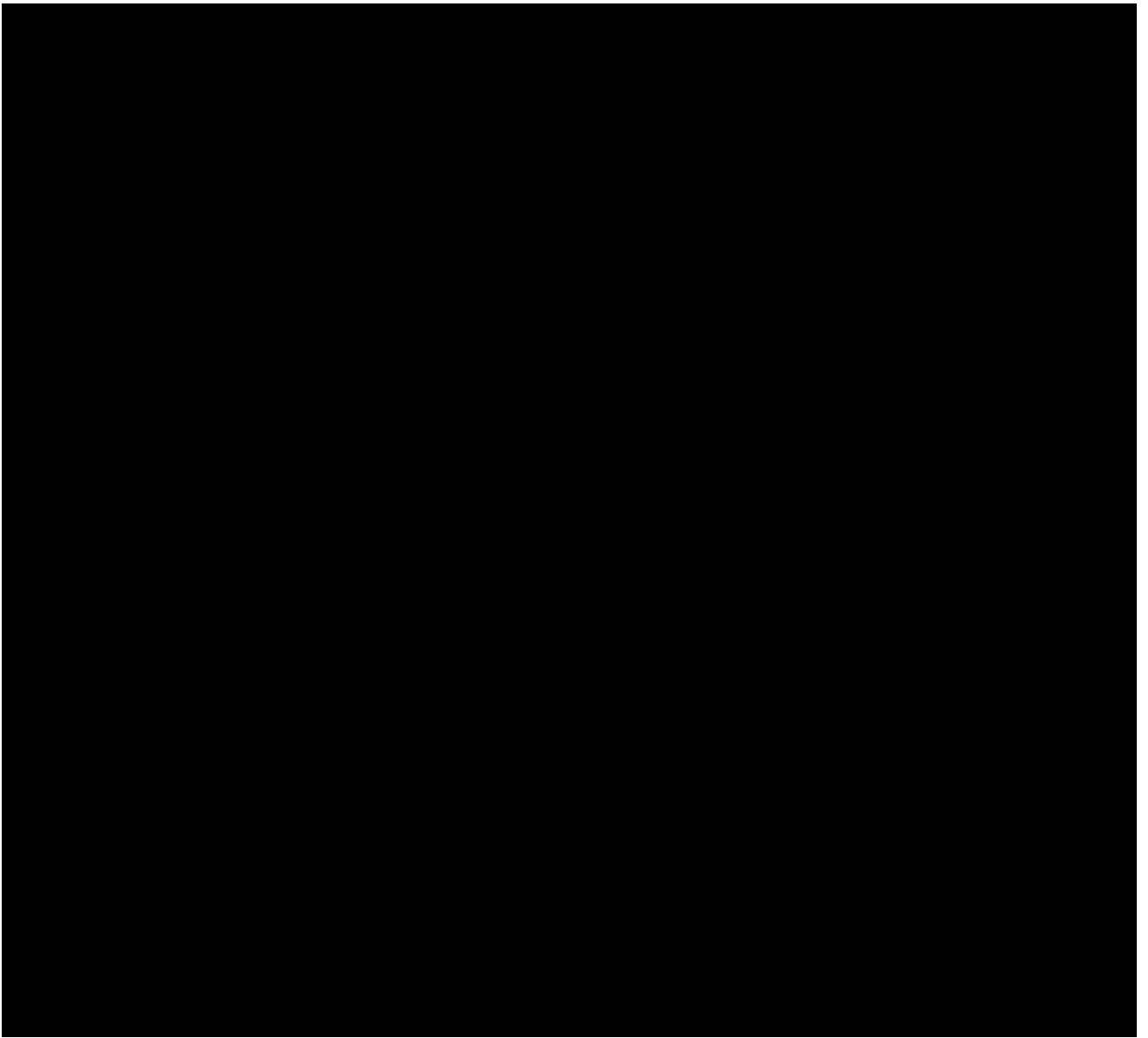


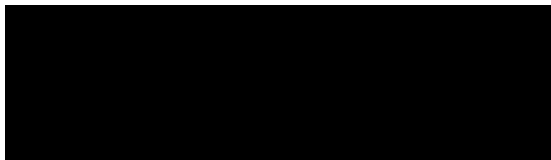


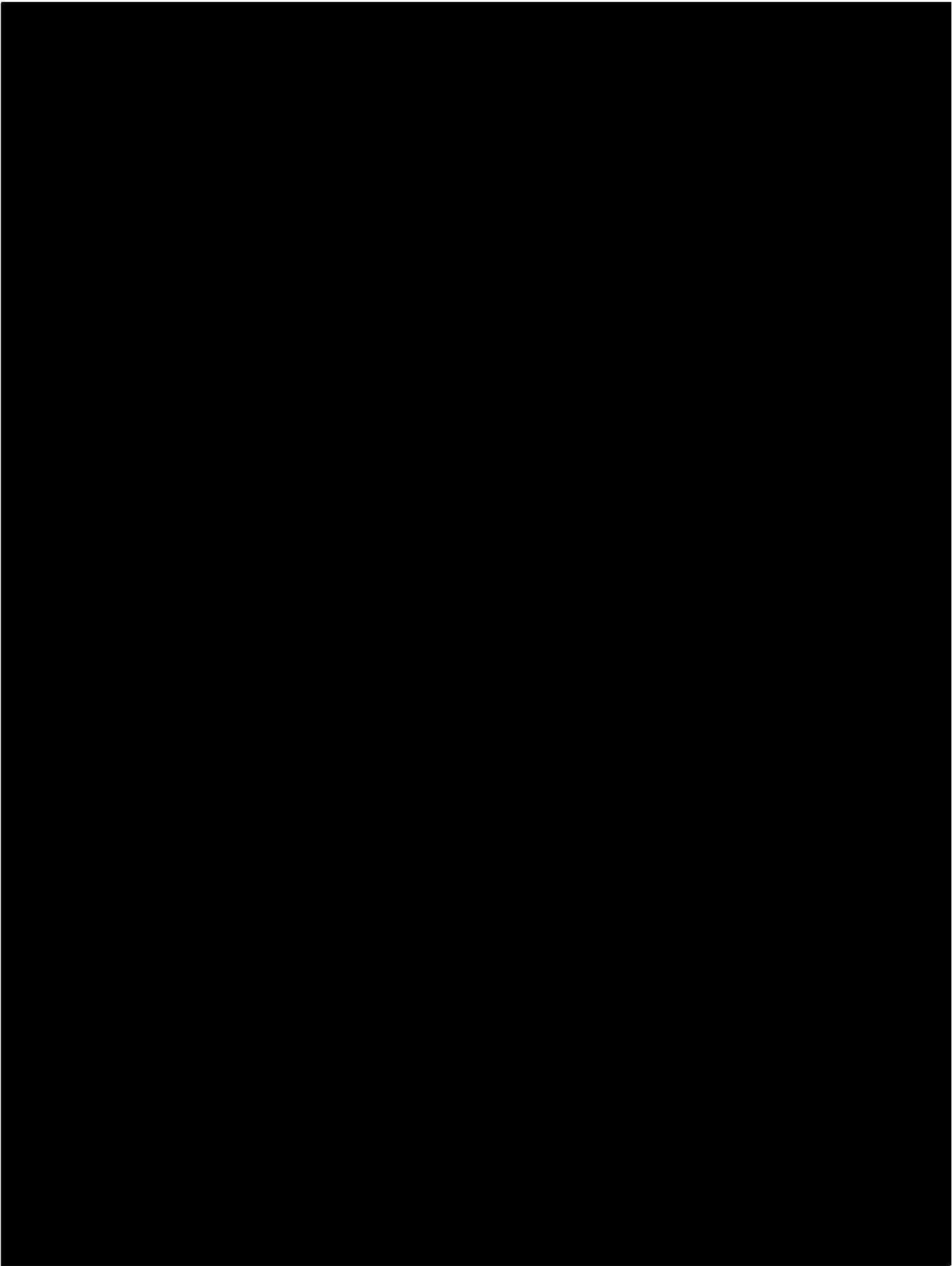


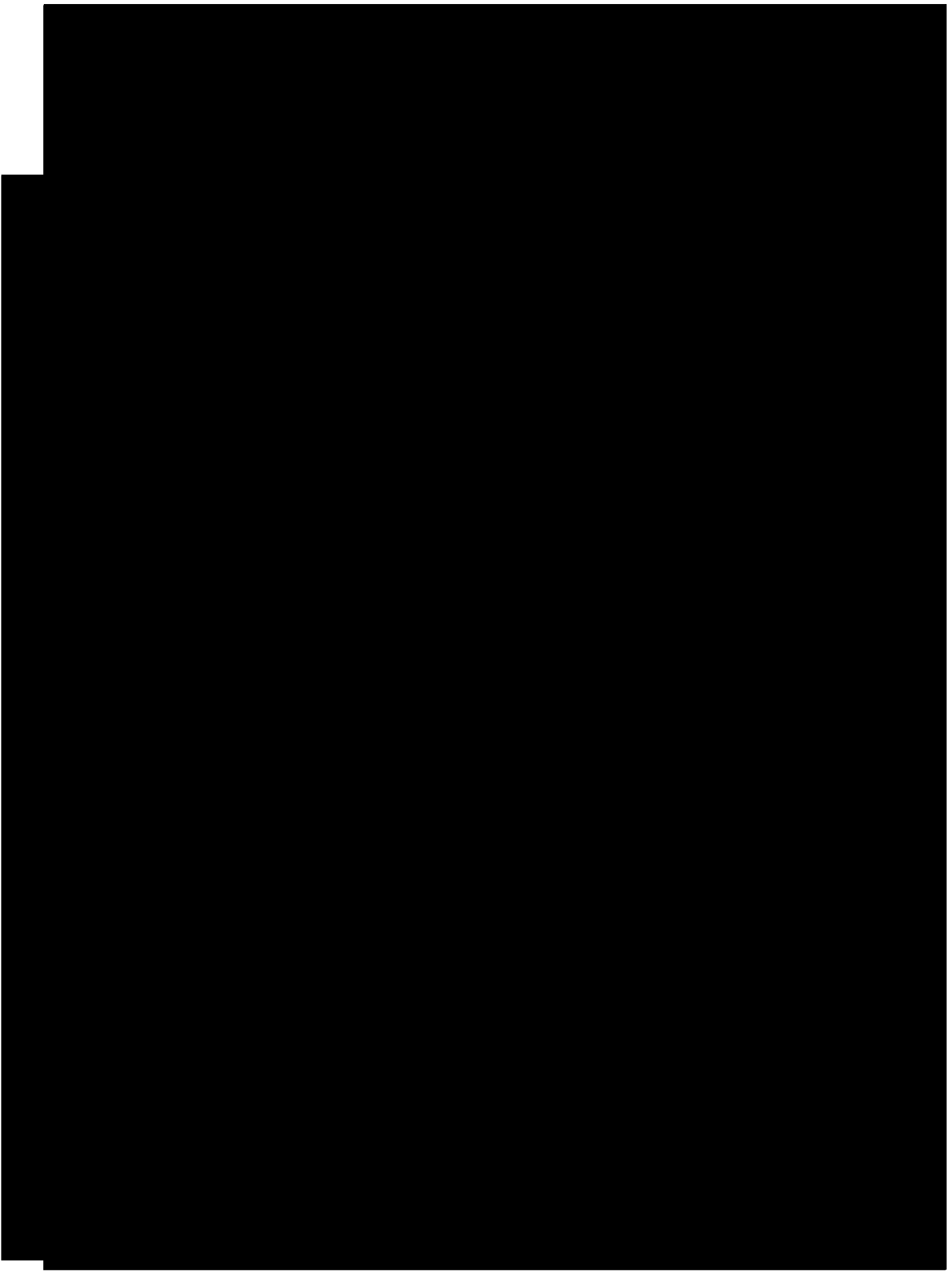


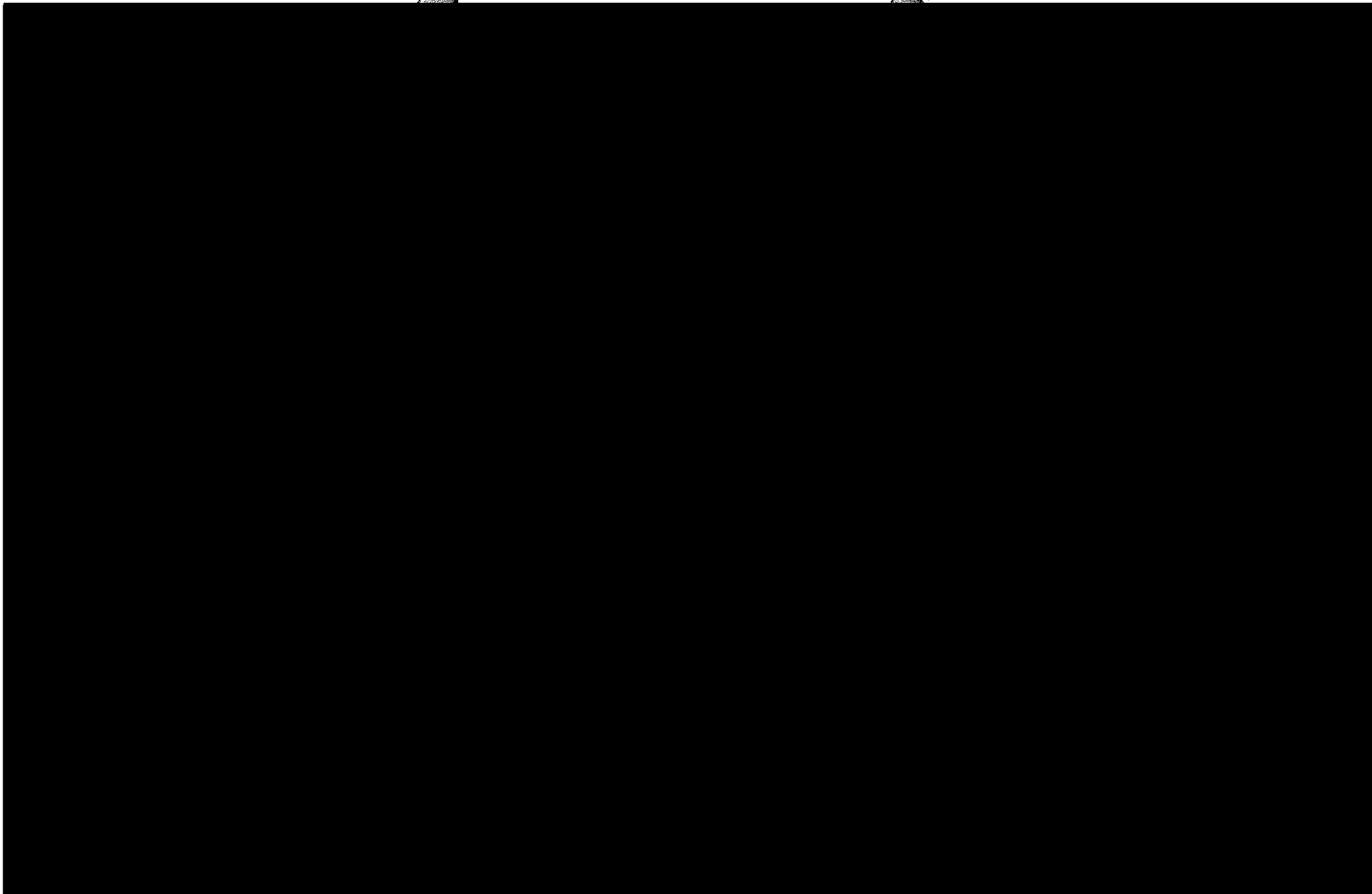


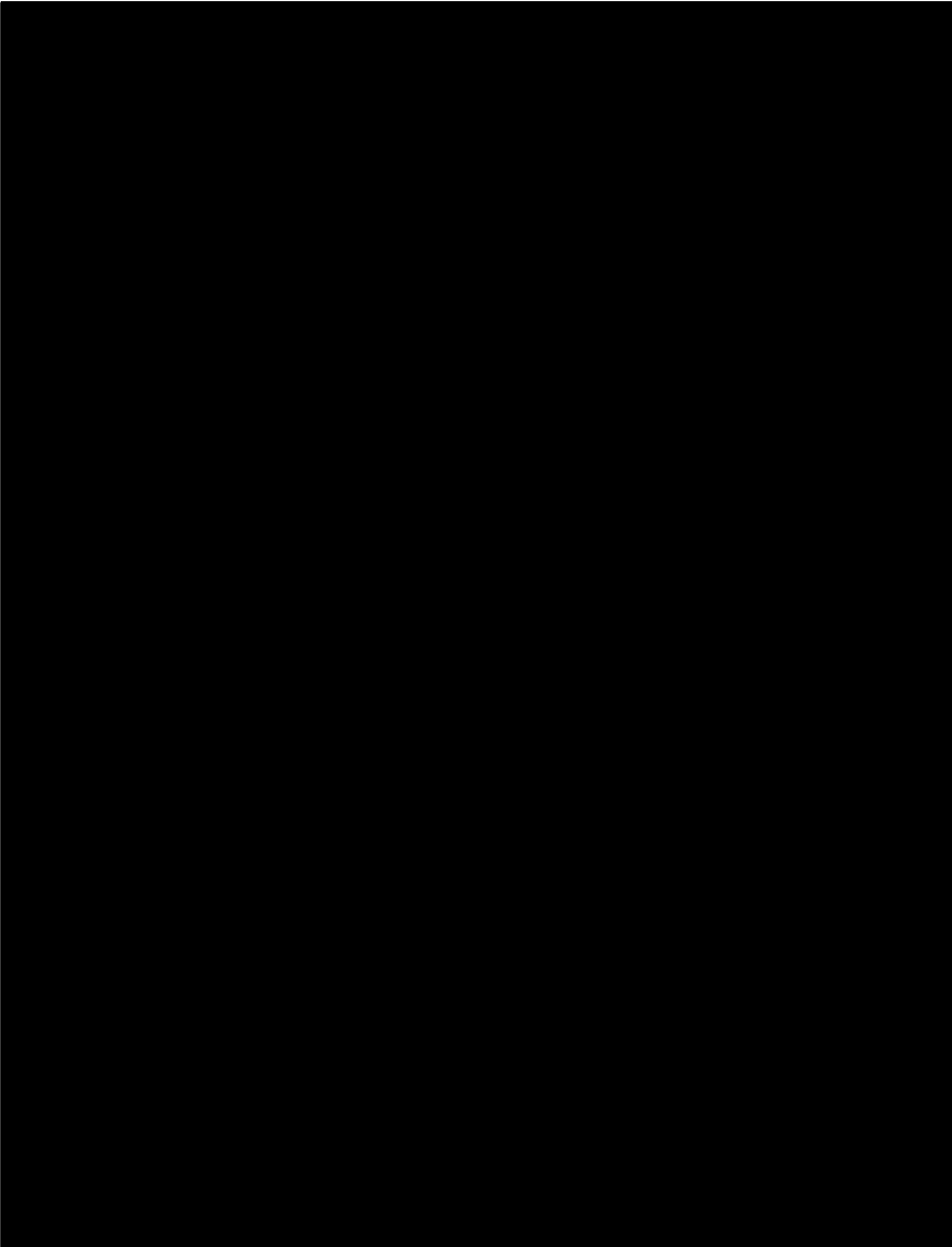




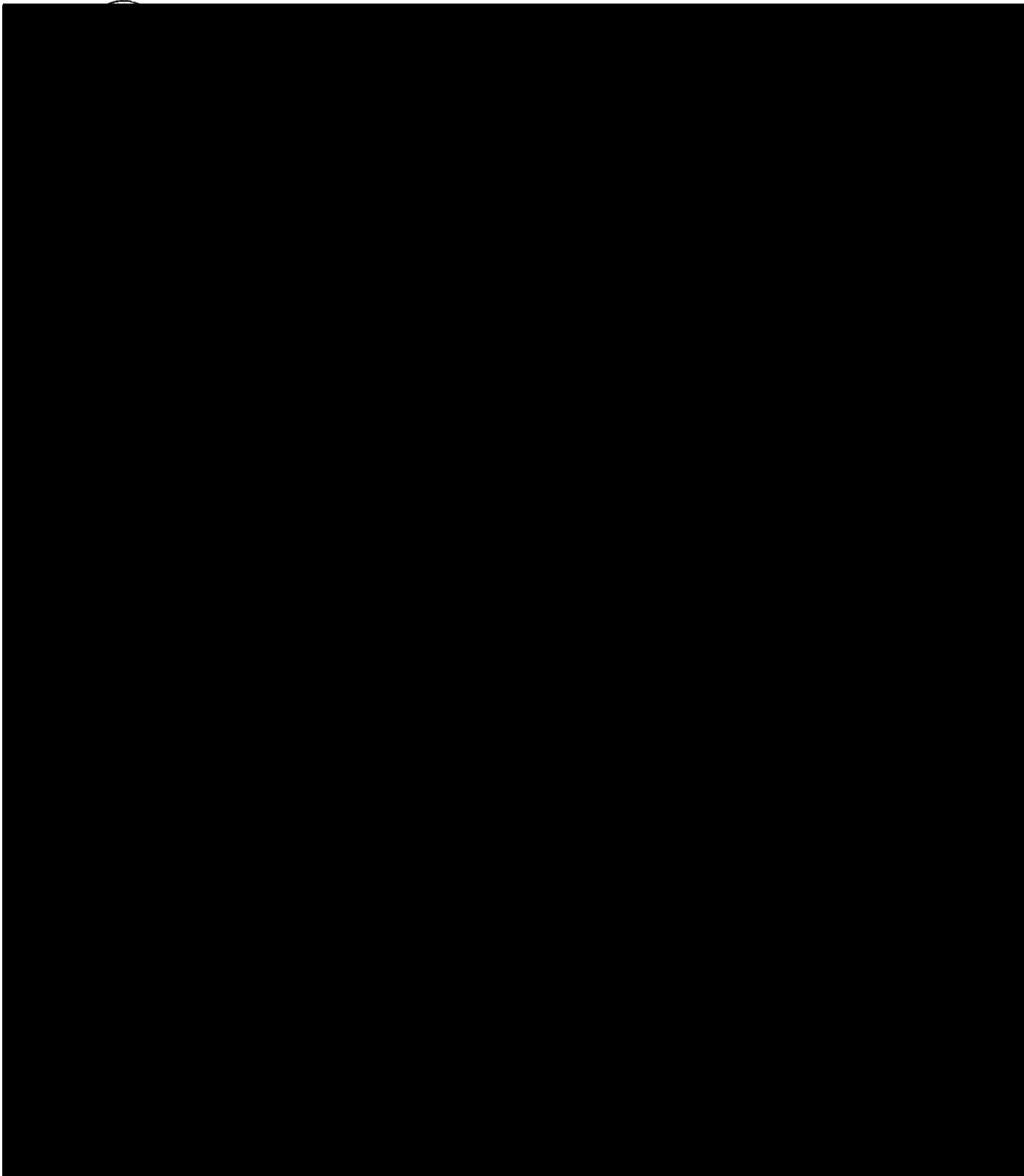


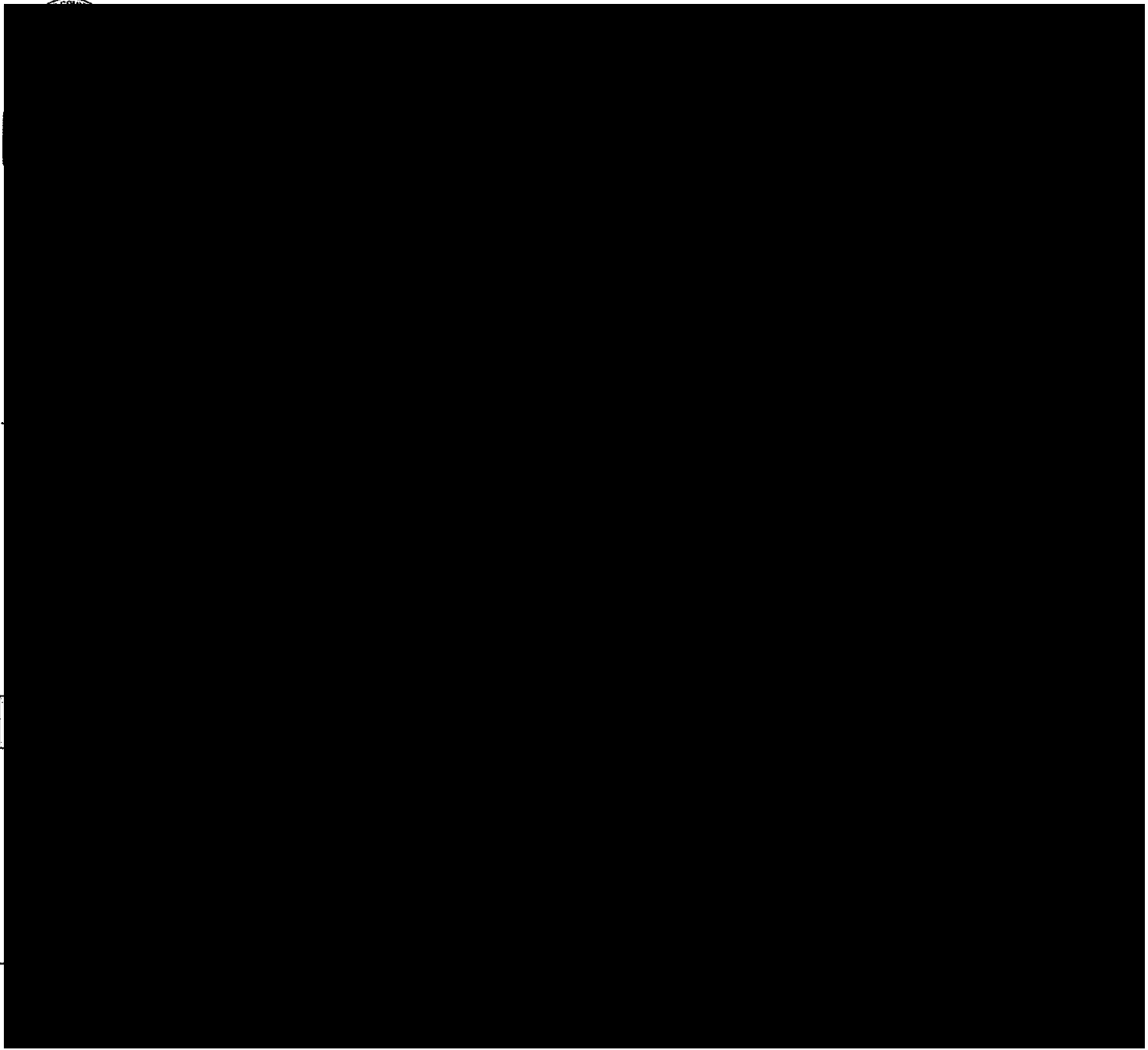




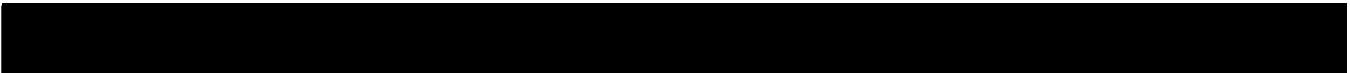


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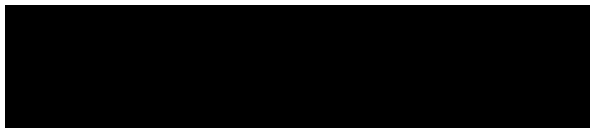


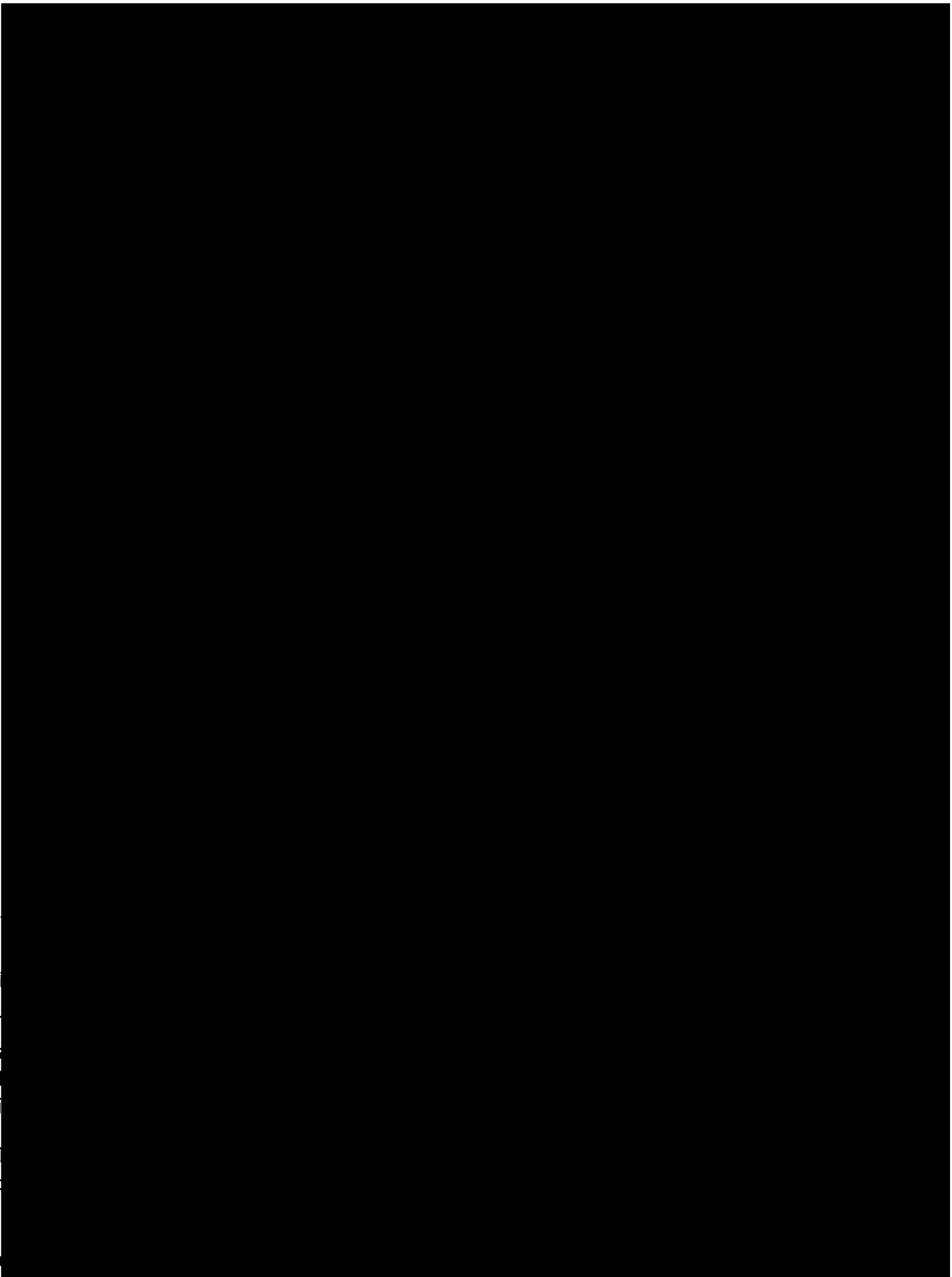


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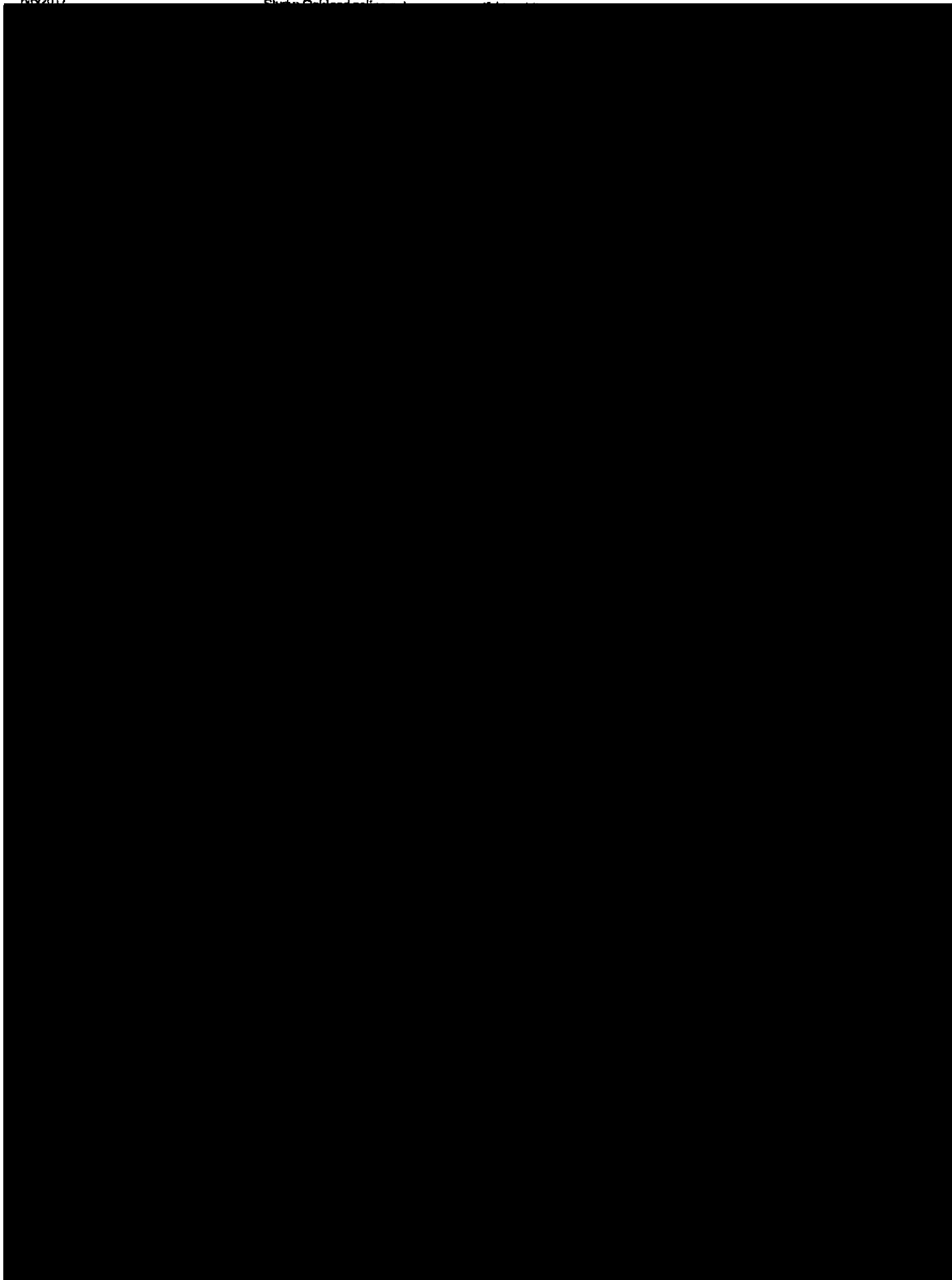


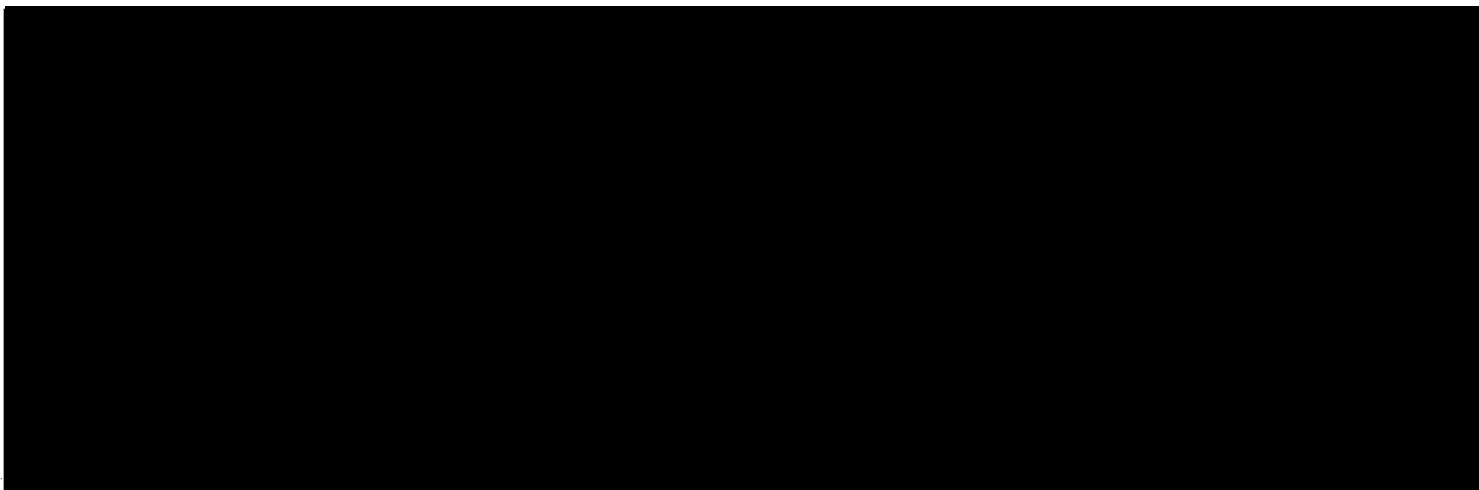


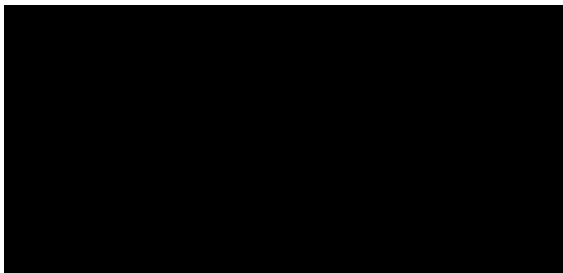
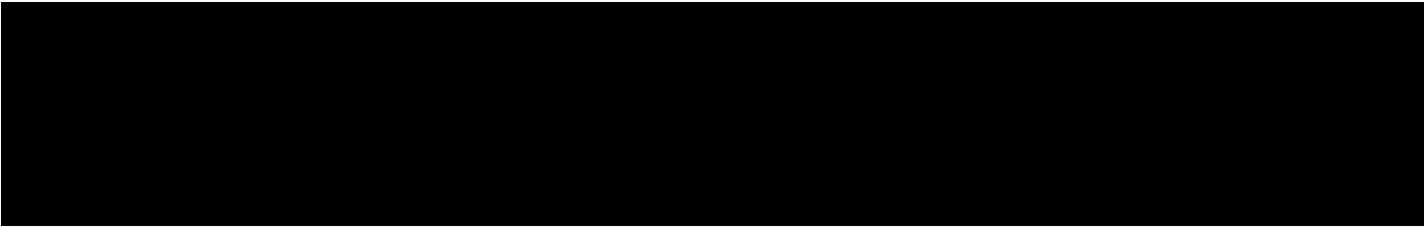


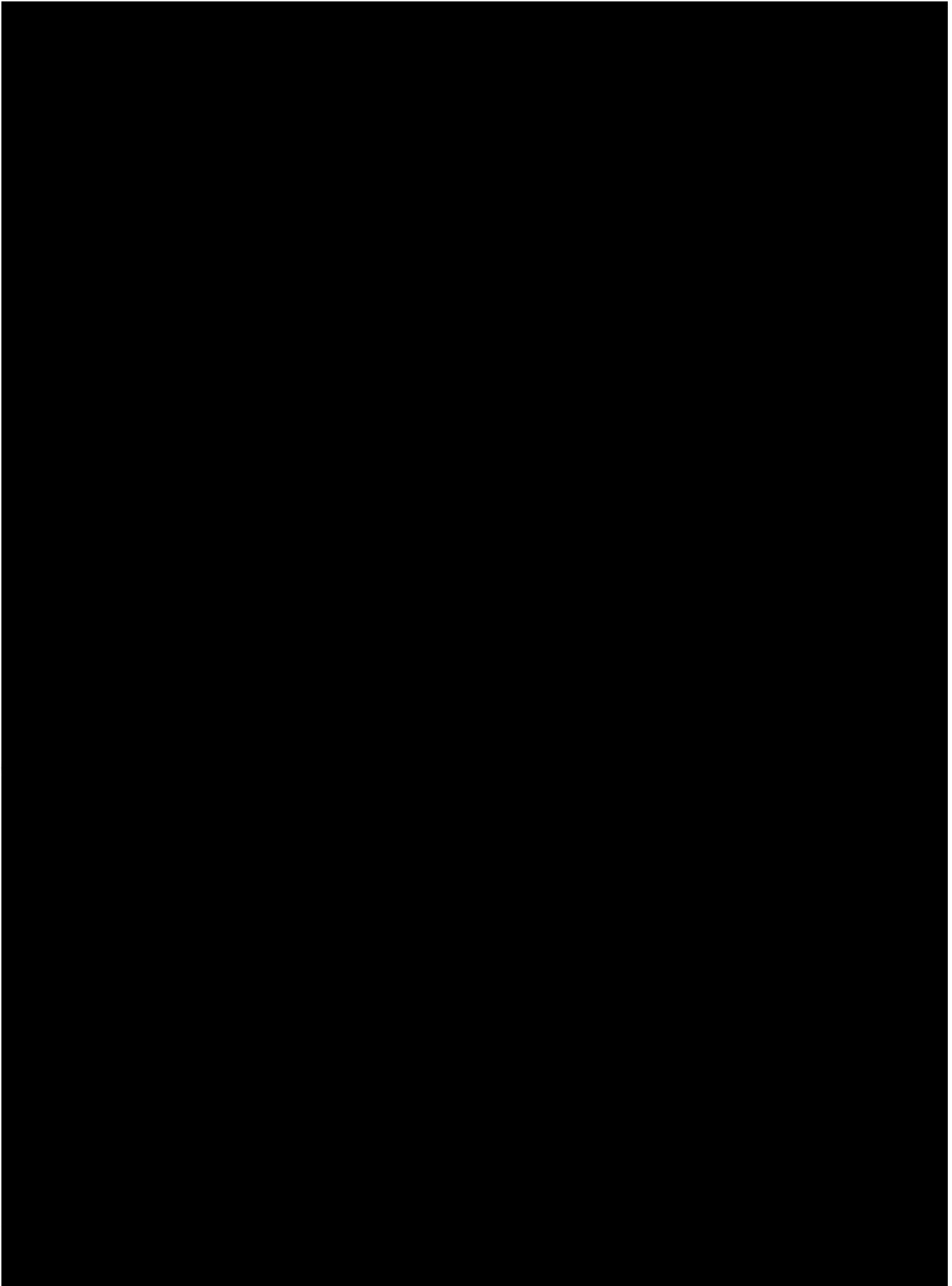


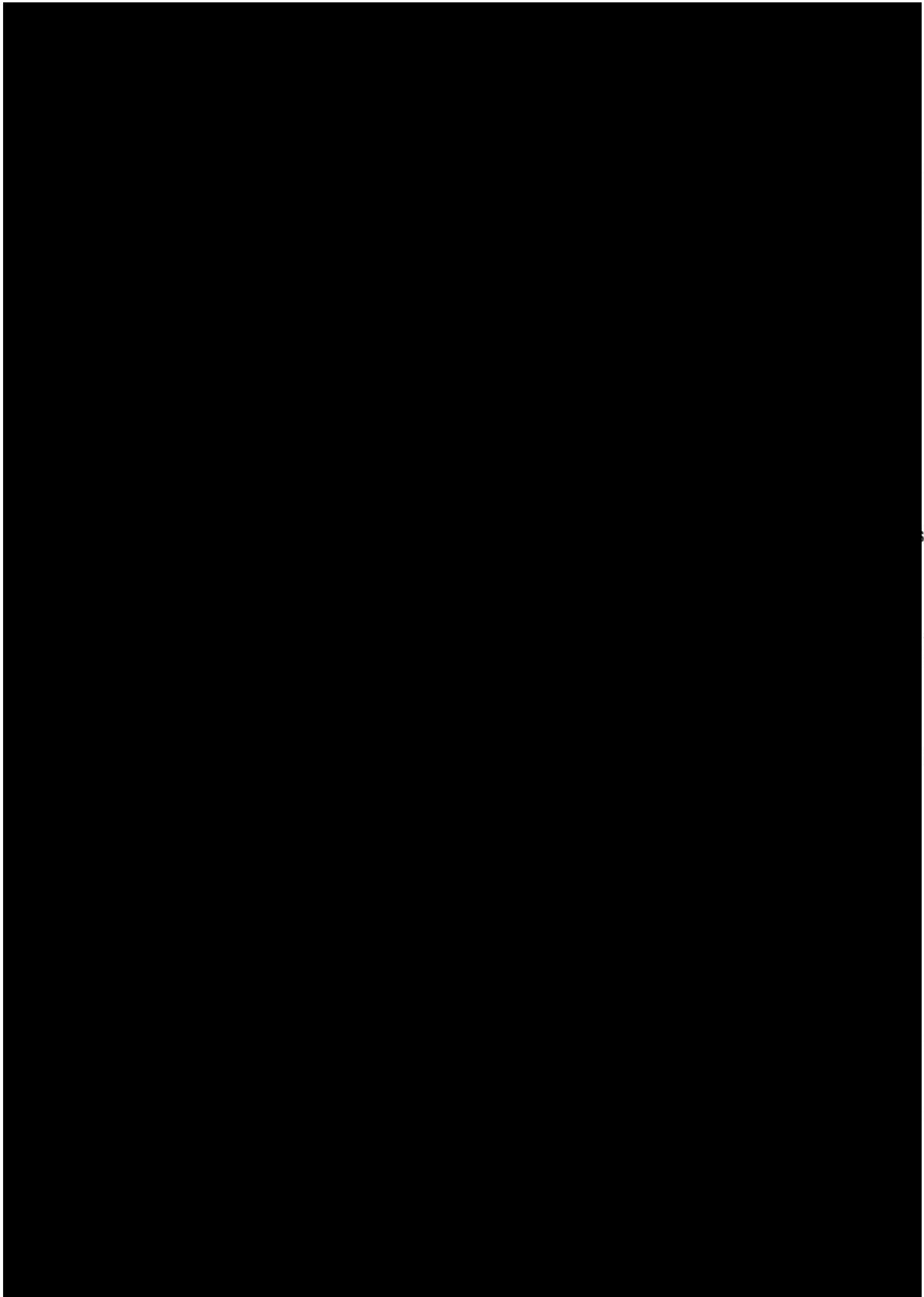
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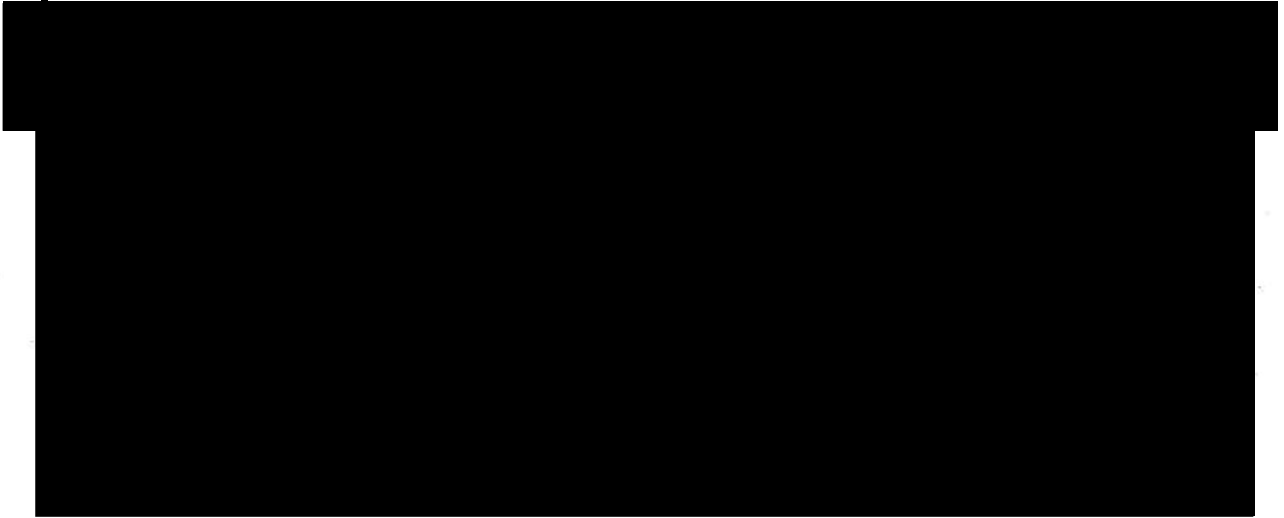




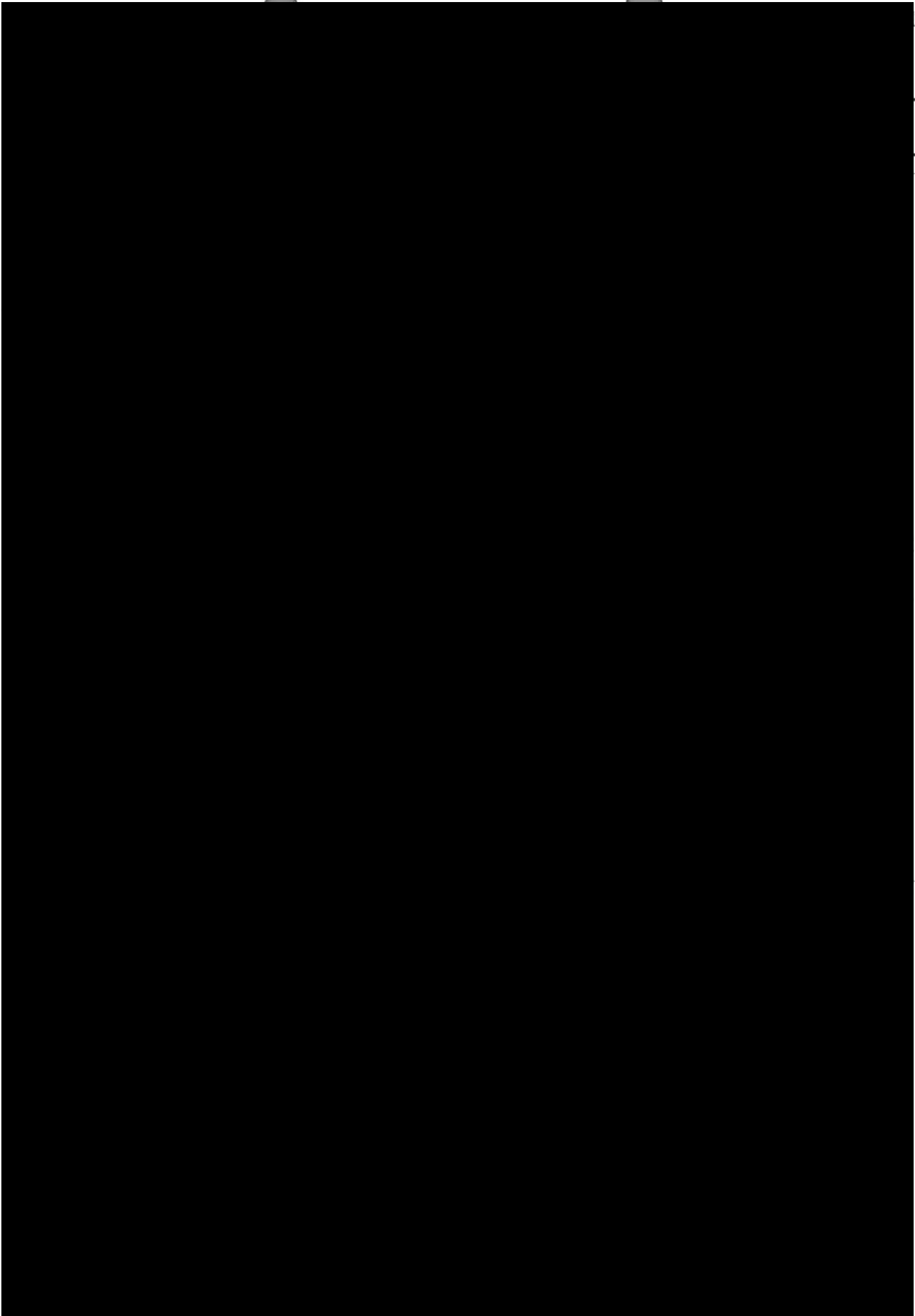


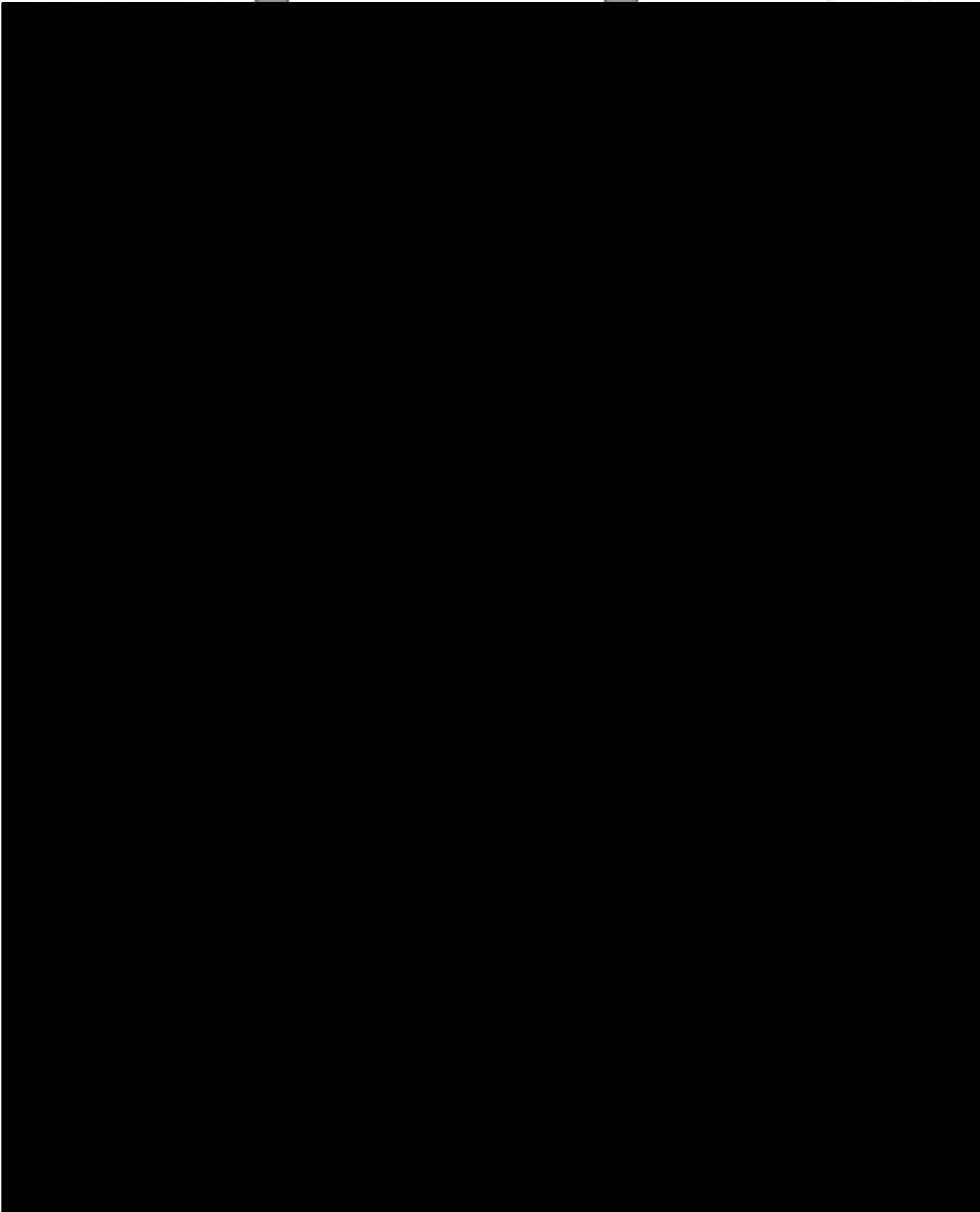


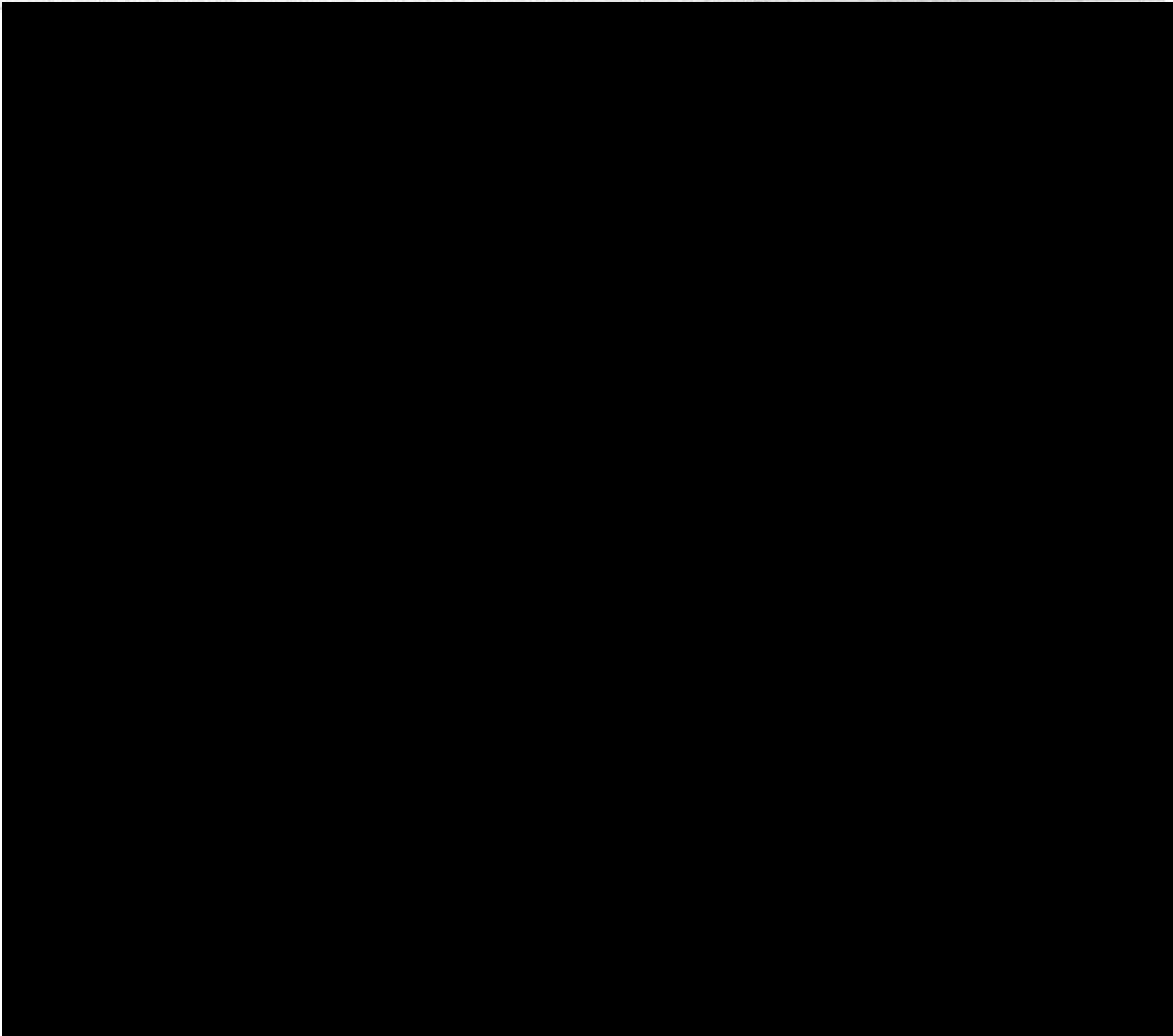


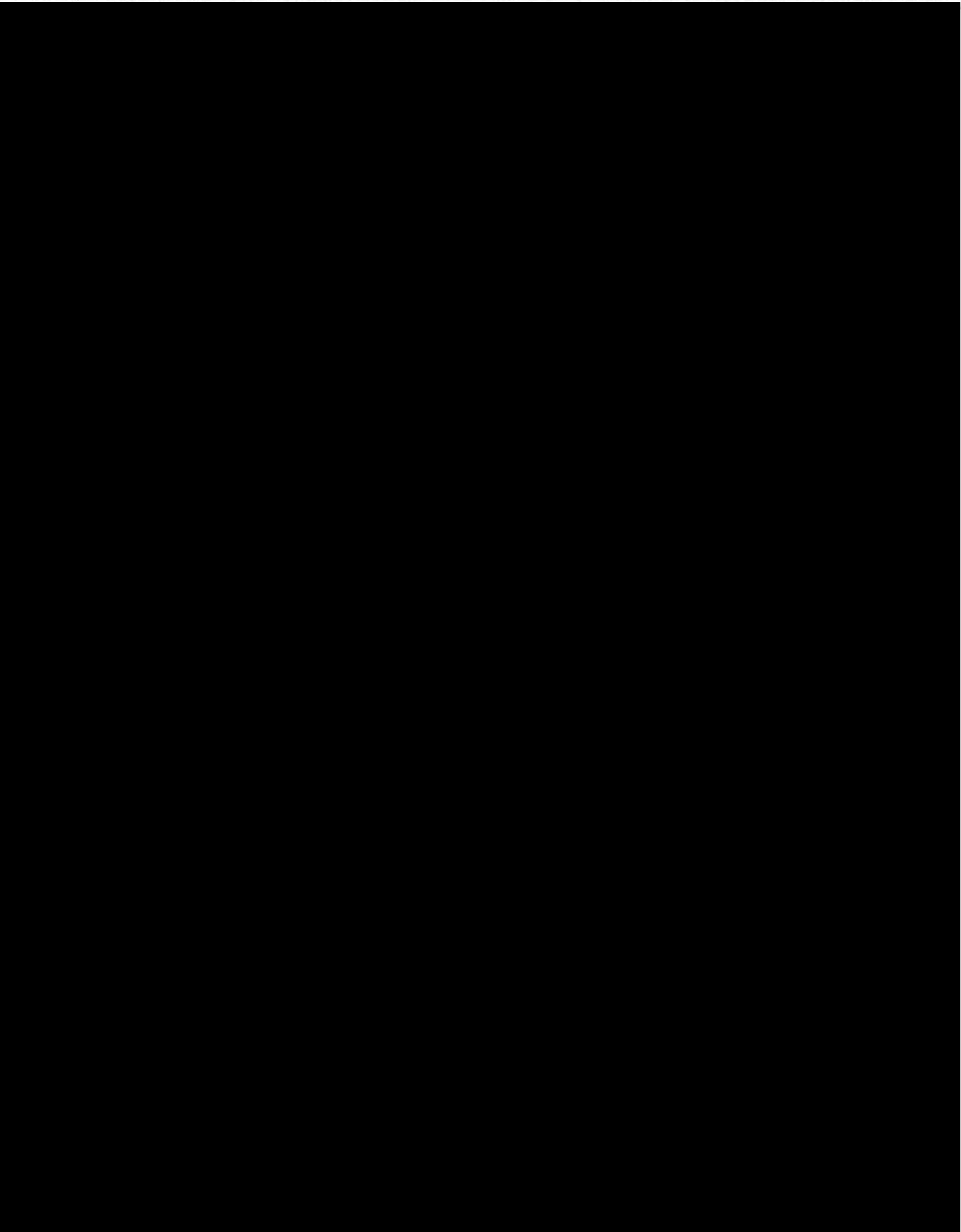


Marking Done







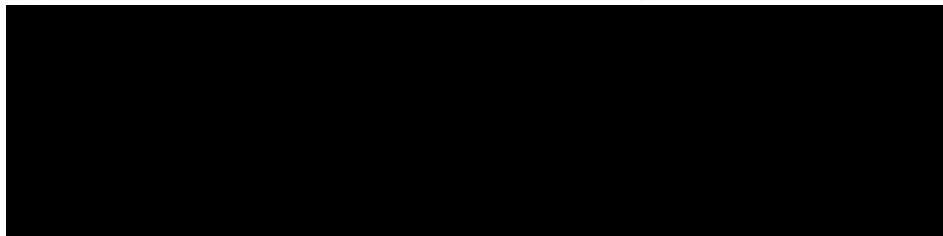


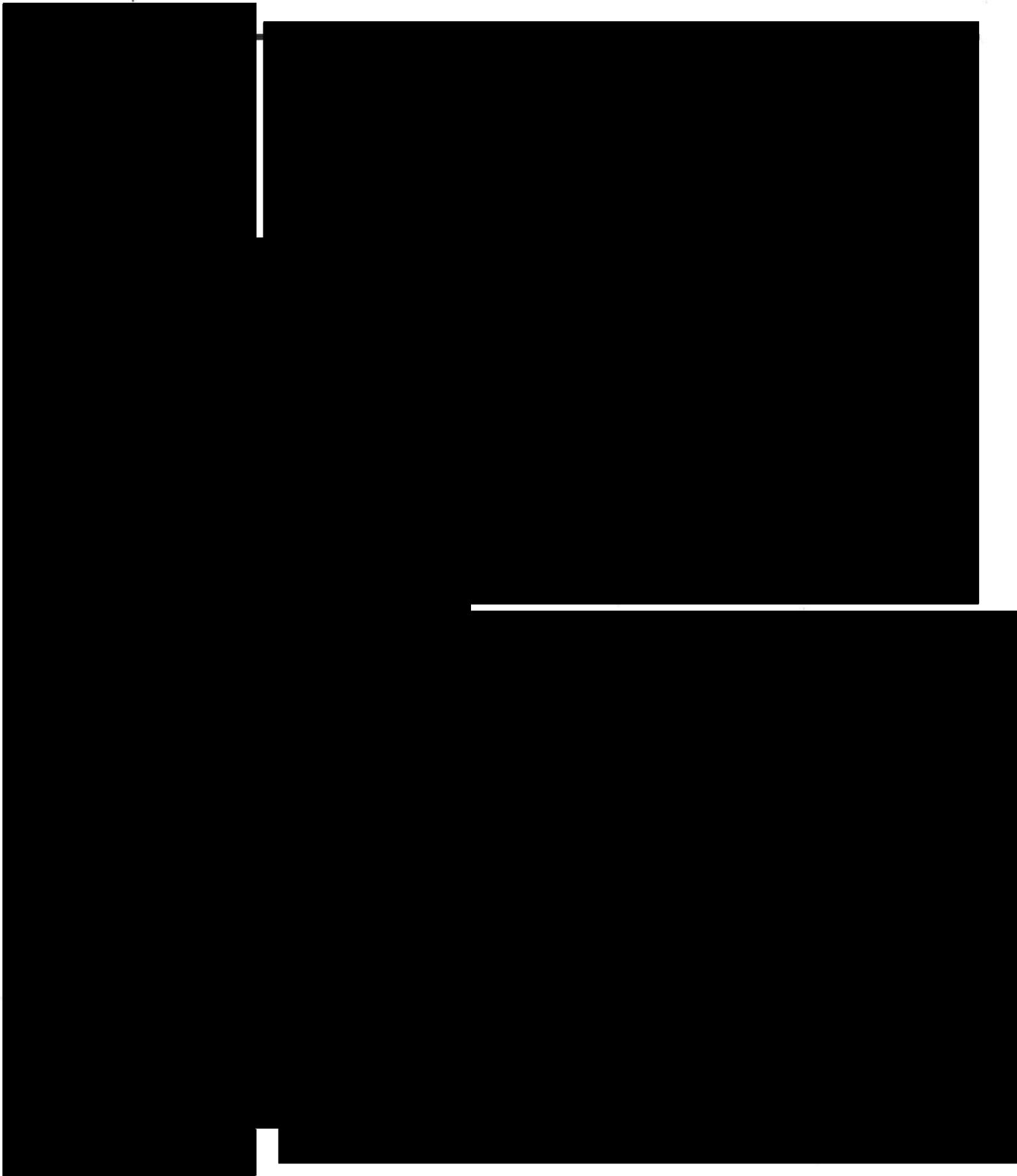
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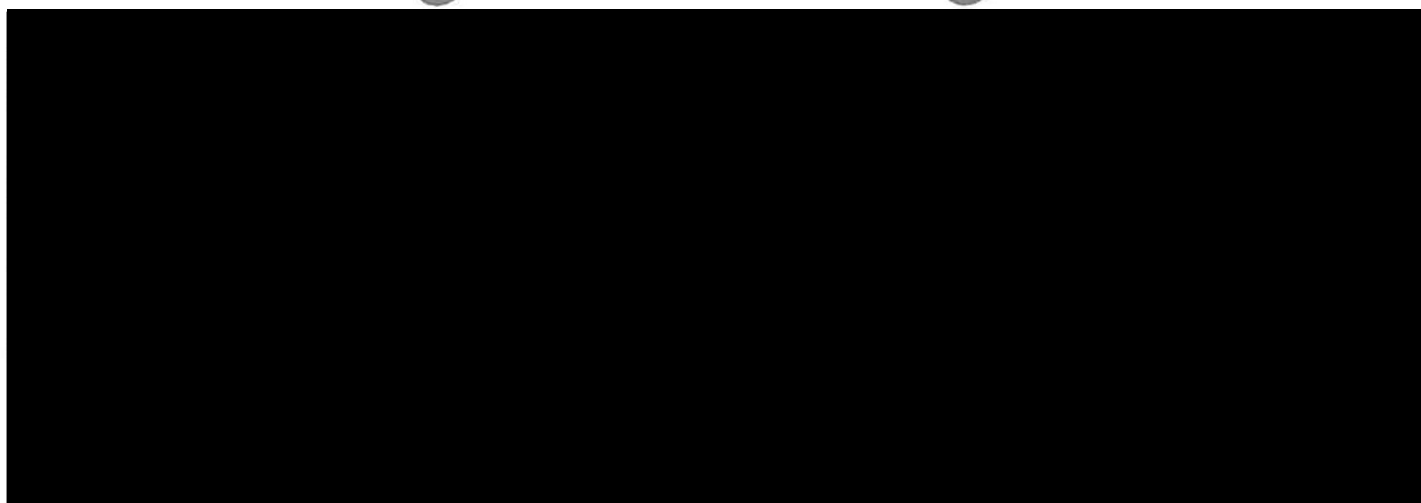
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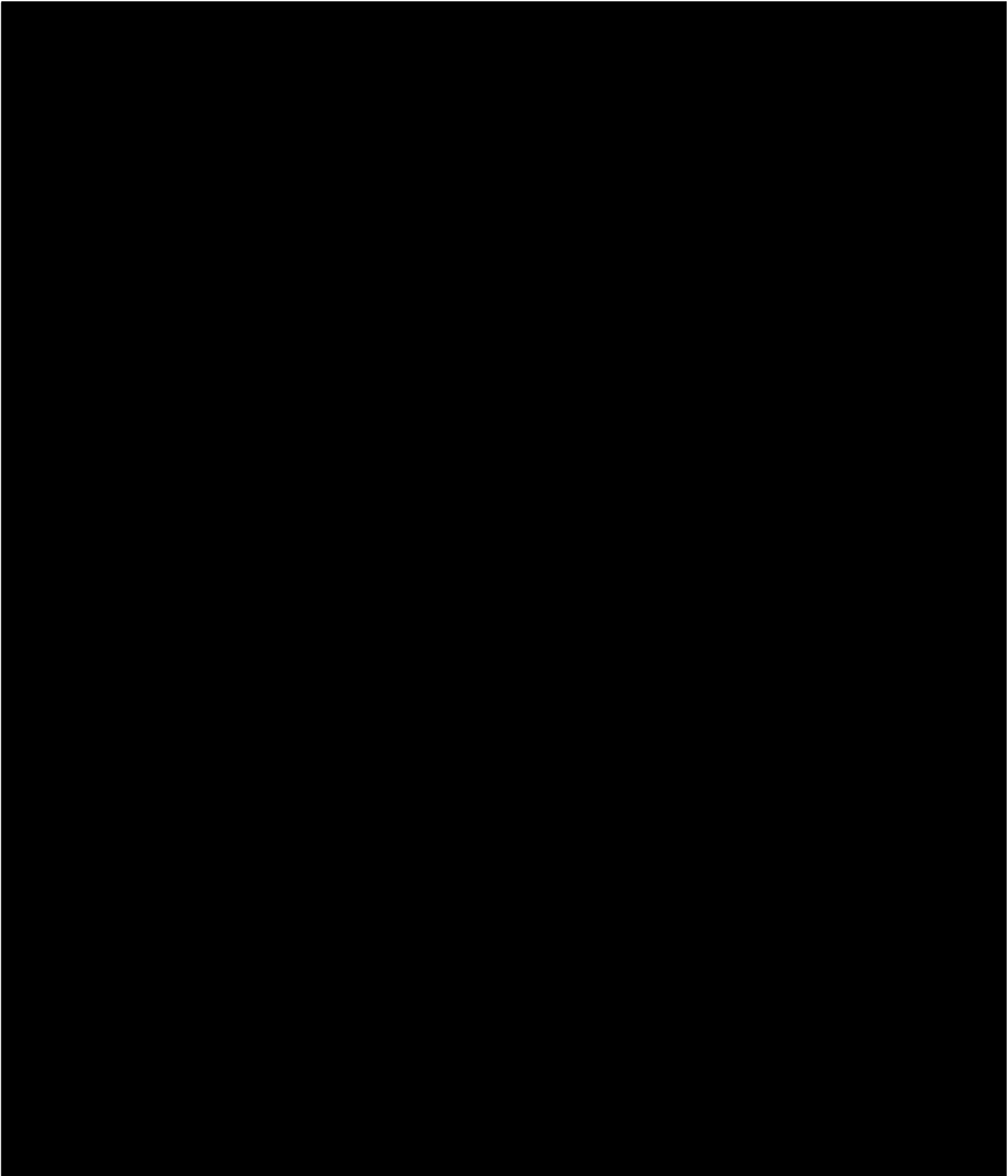
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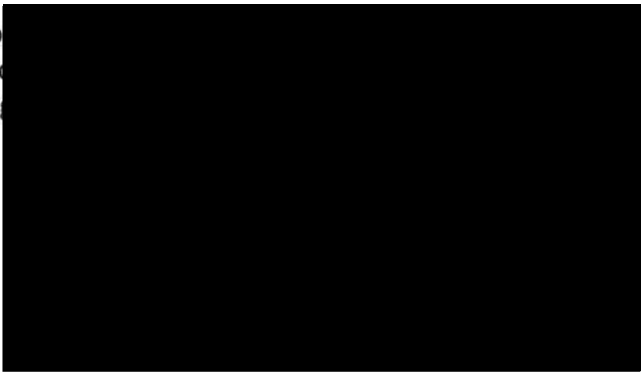
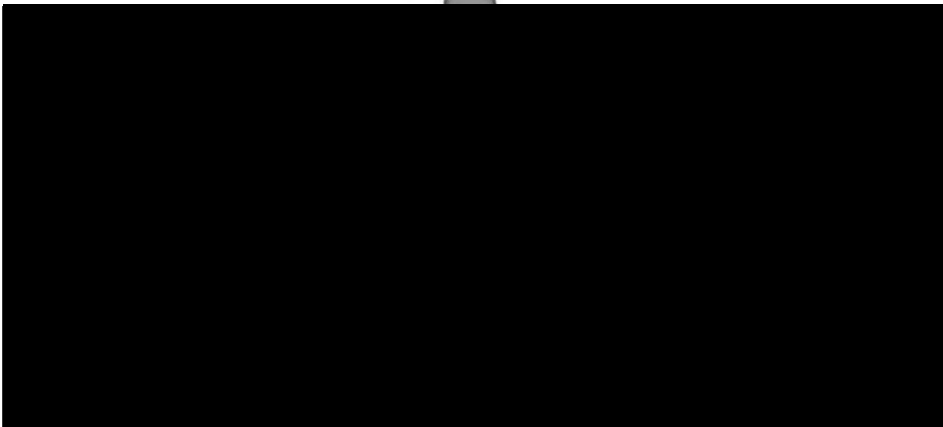
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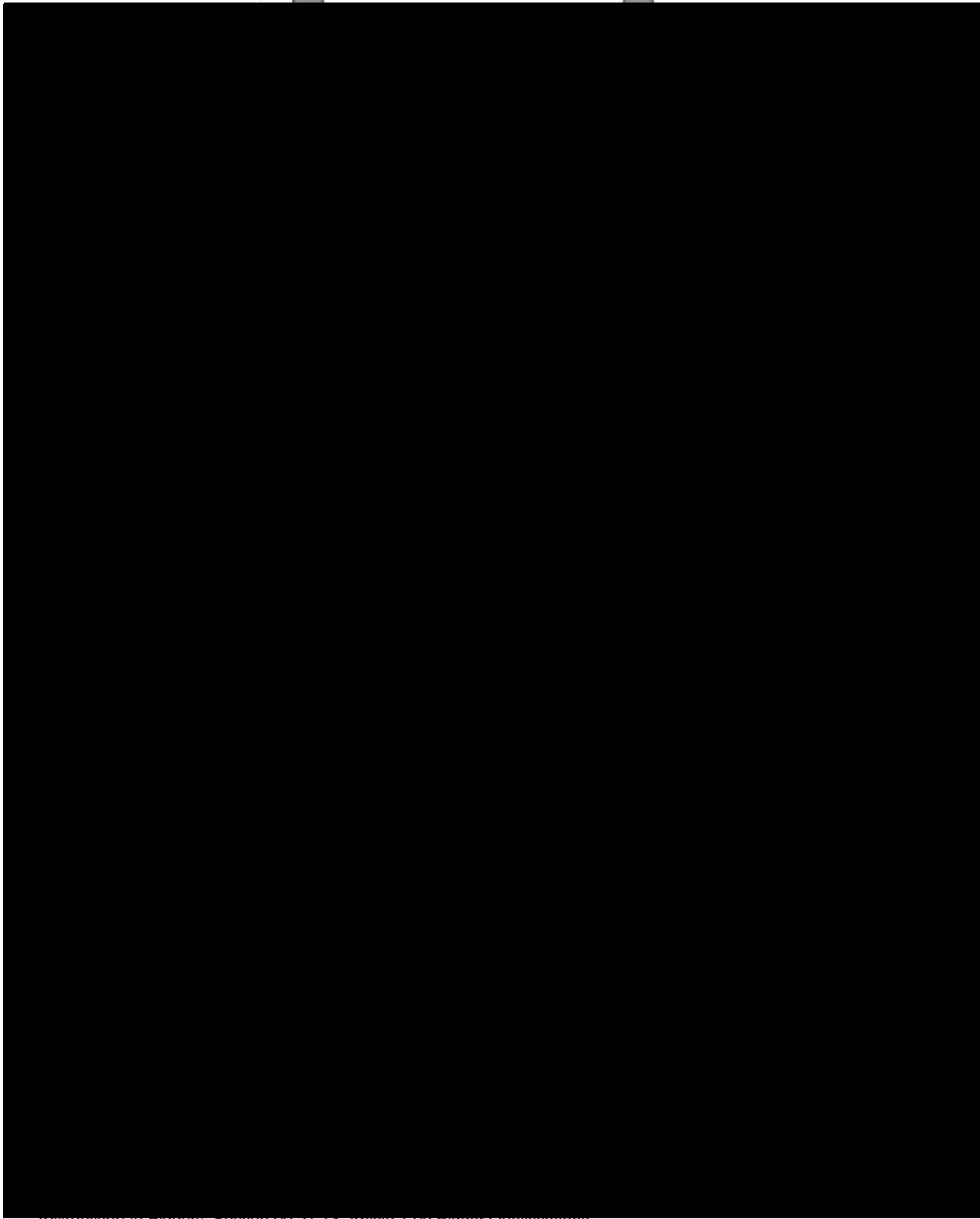


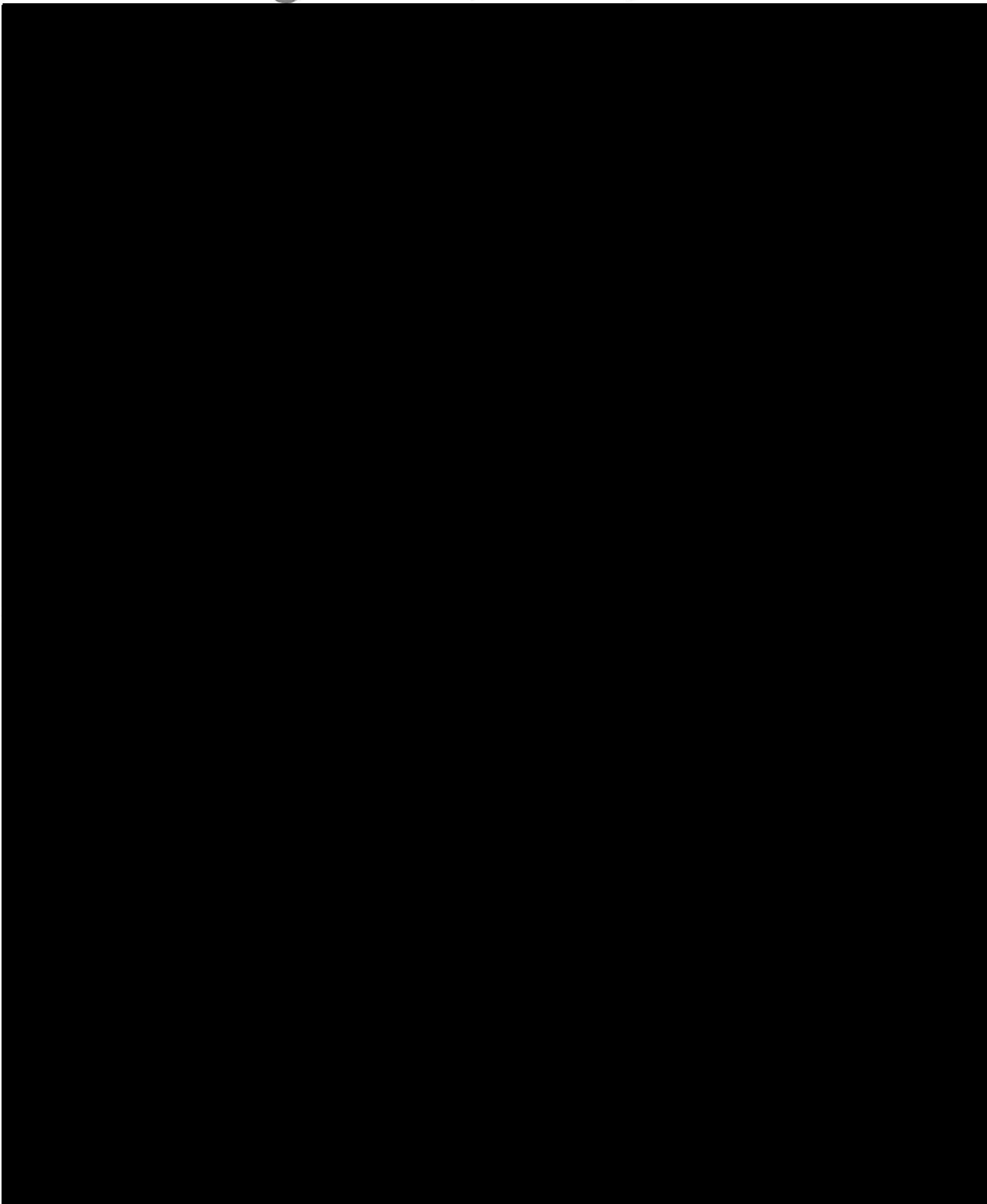


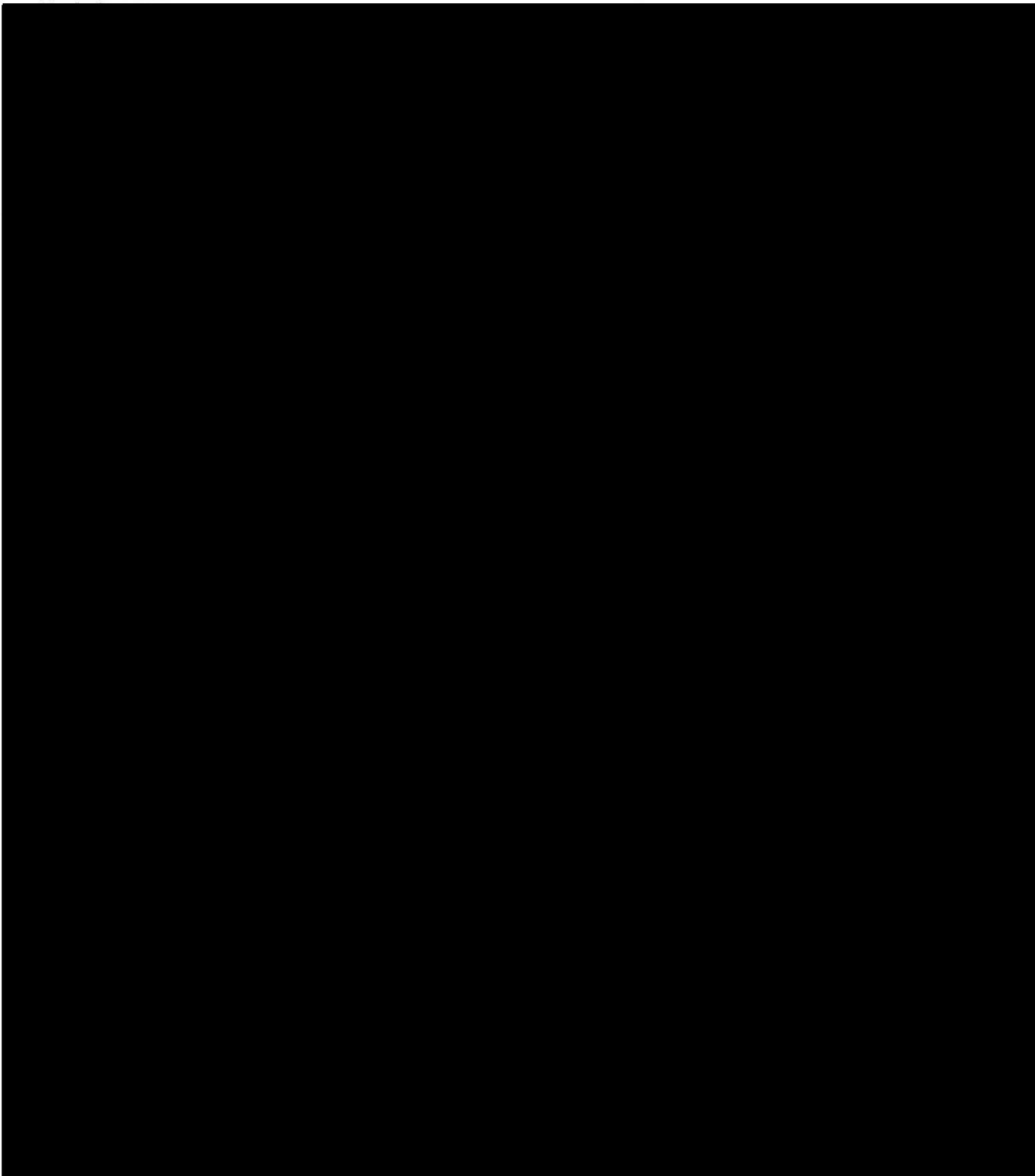




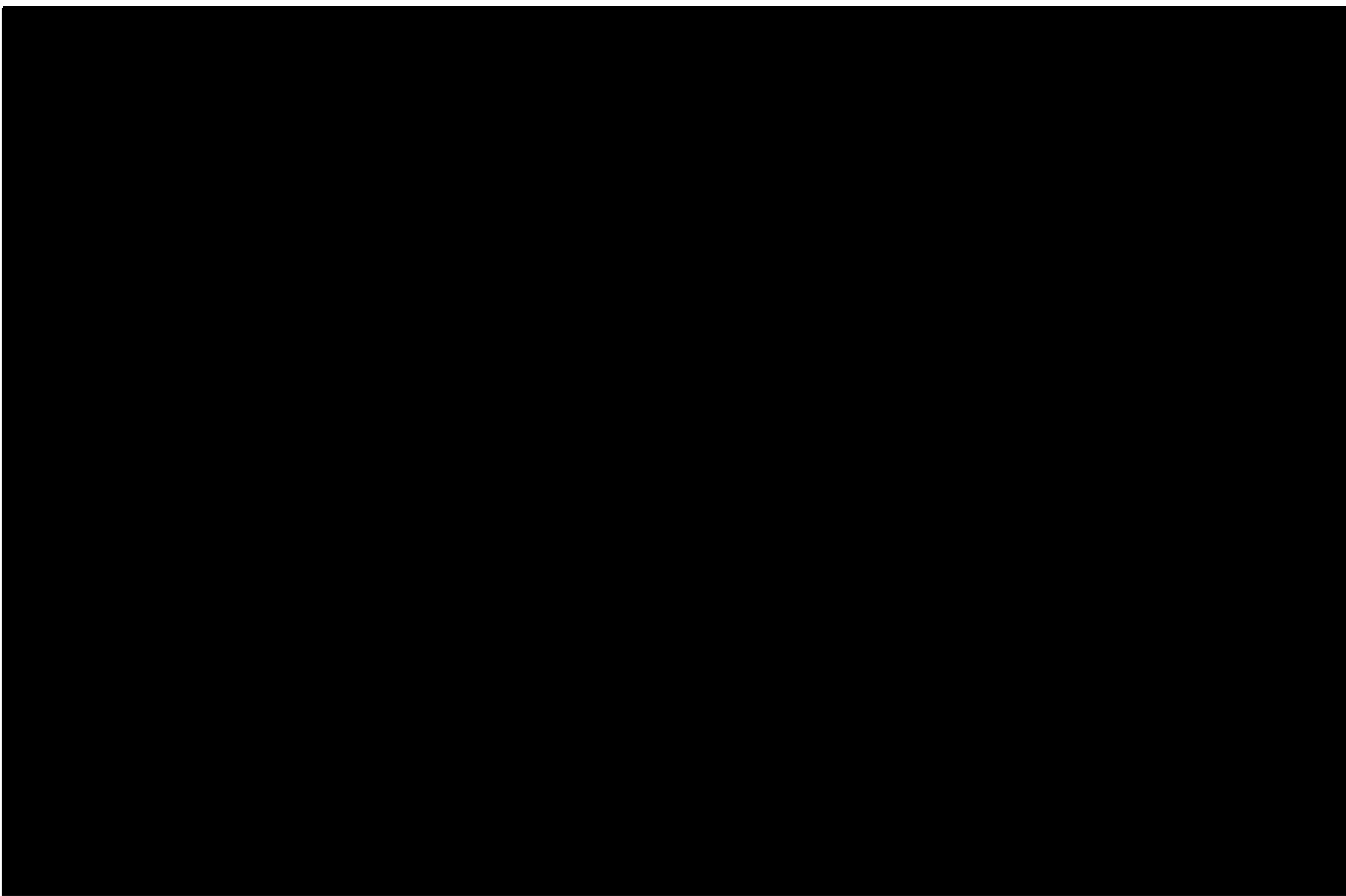


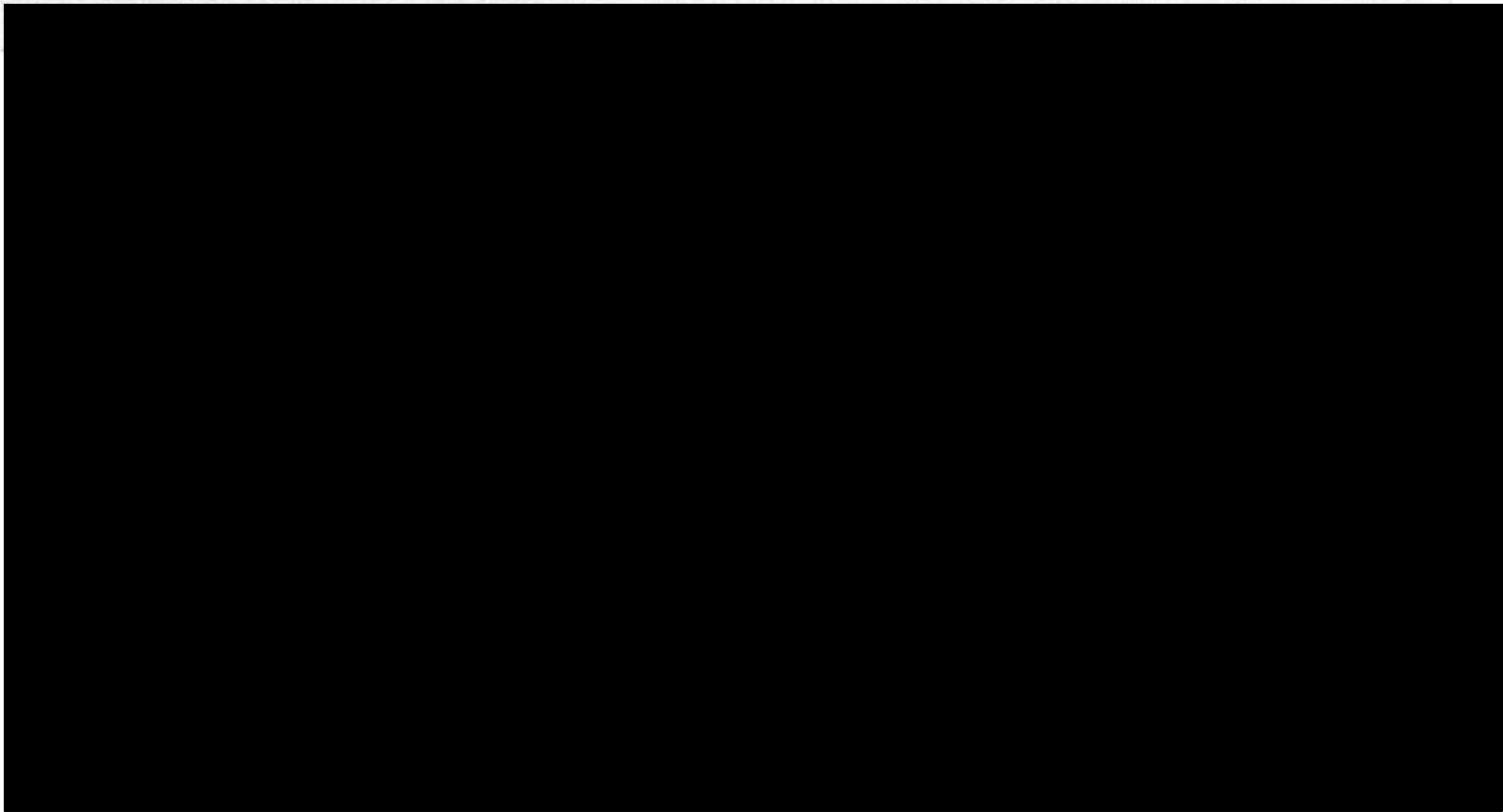




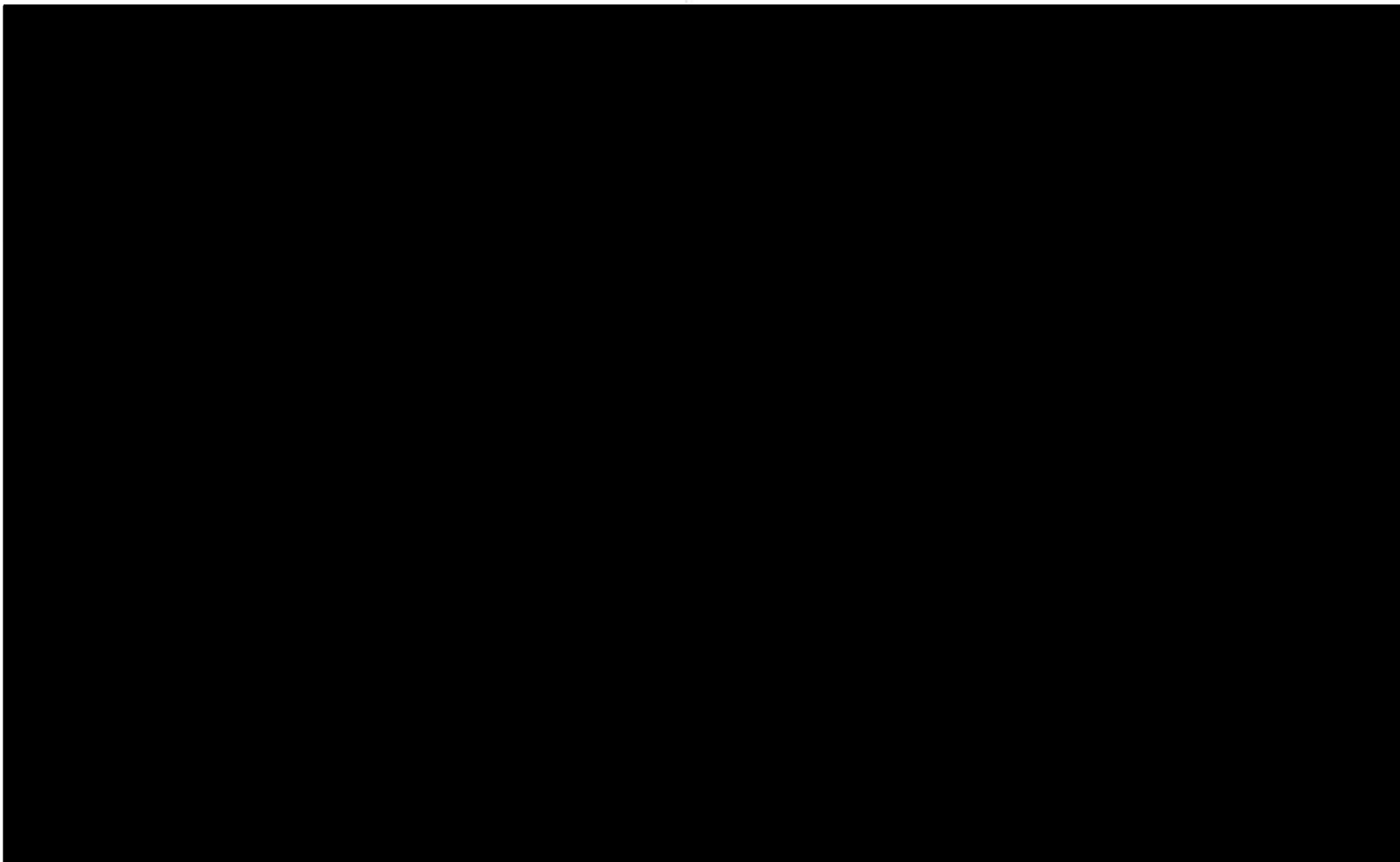


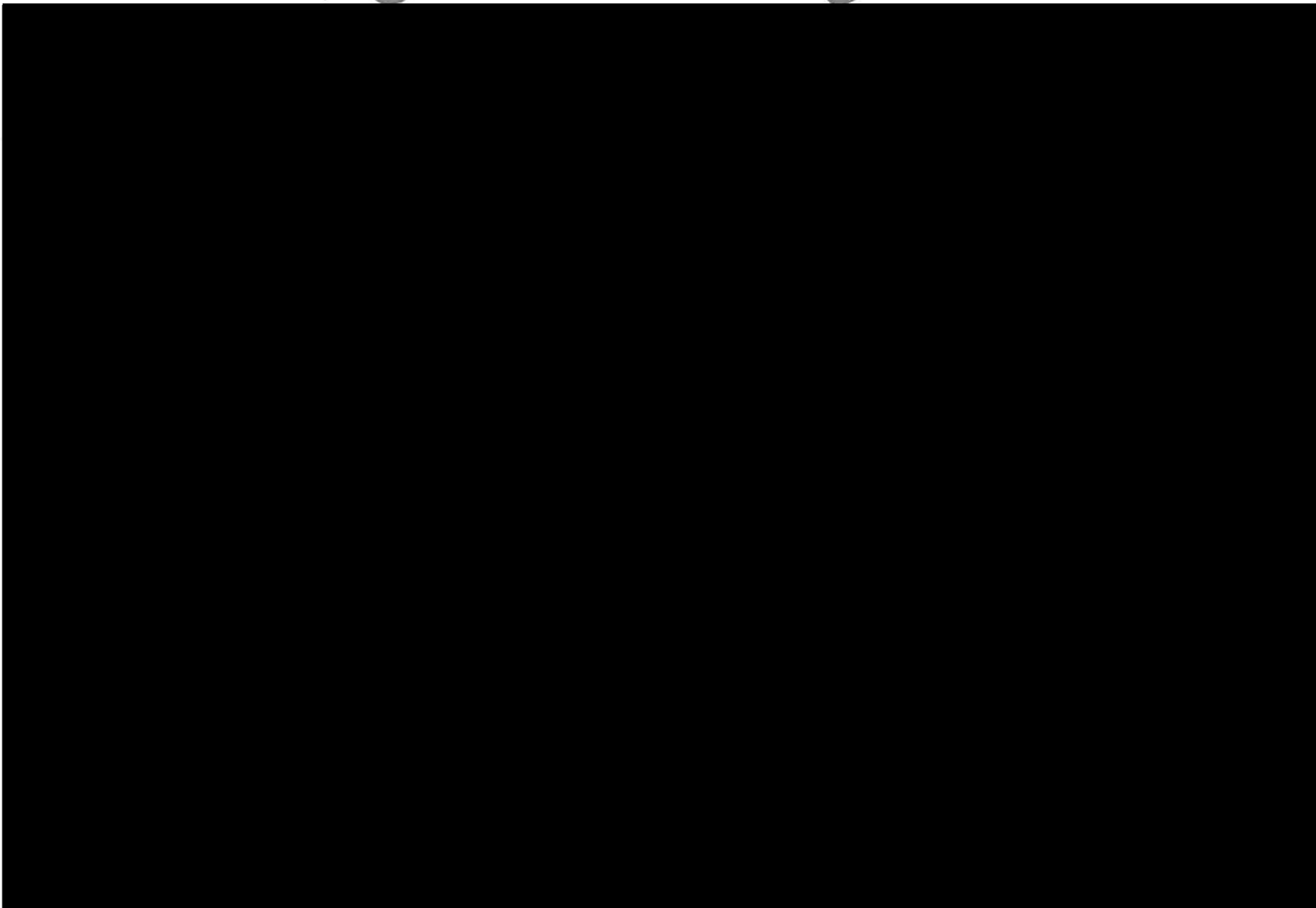


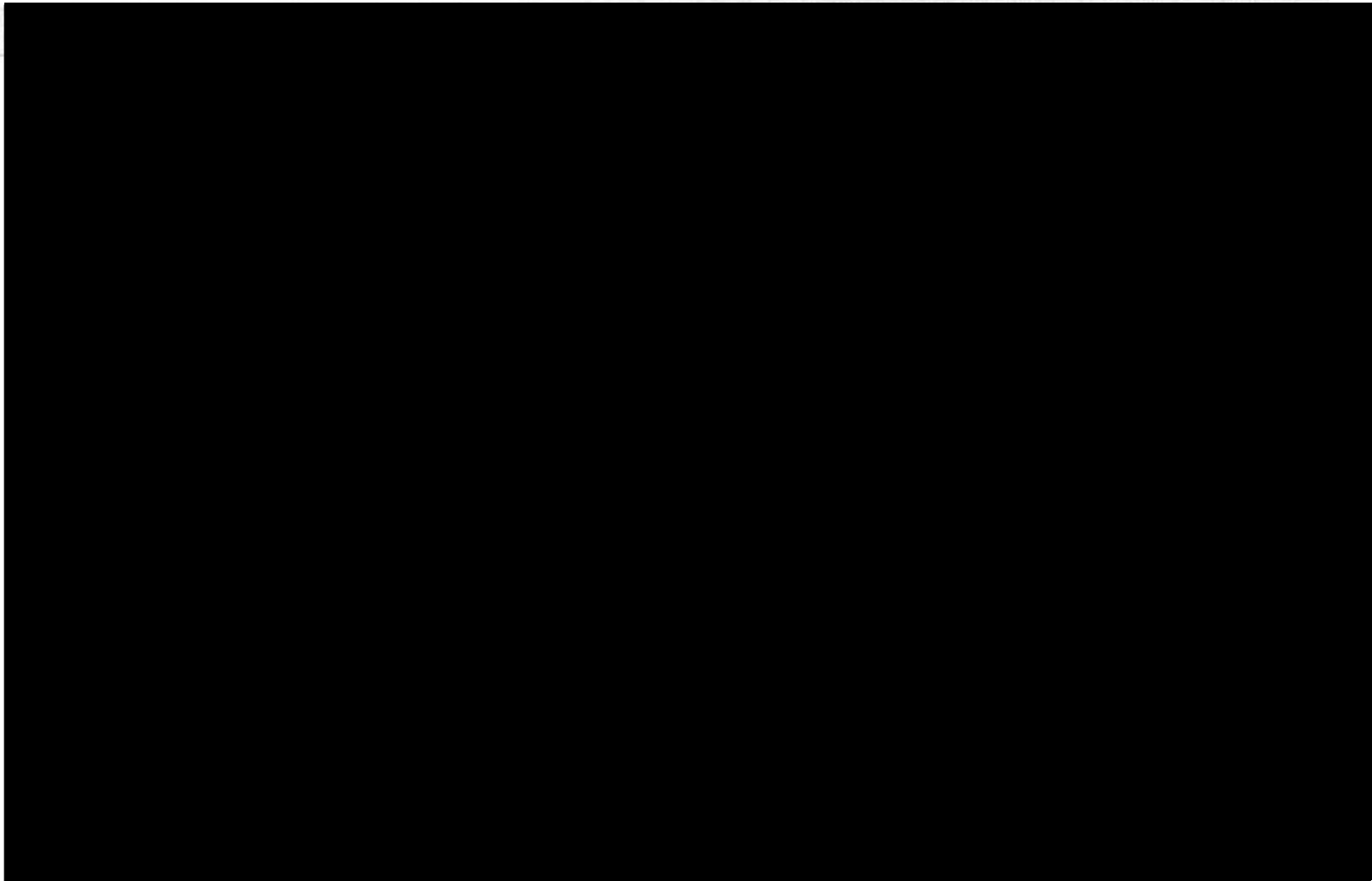


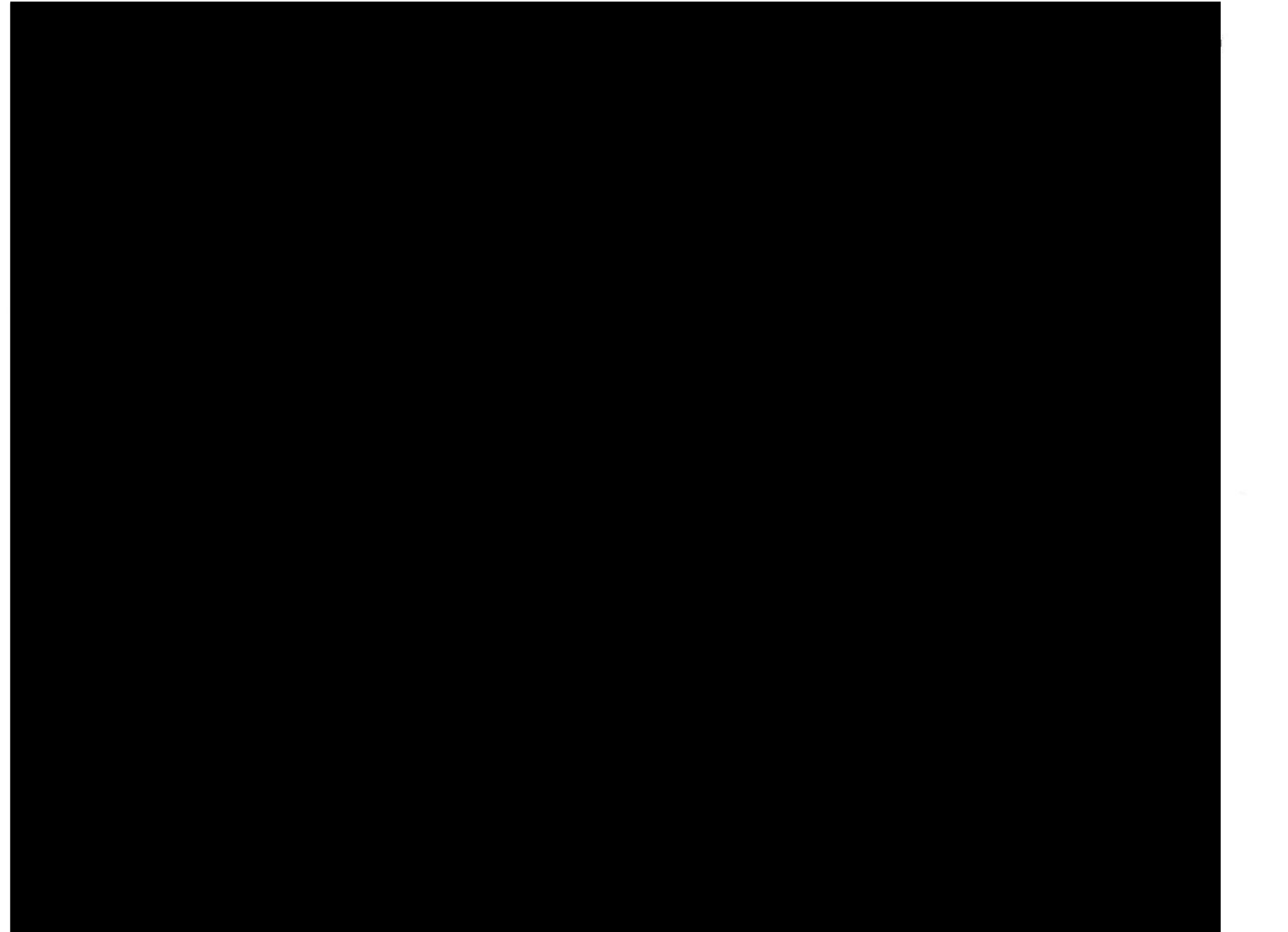


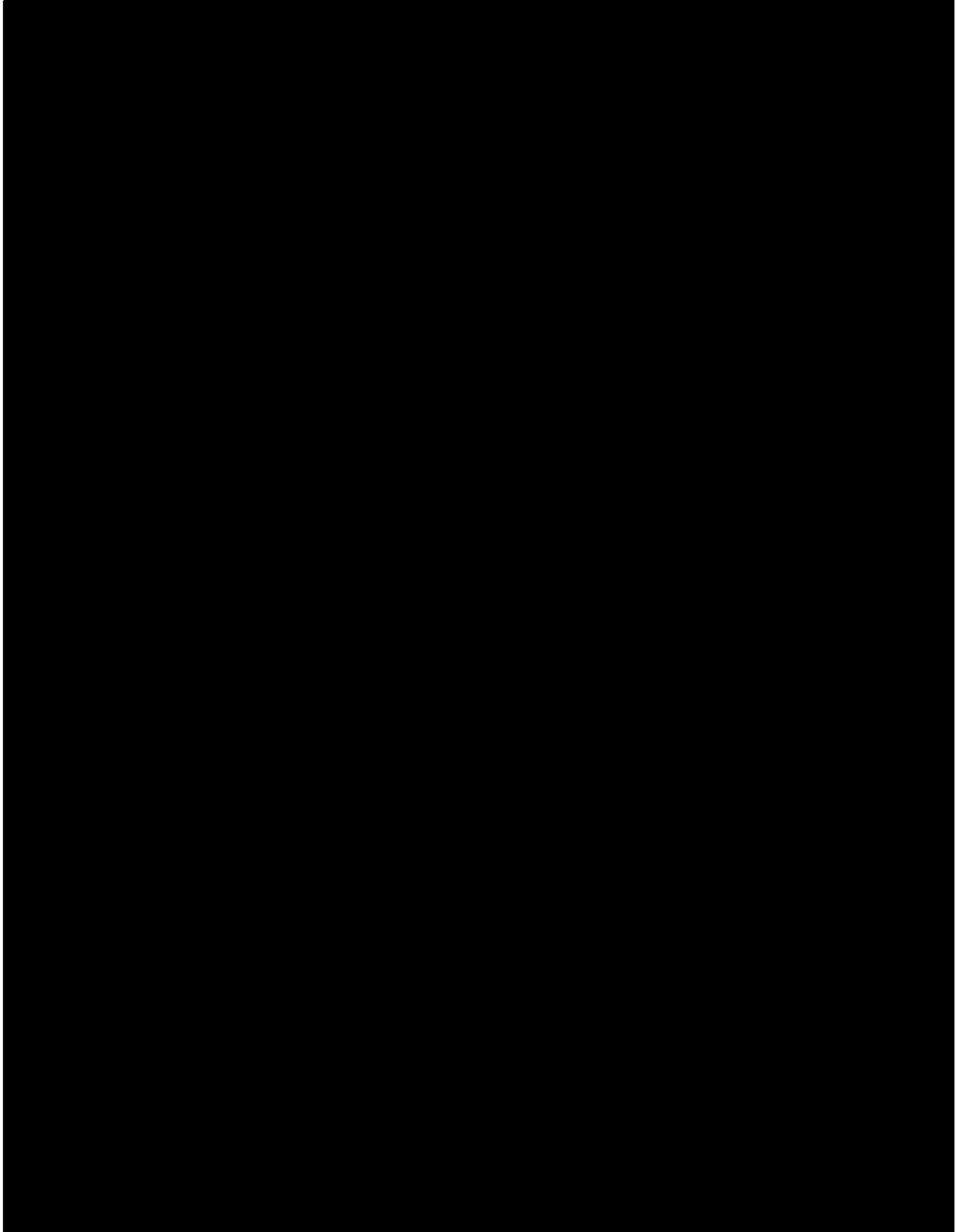


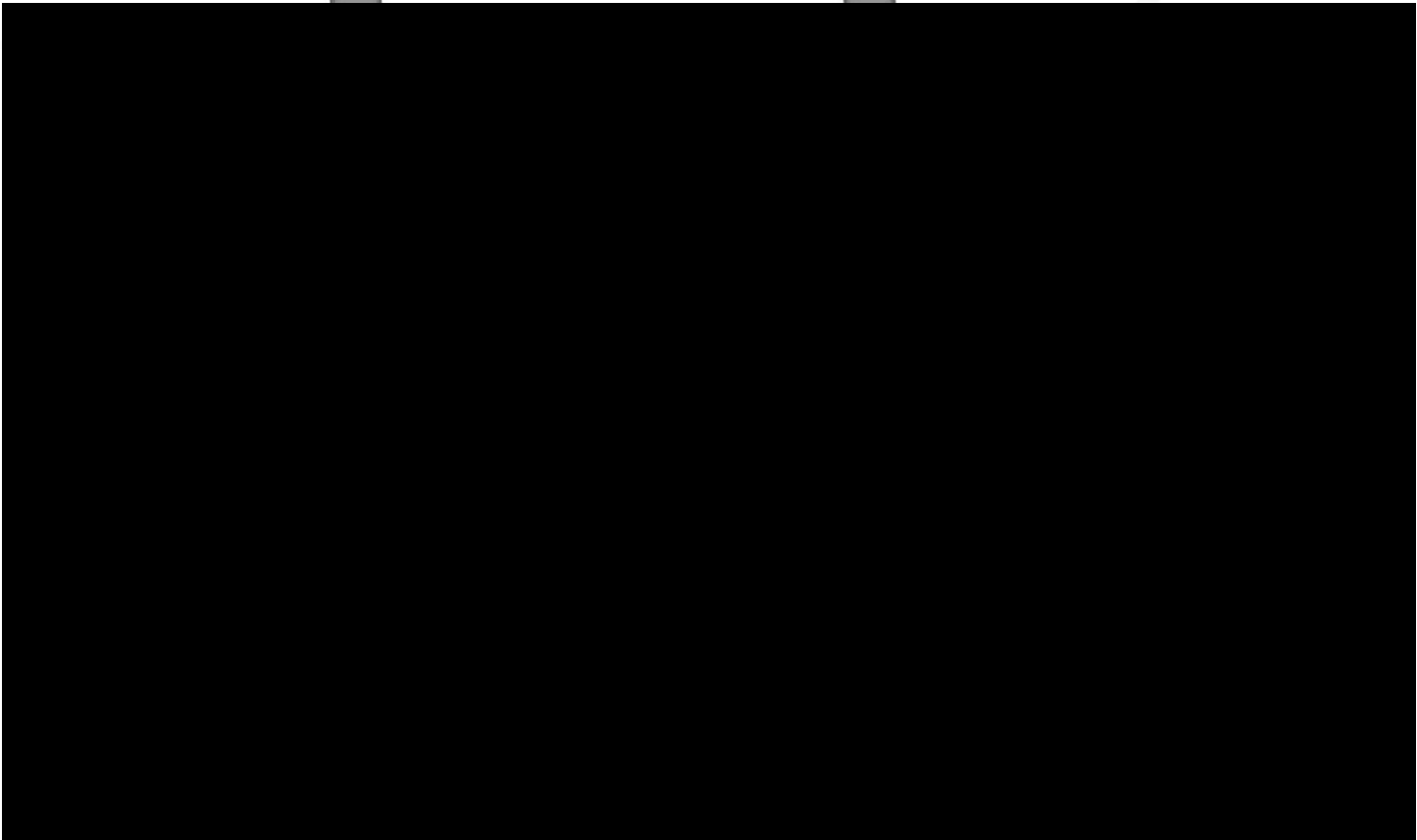


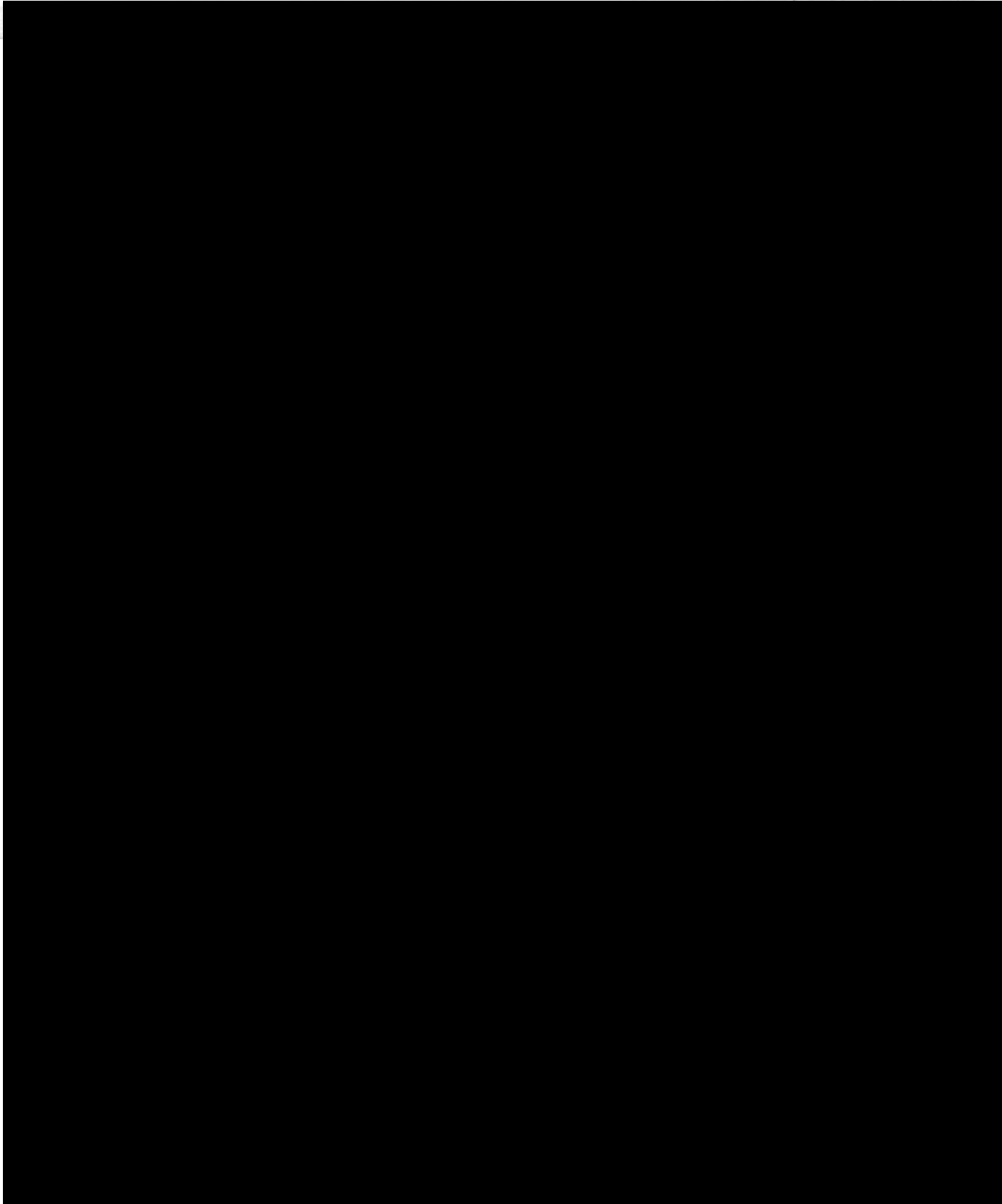


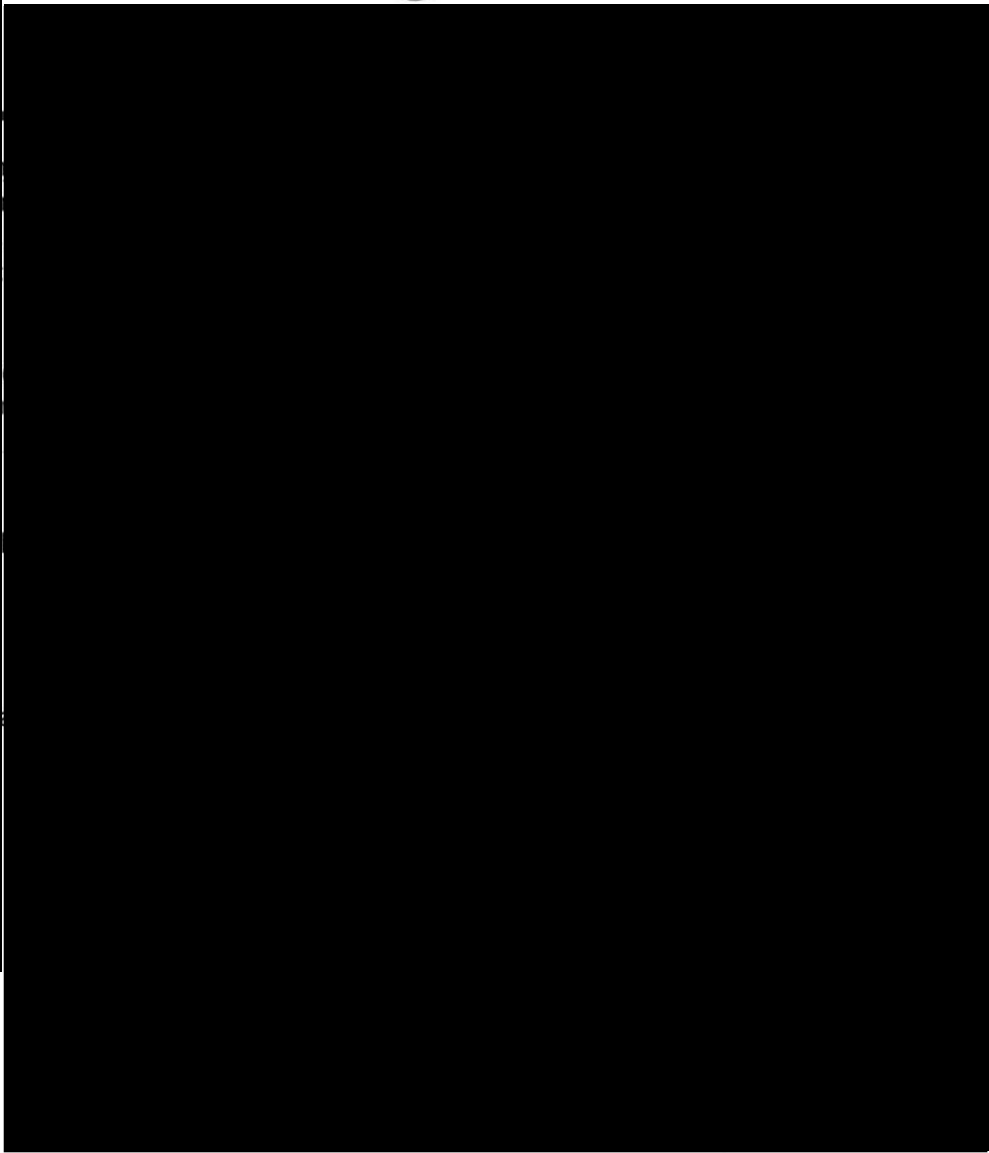
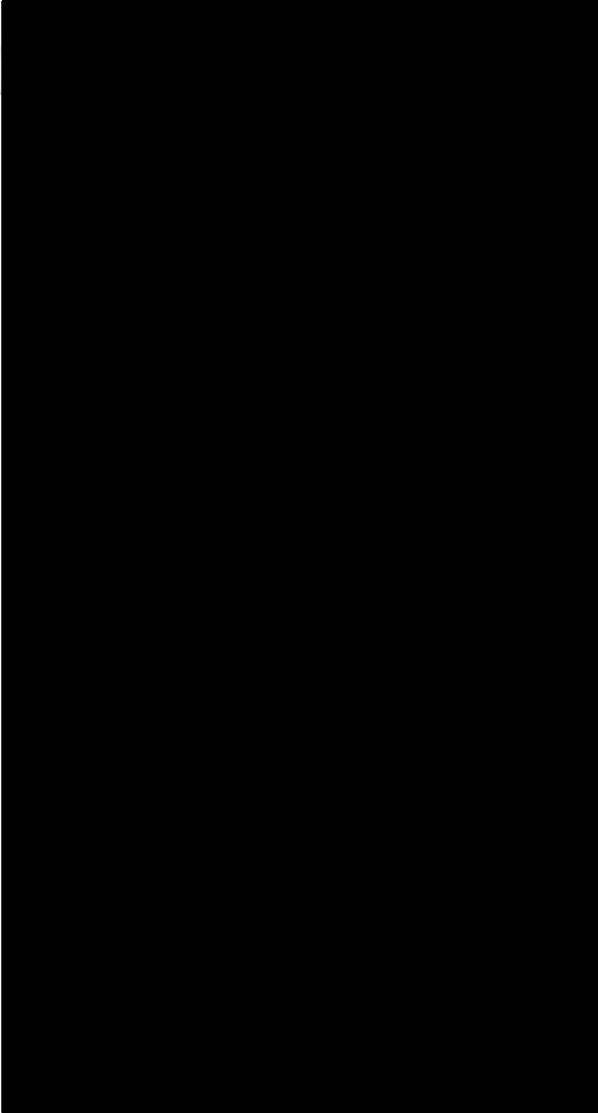


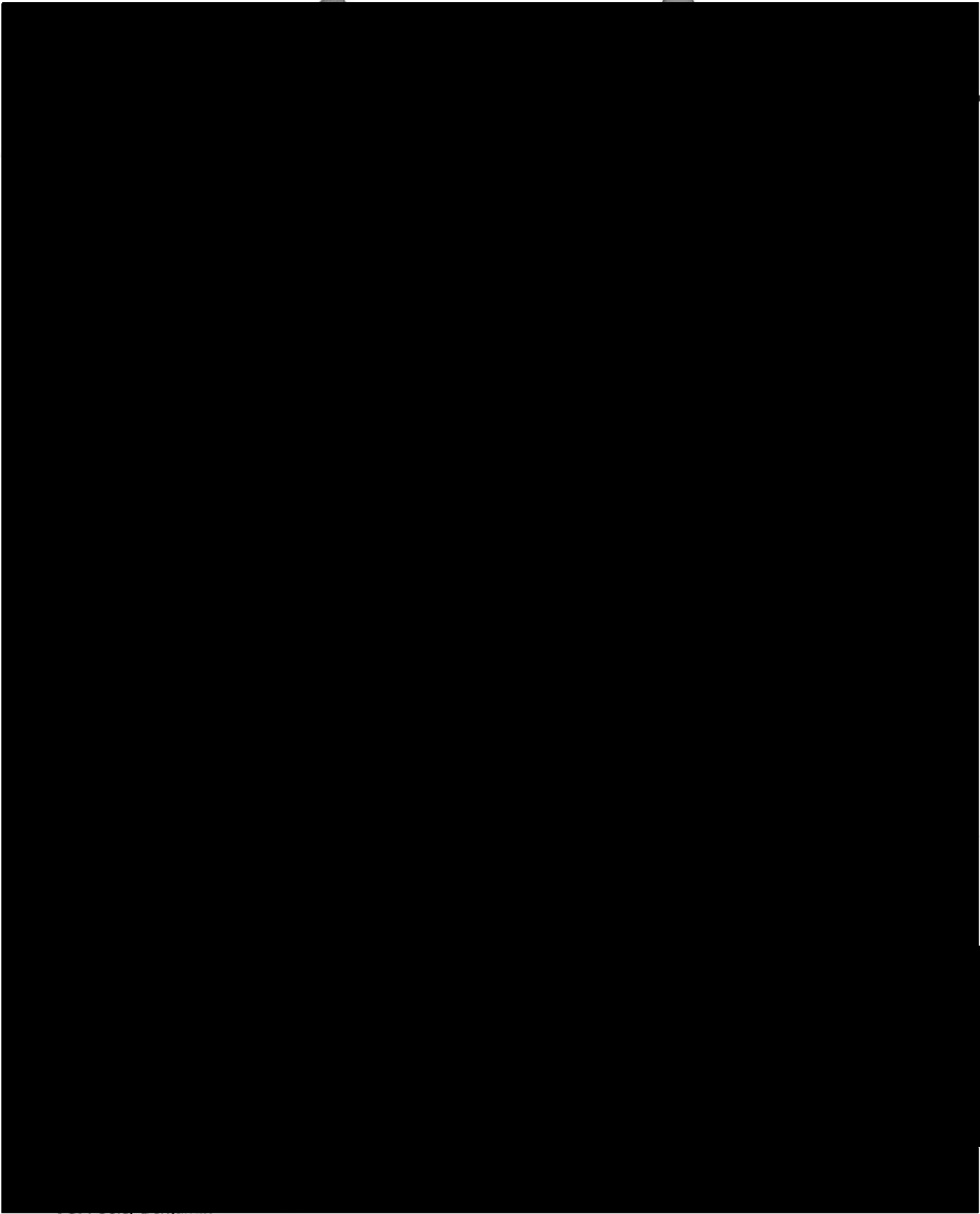


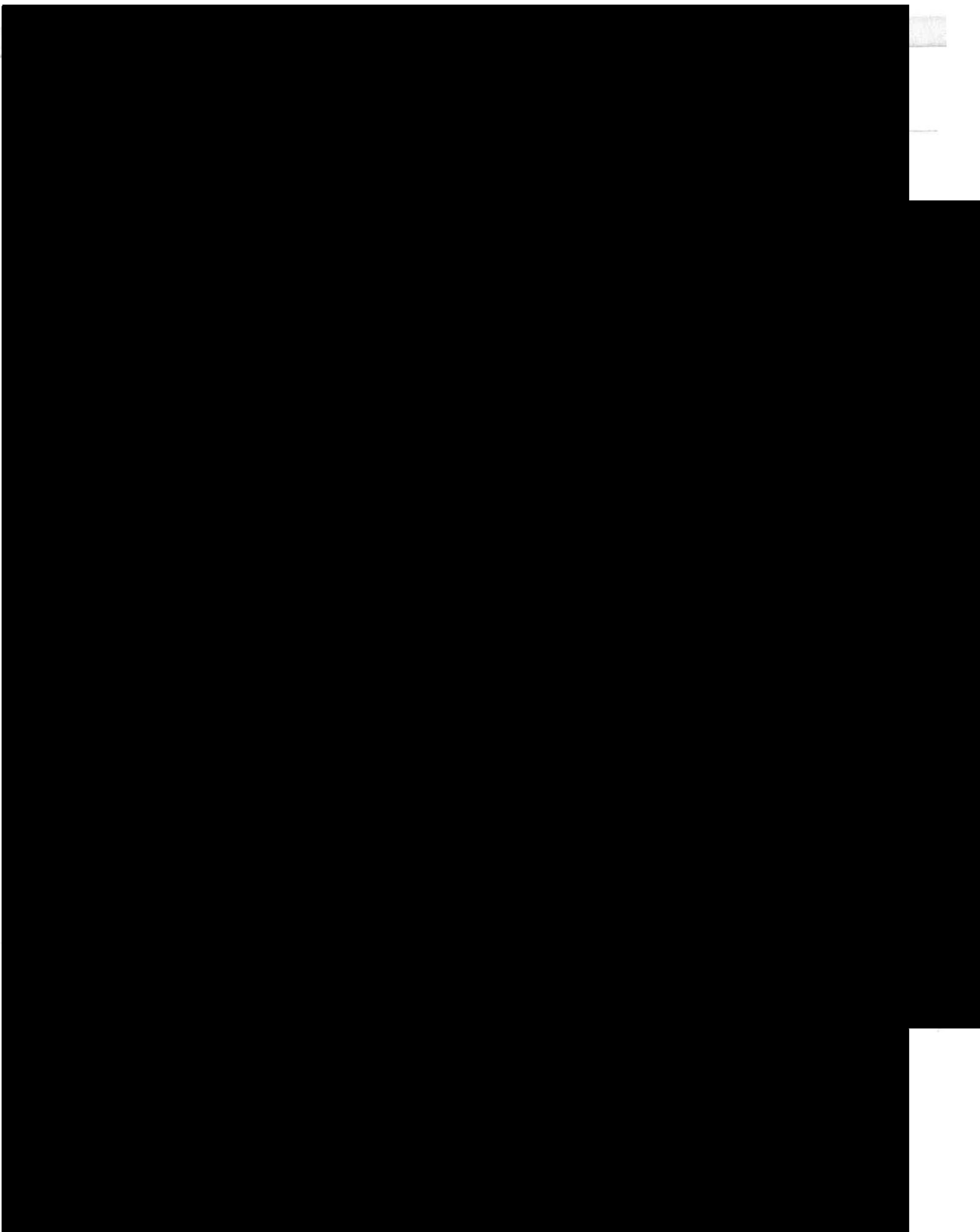


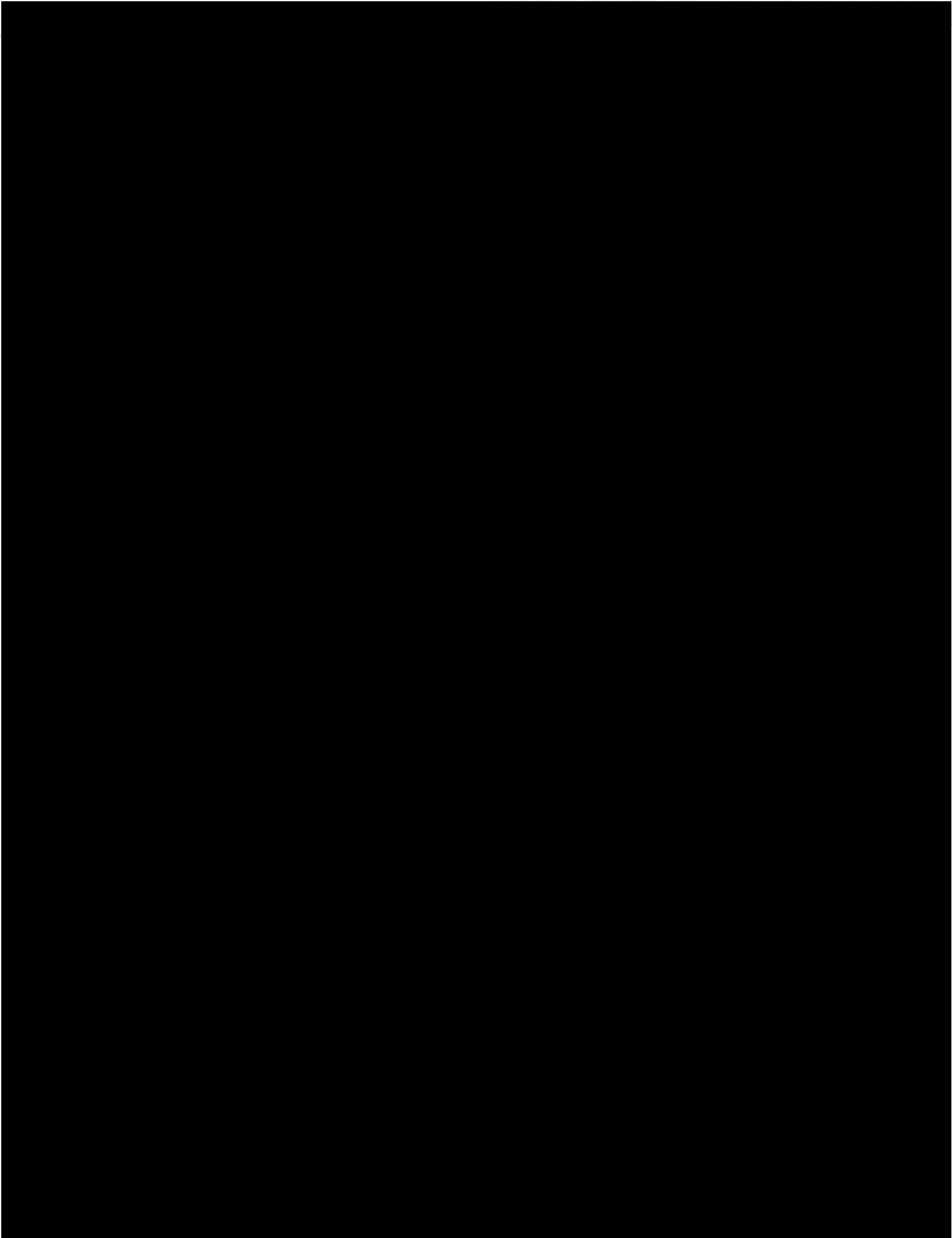


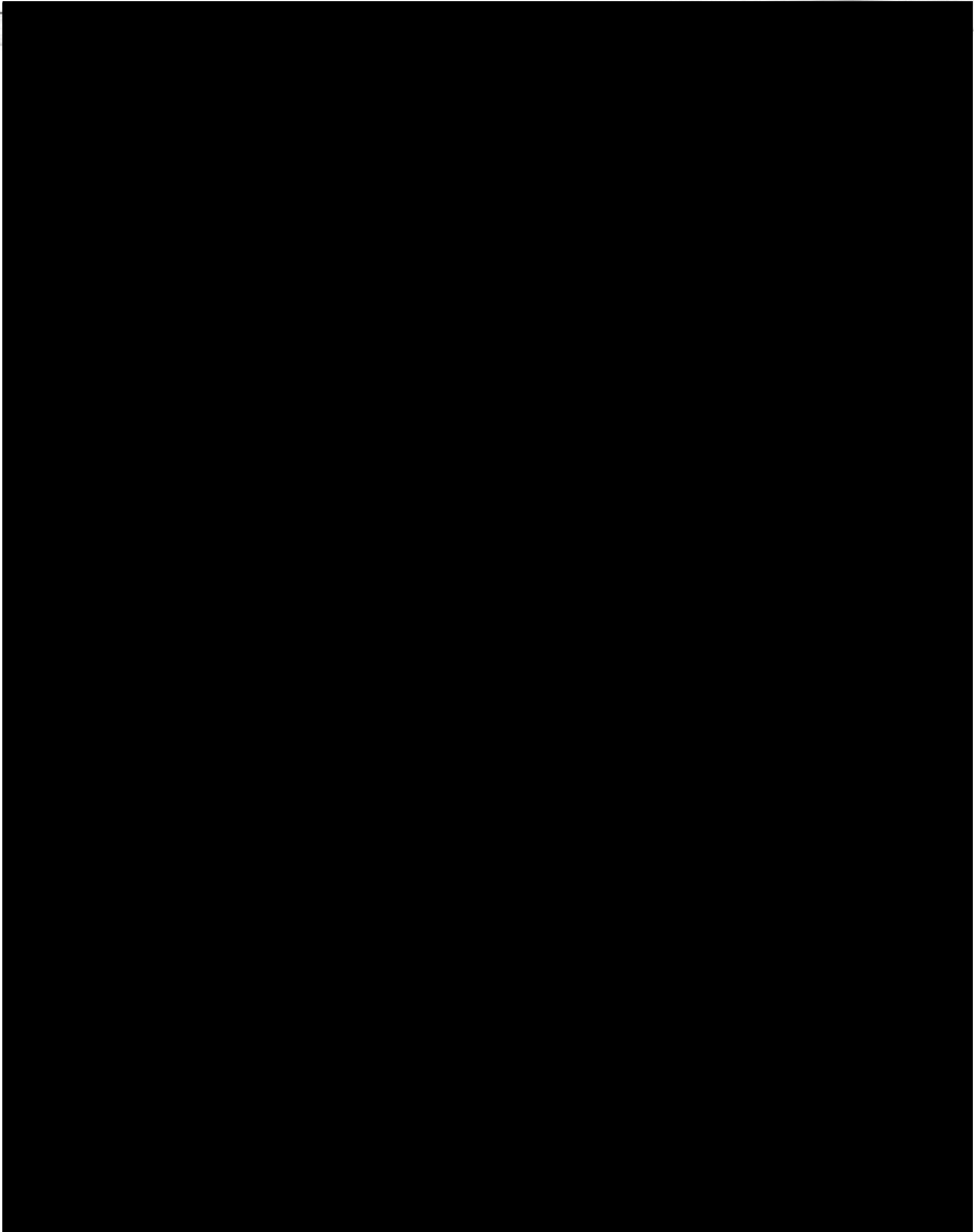


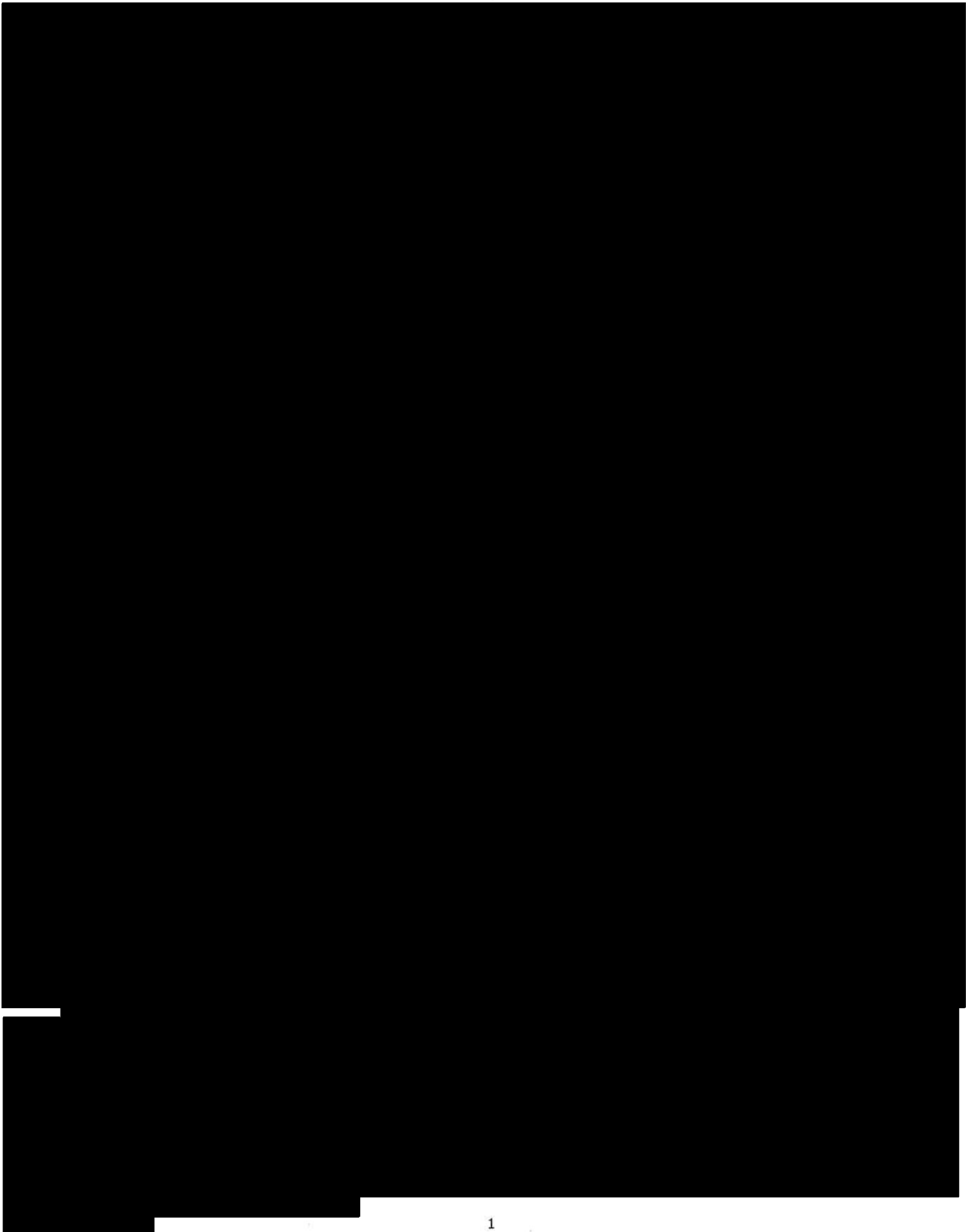


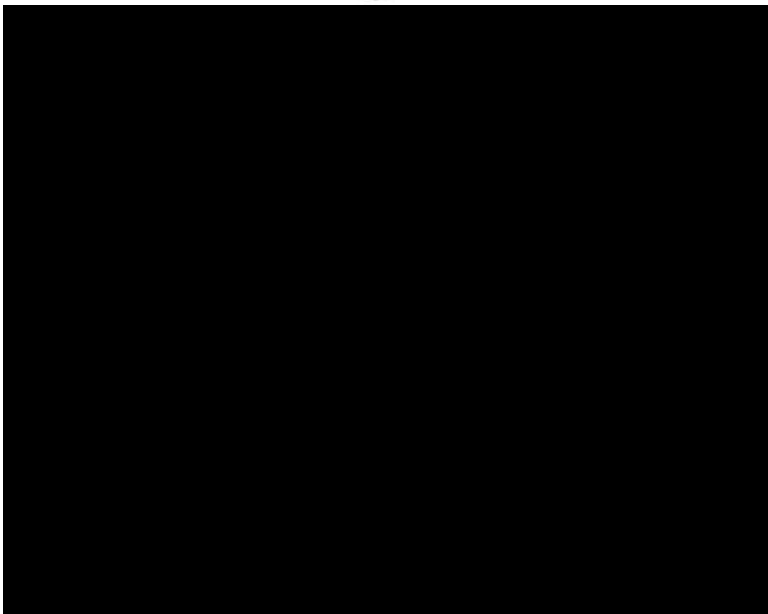




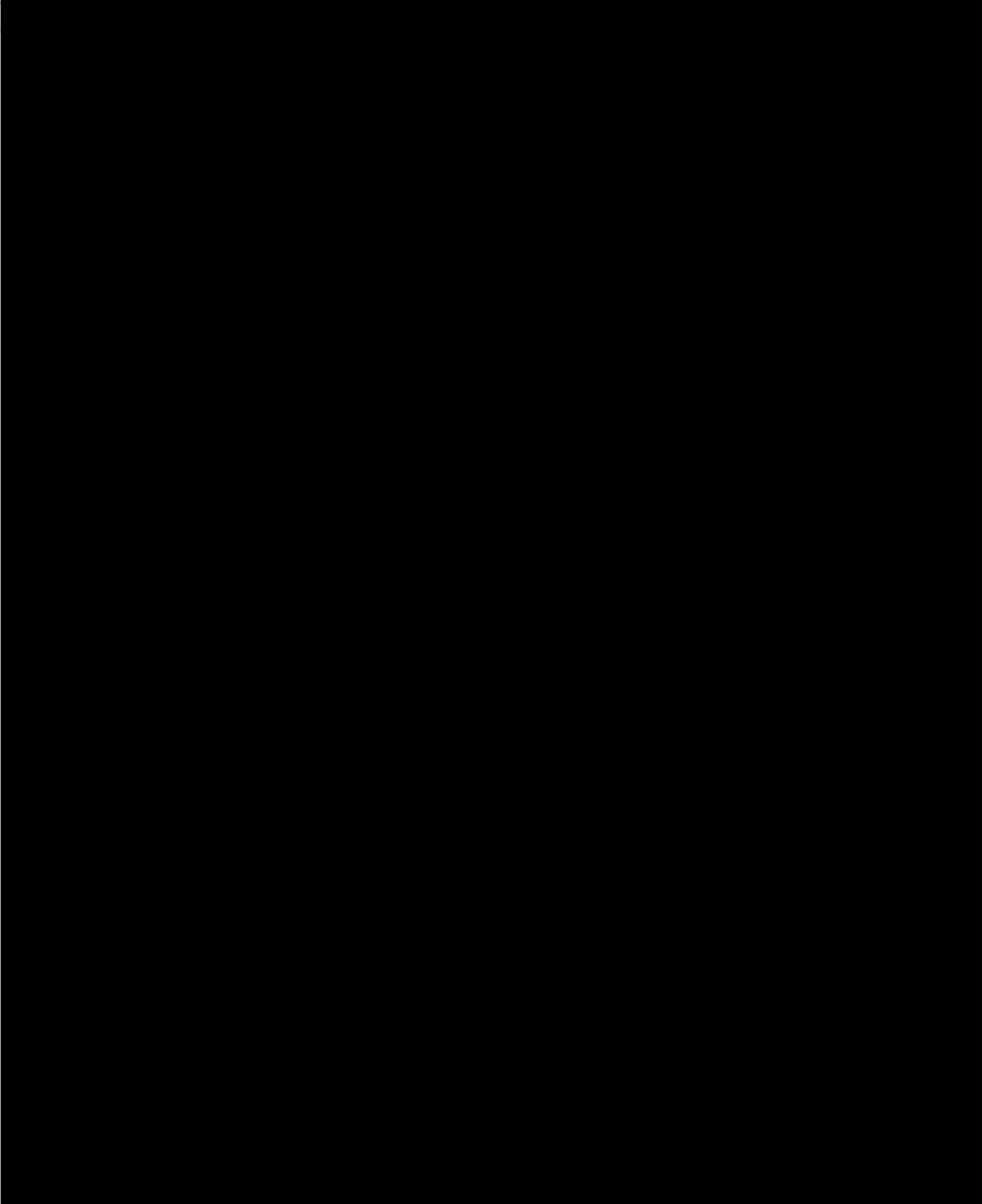


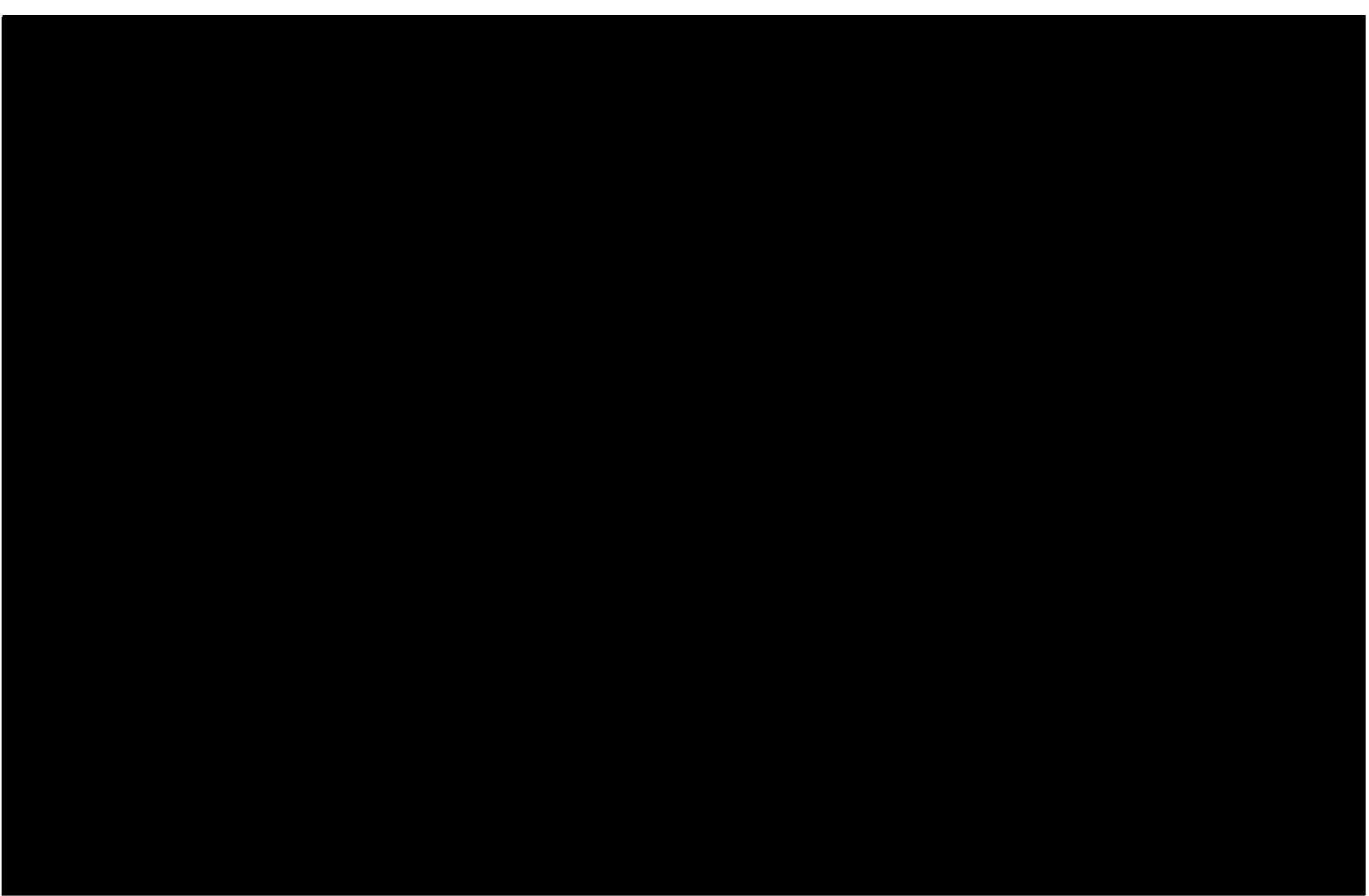


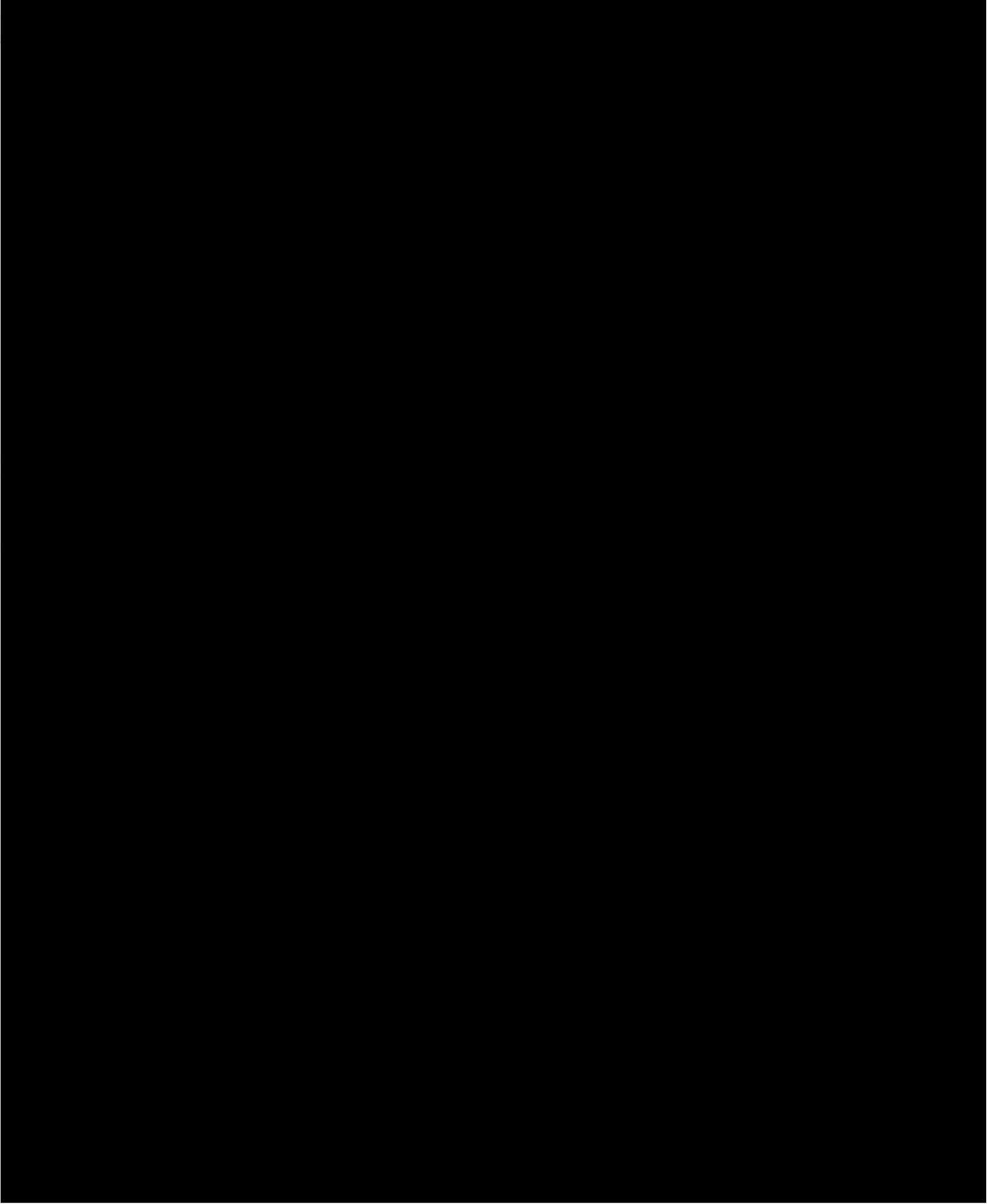


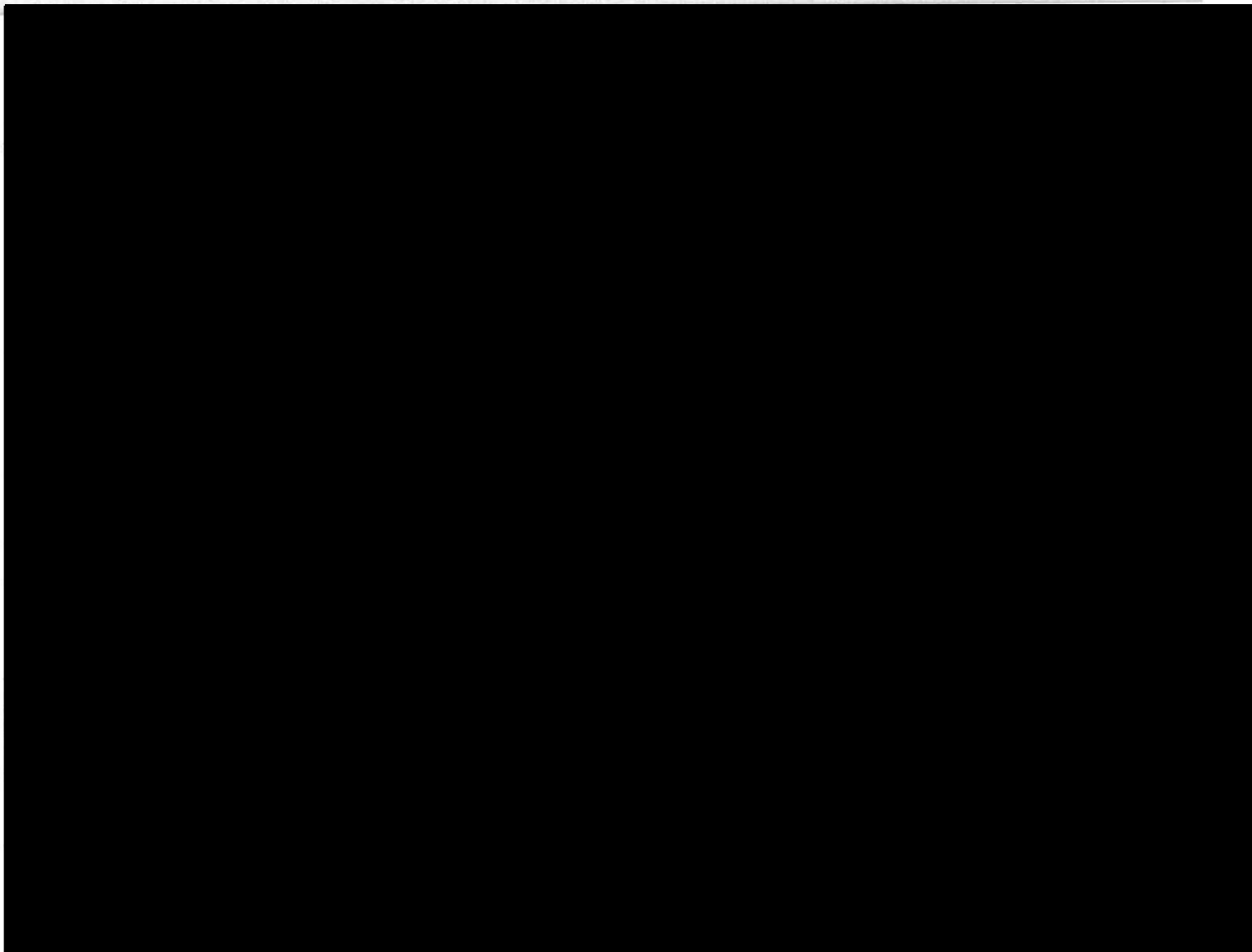






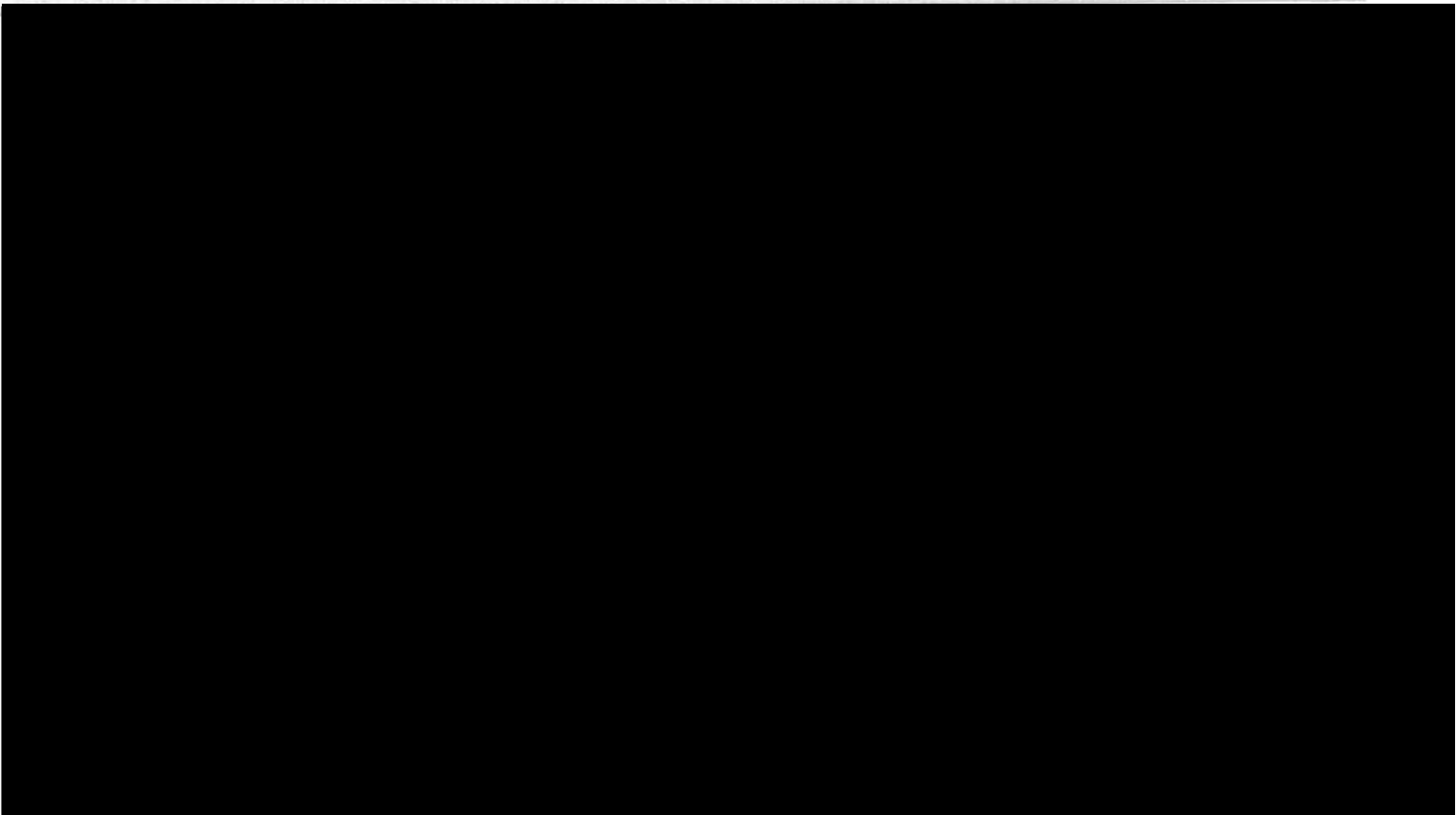


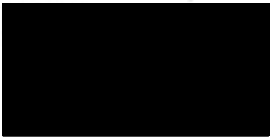
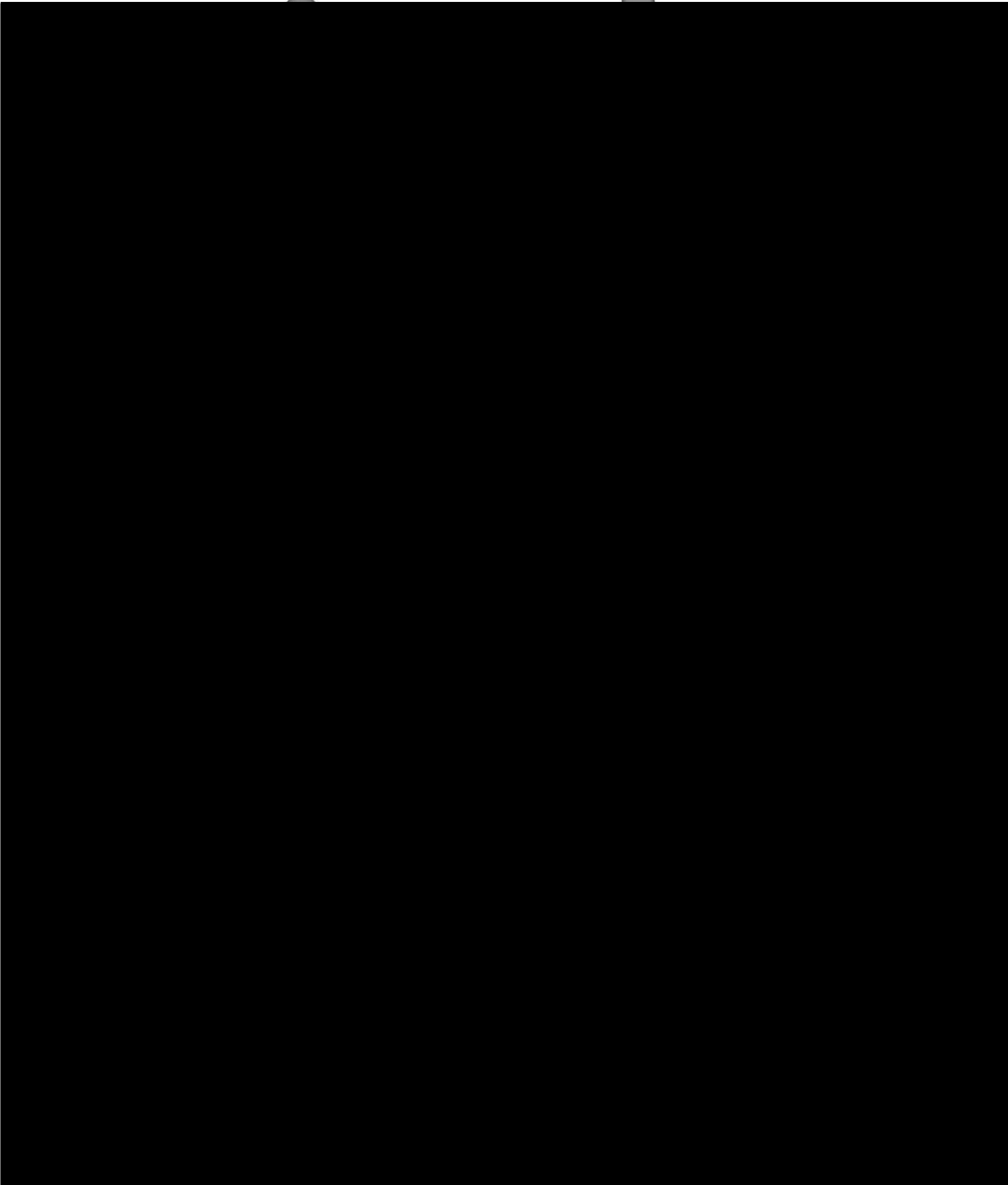


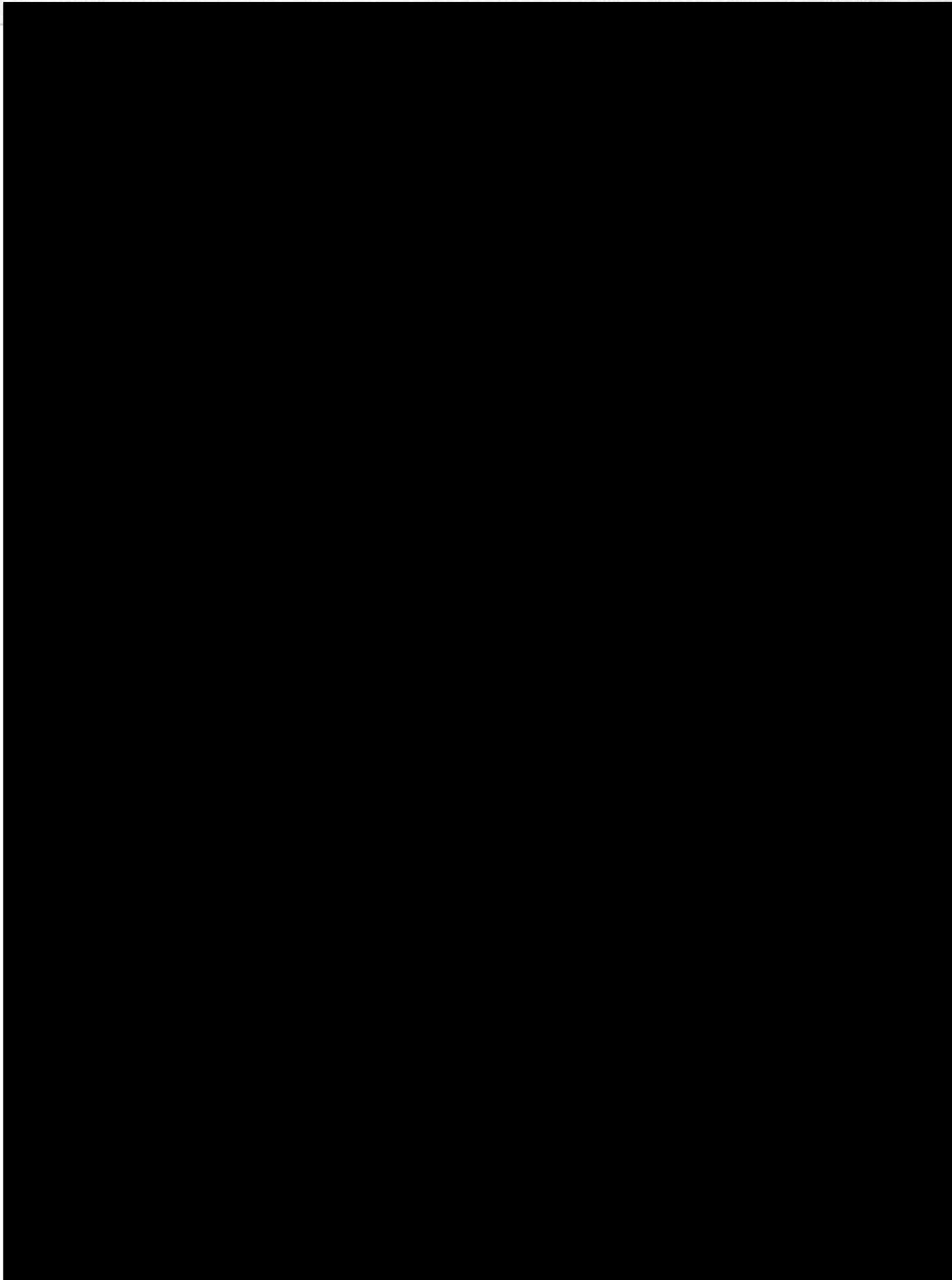


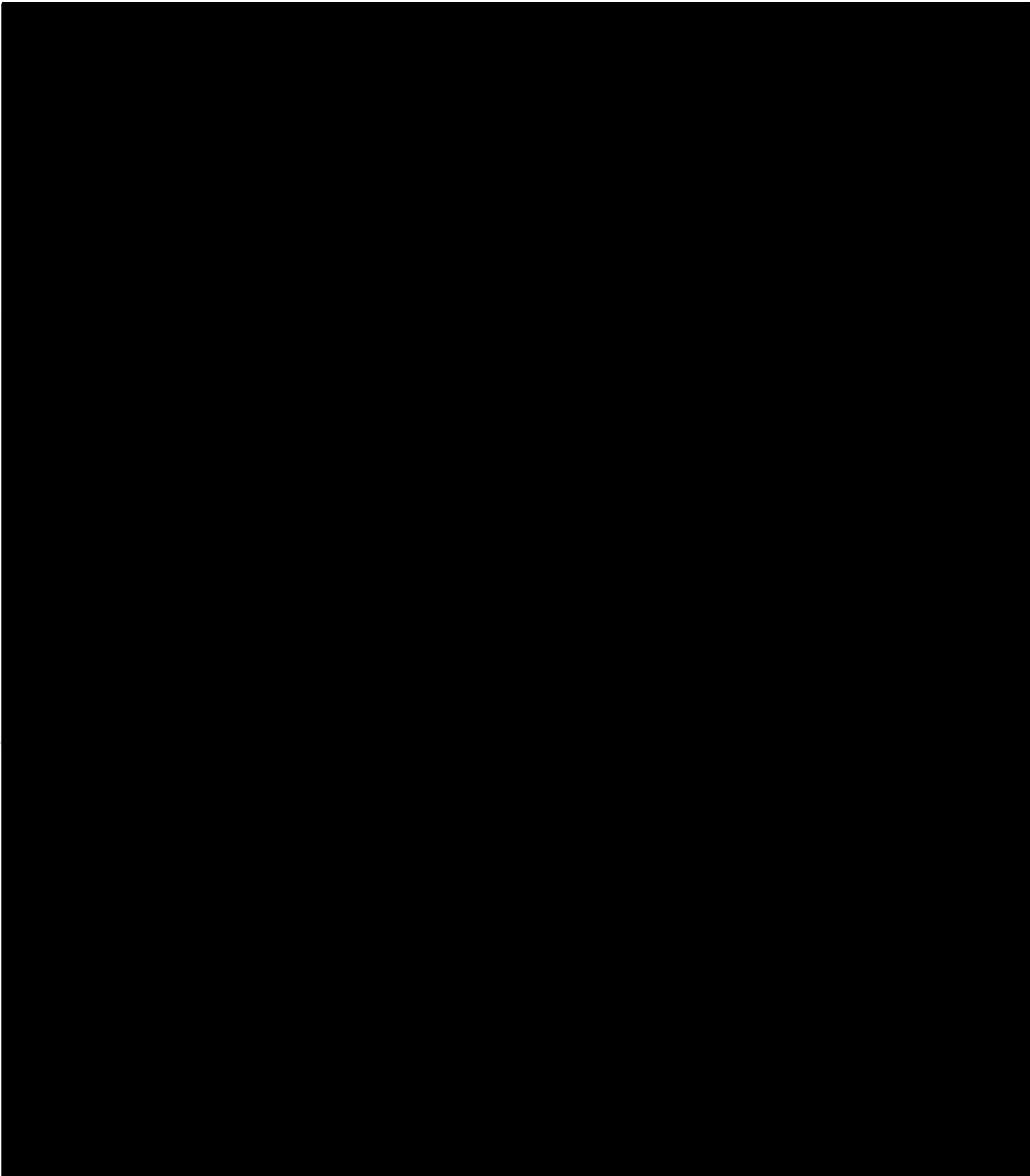


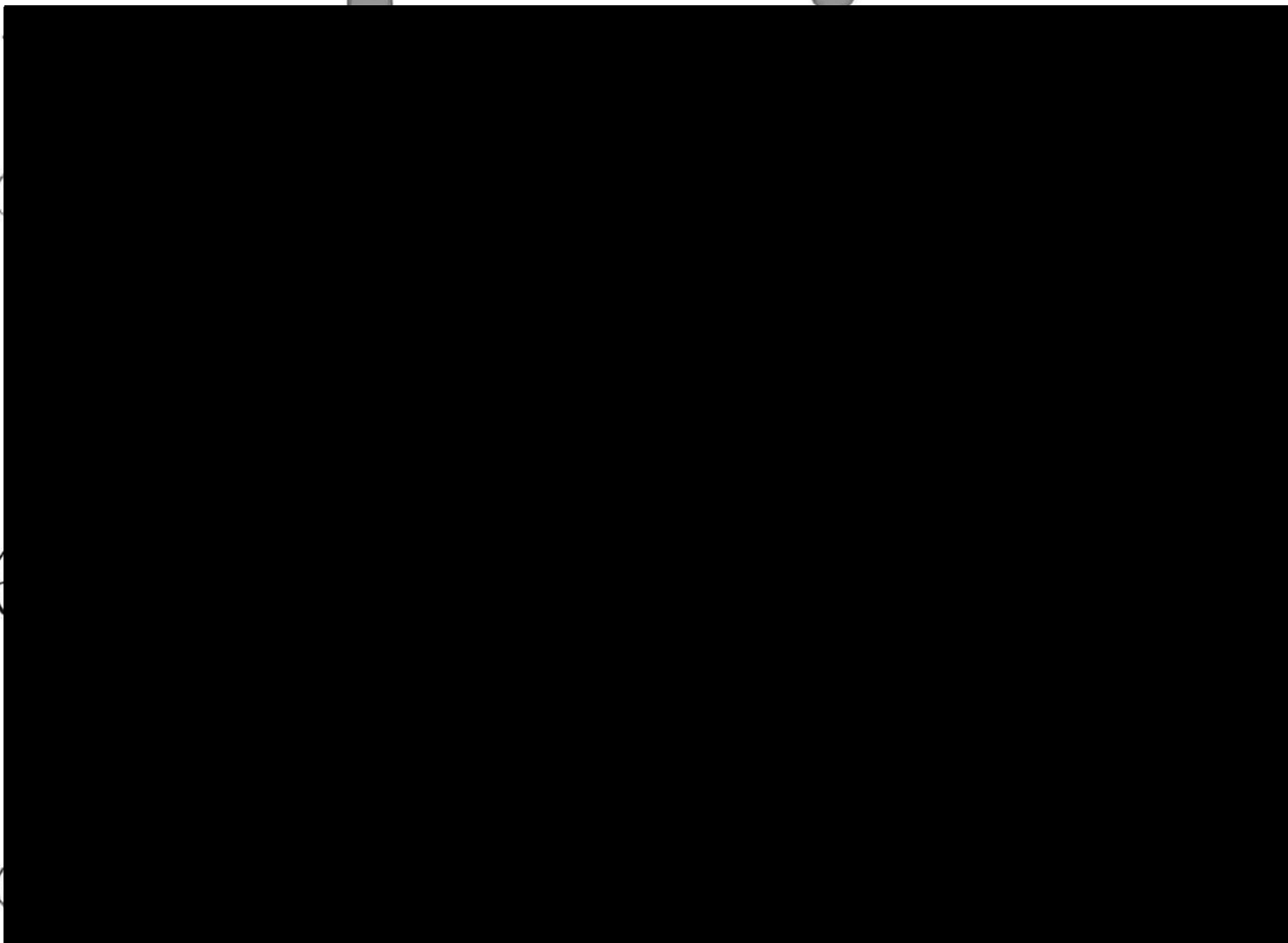


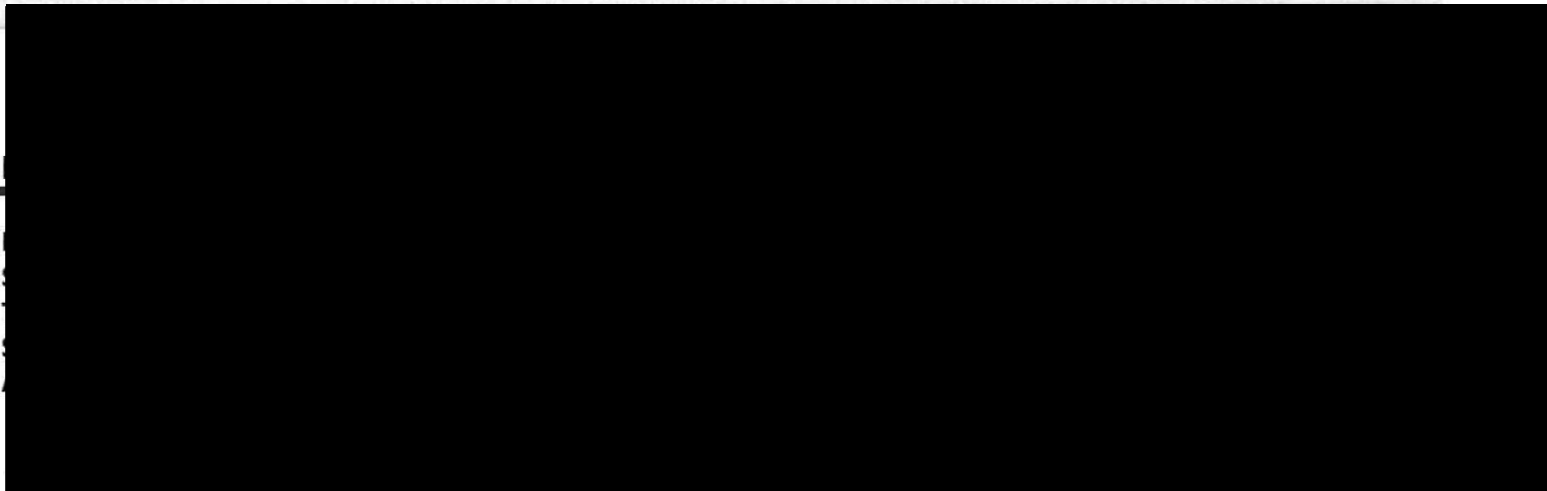


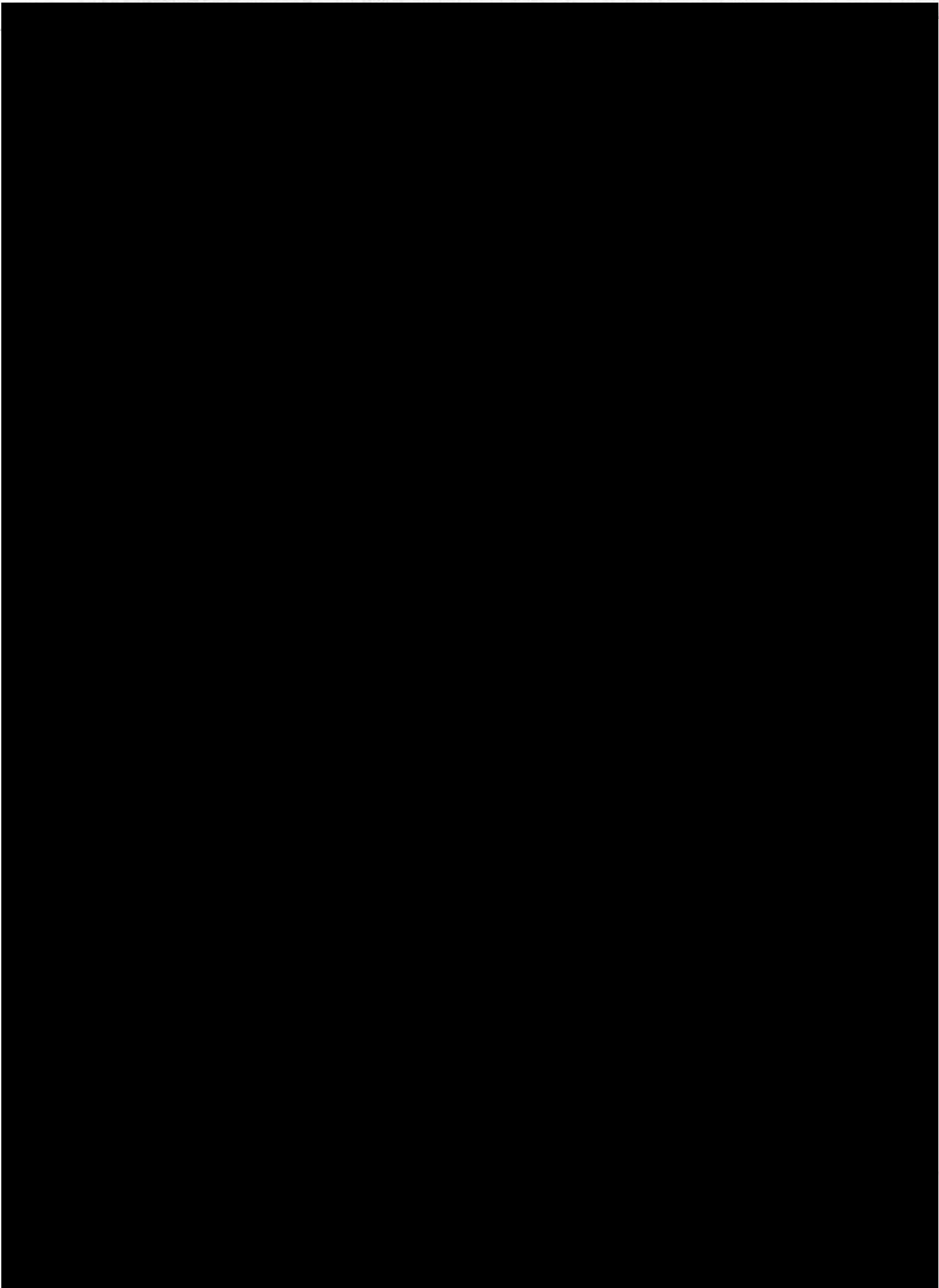




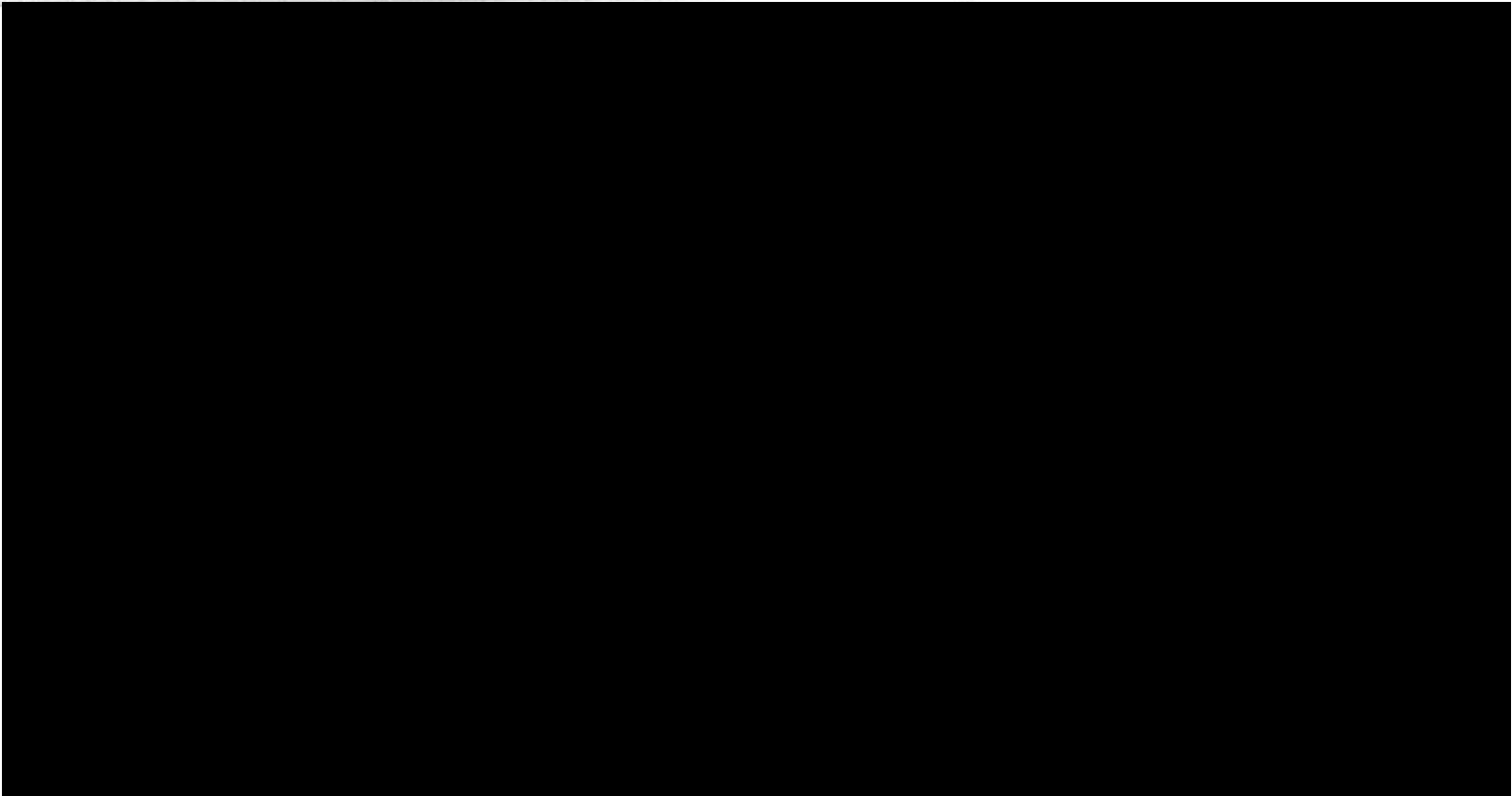


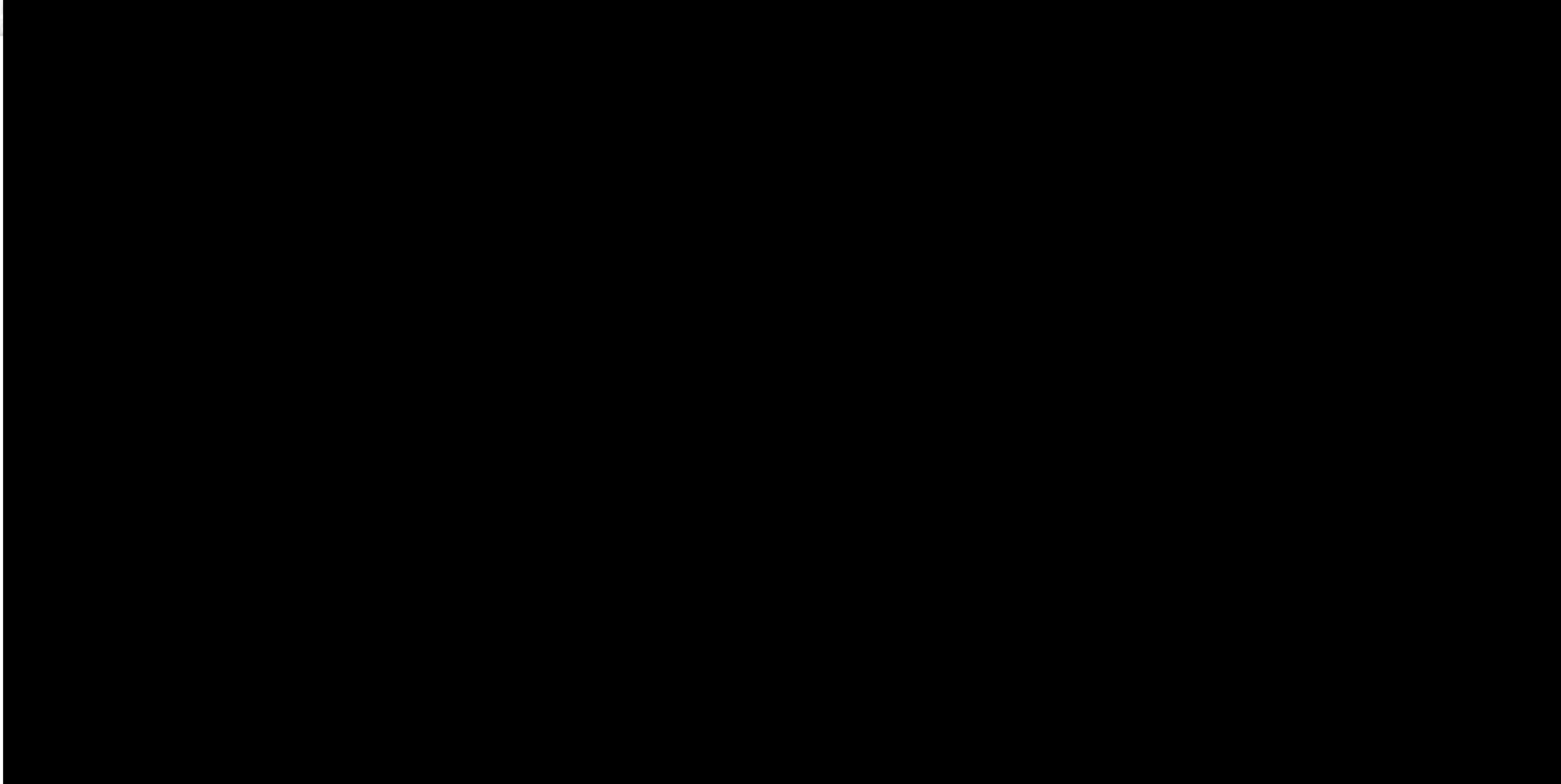


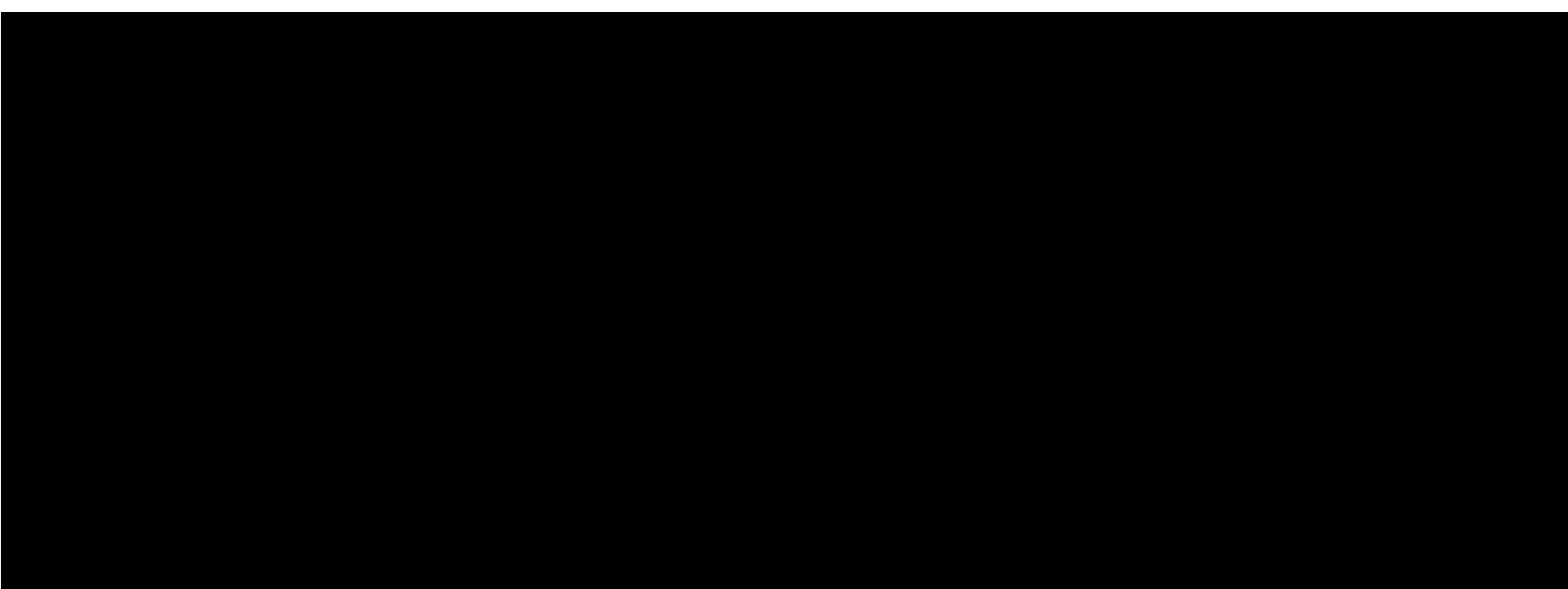


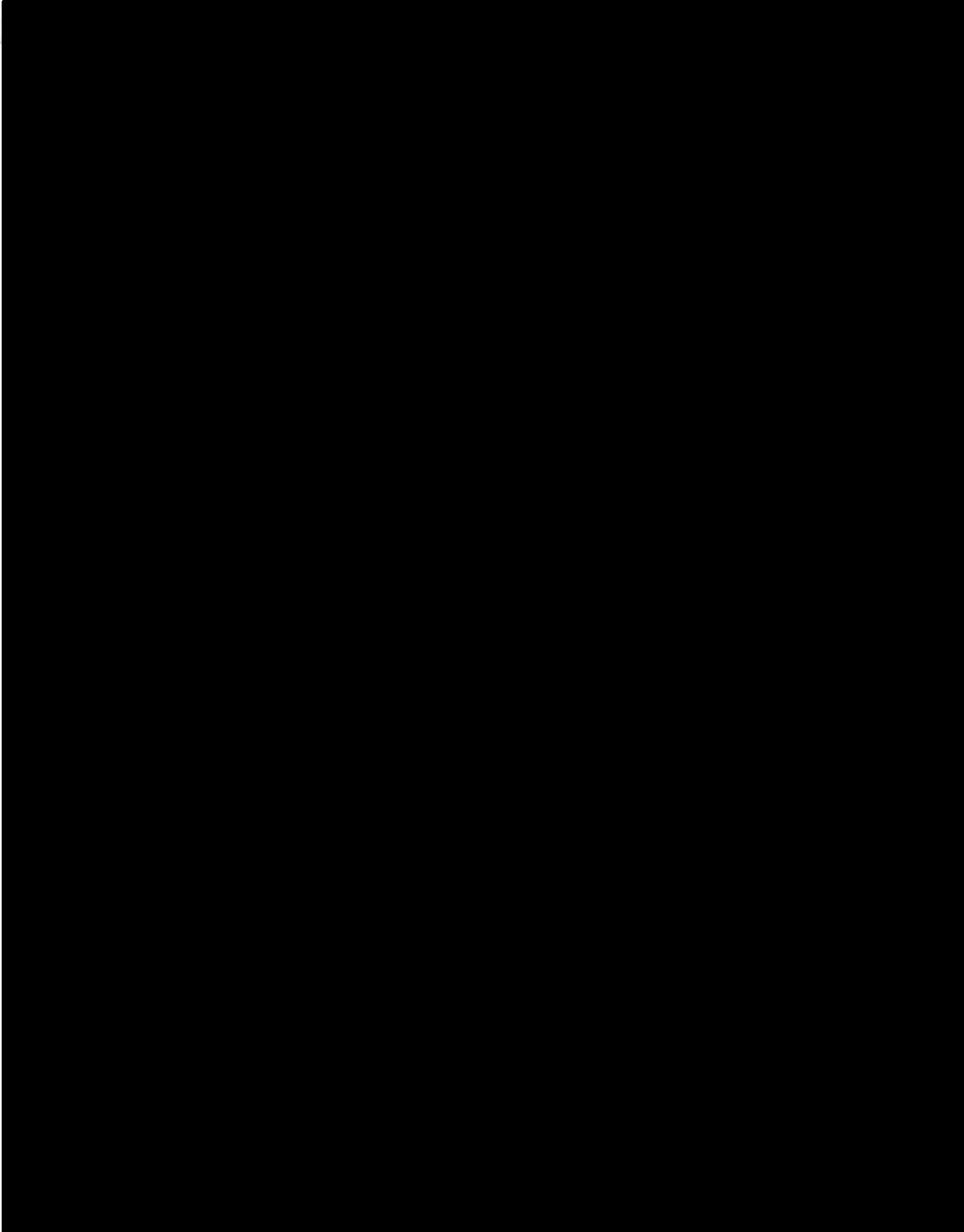


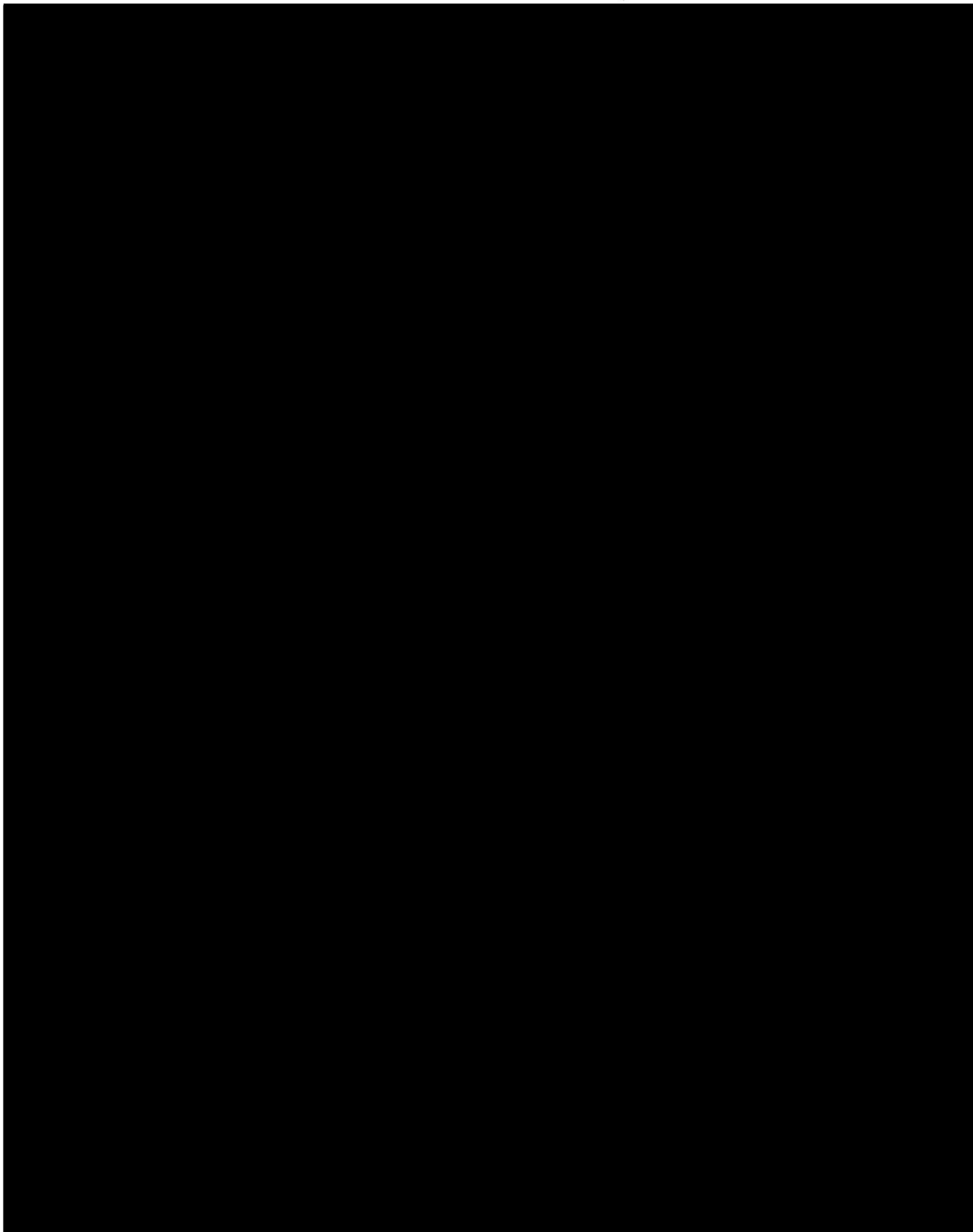


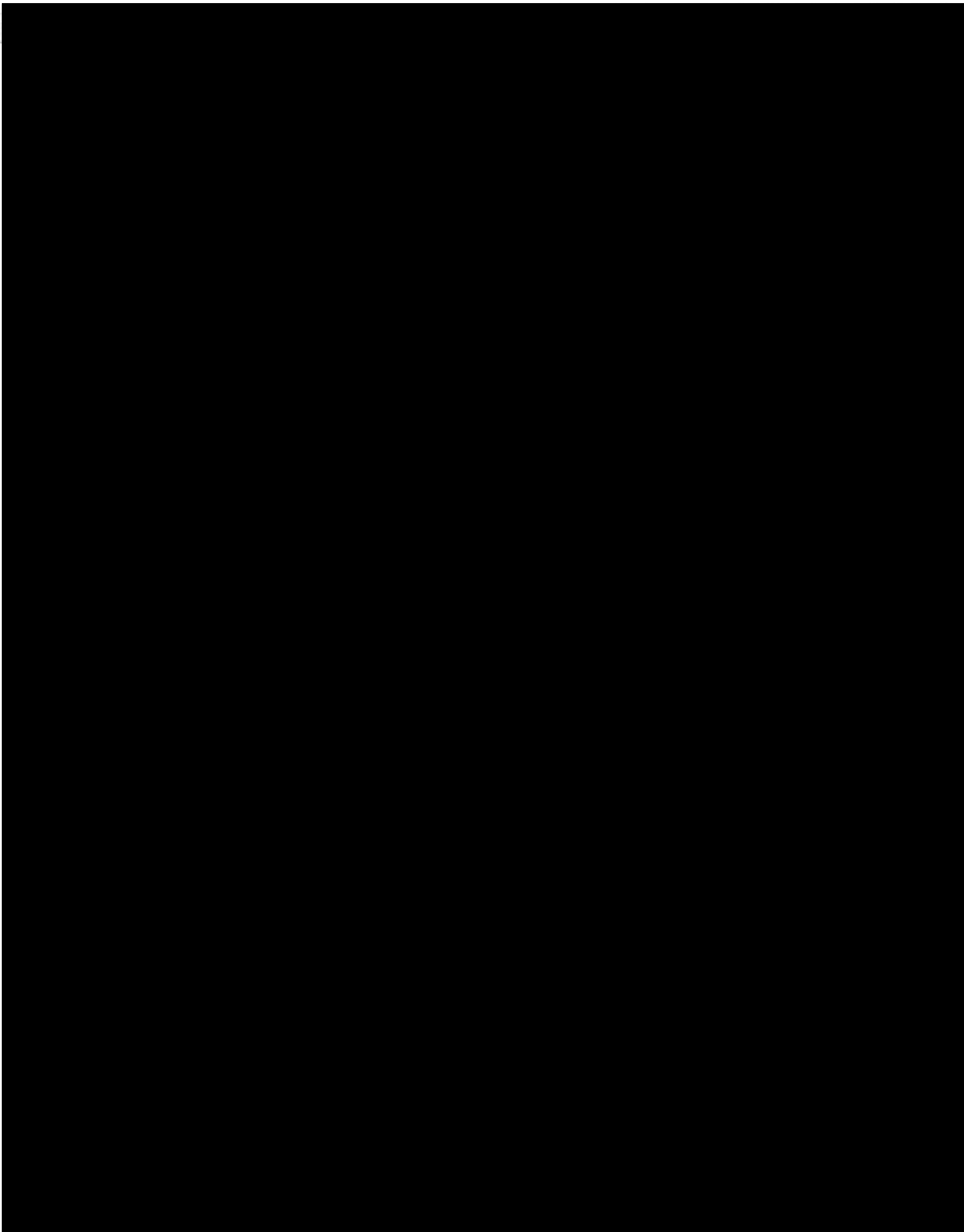


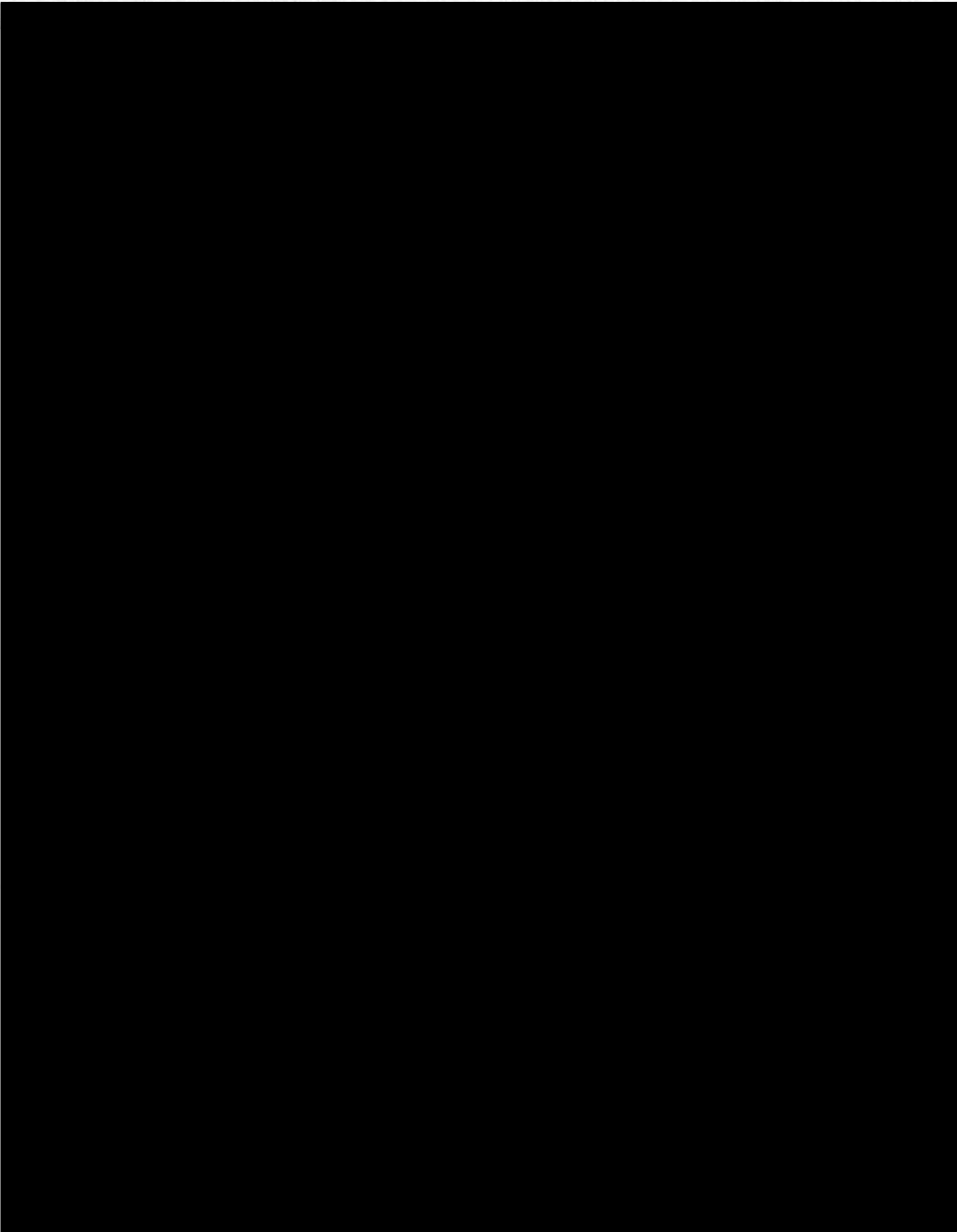








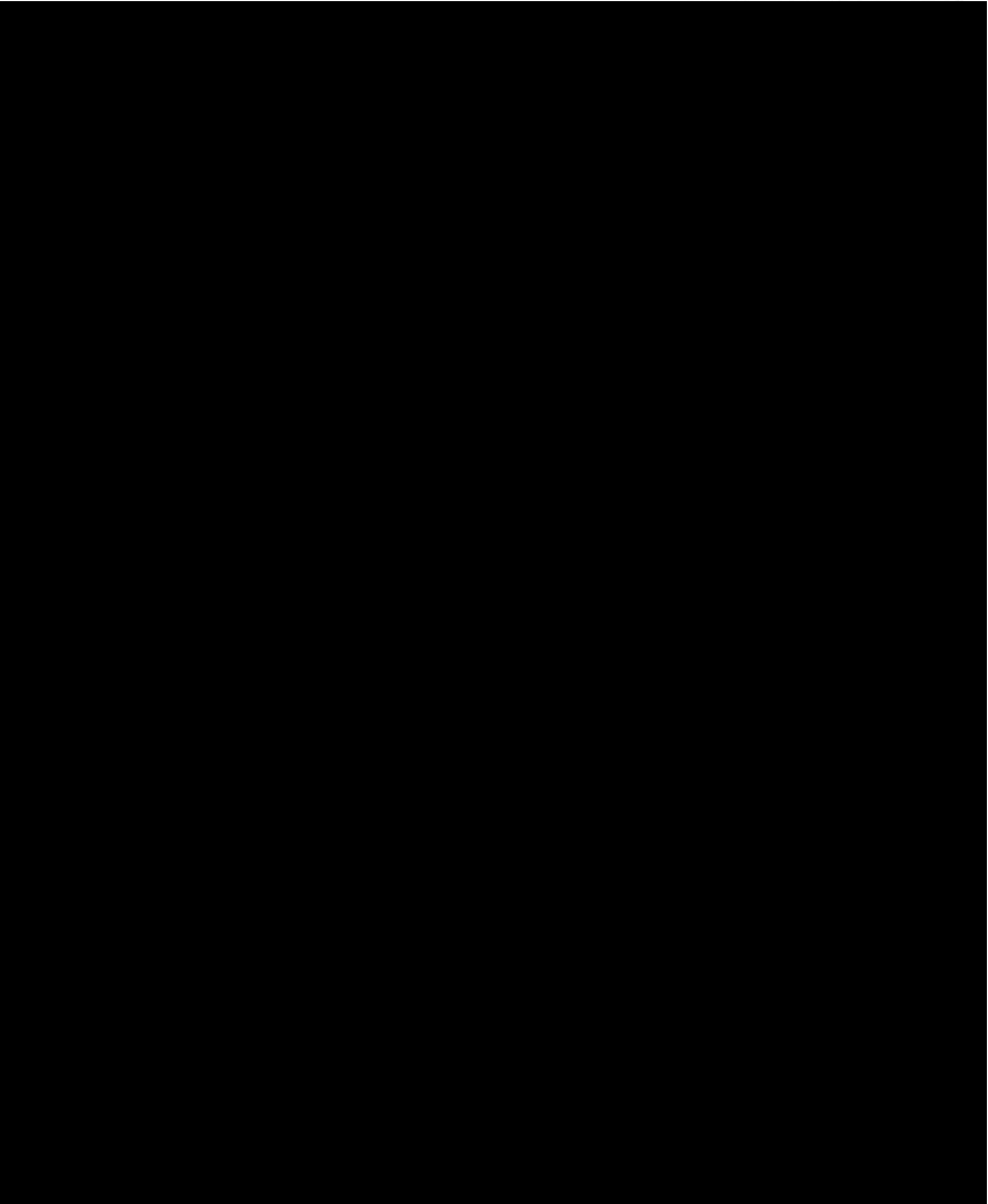


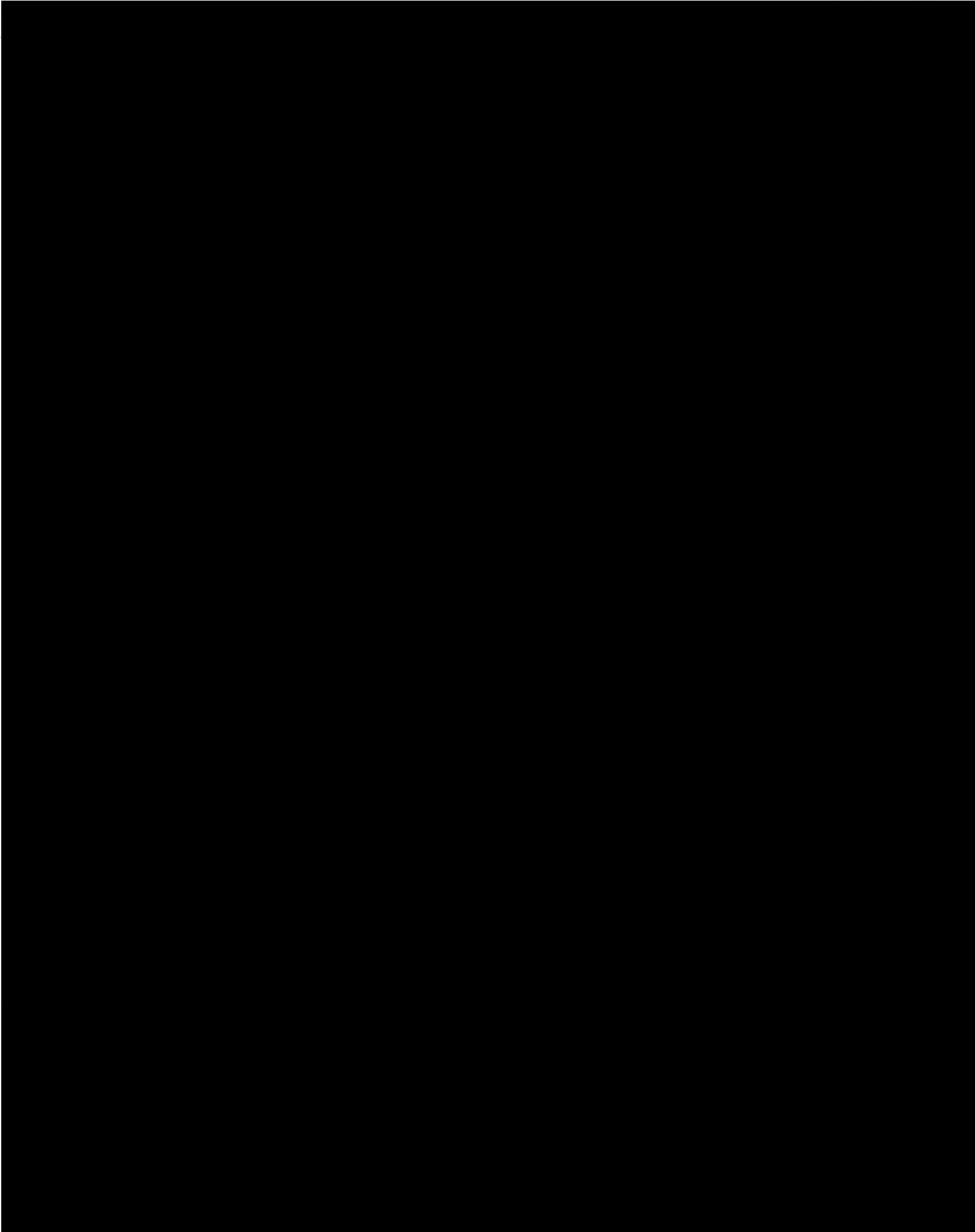


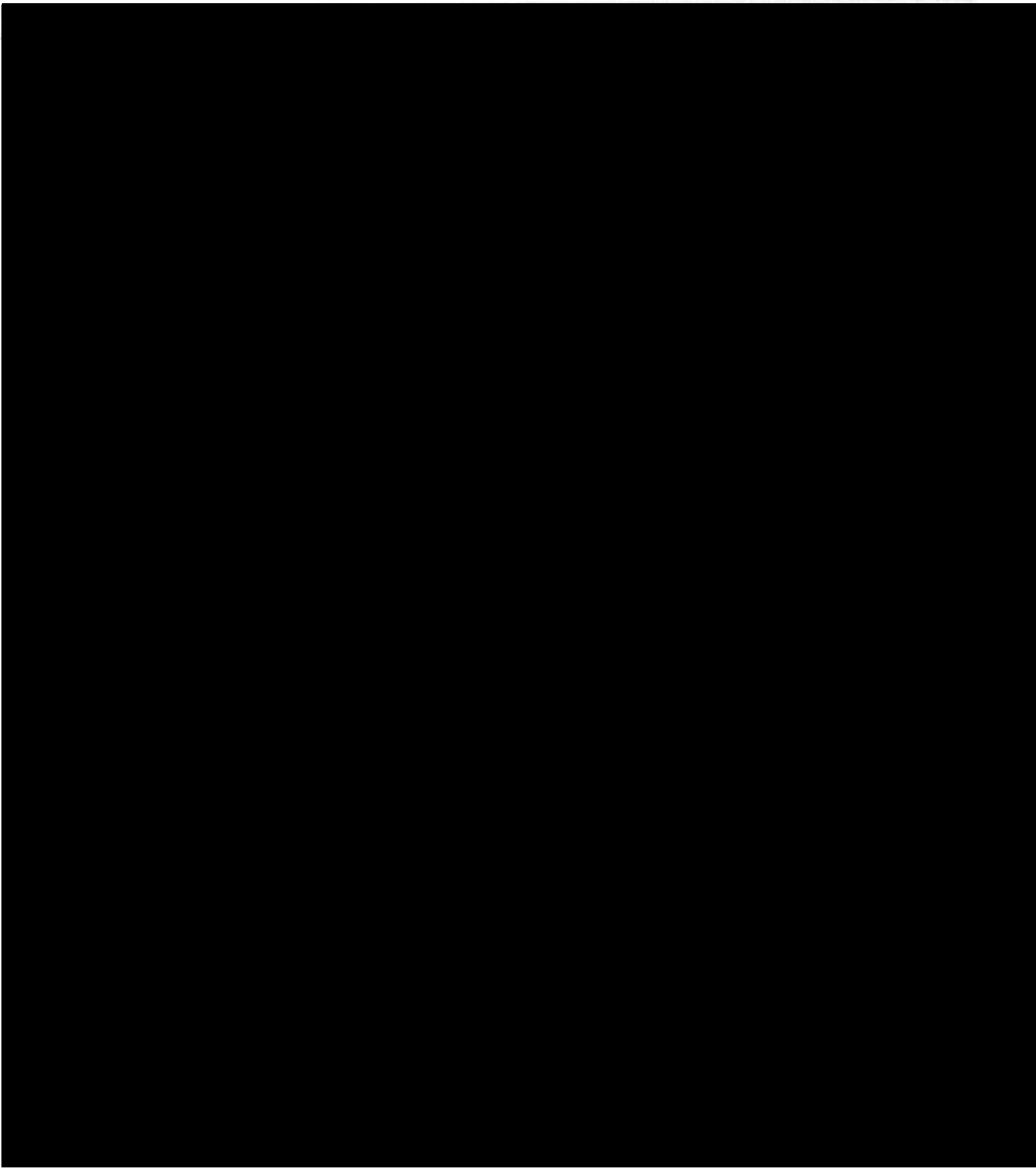
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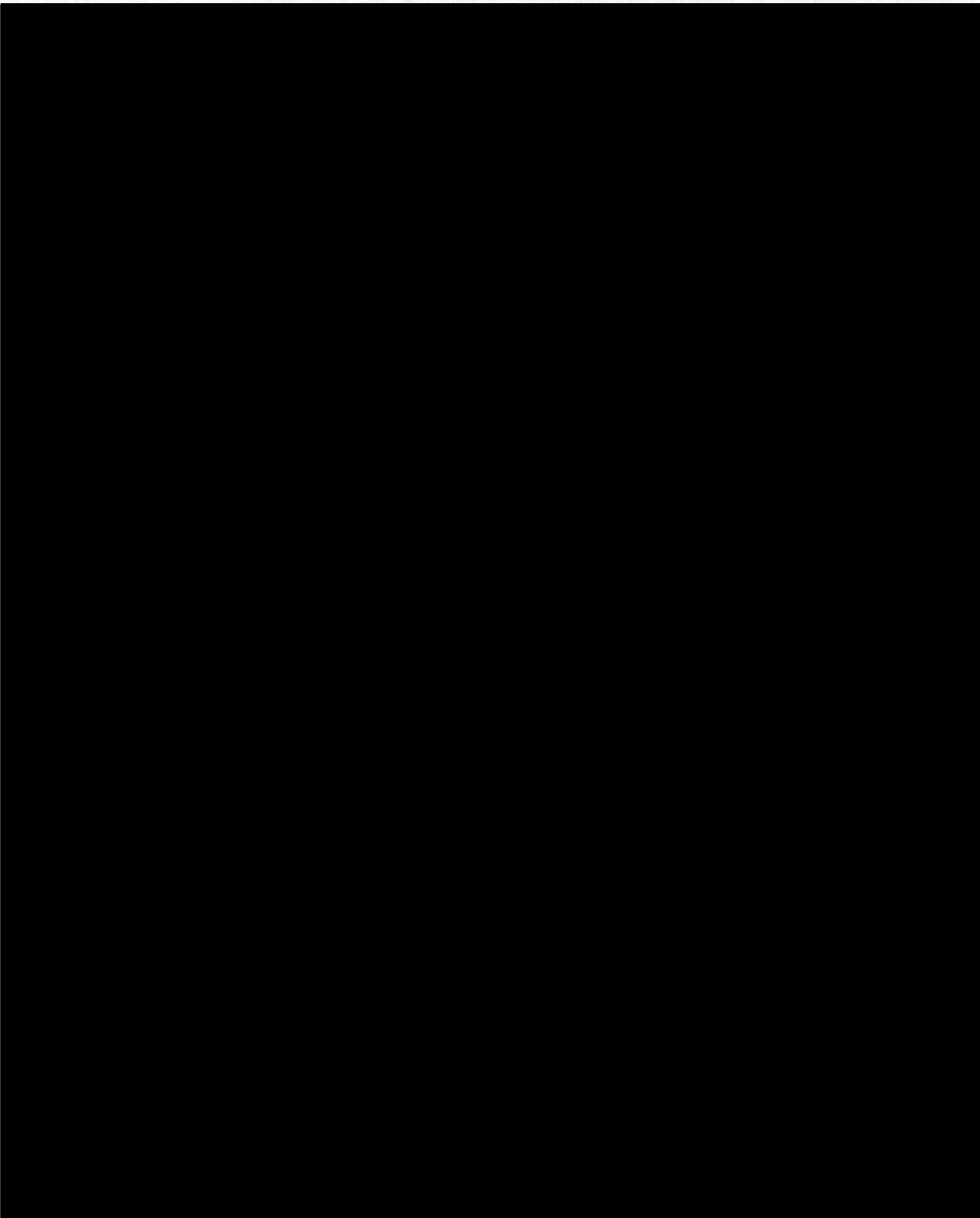
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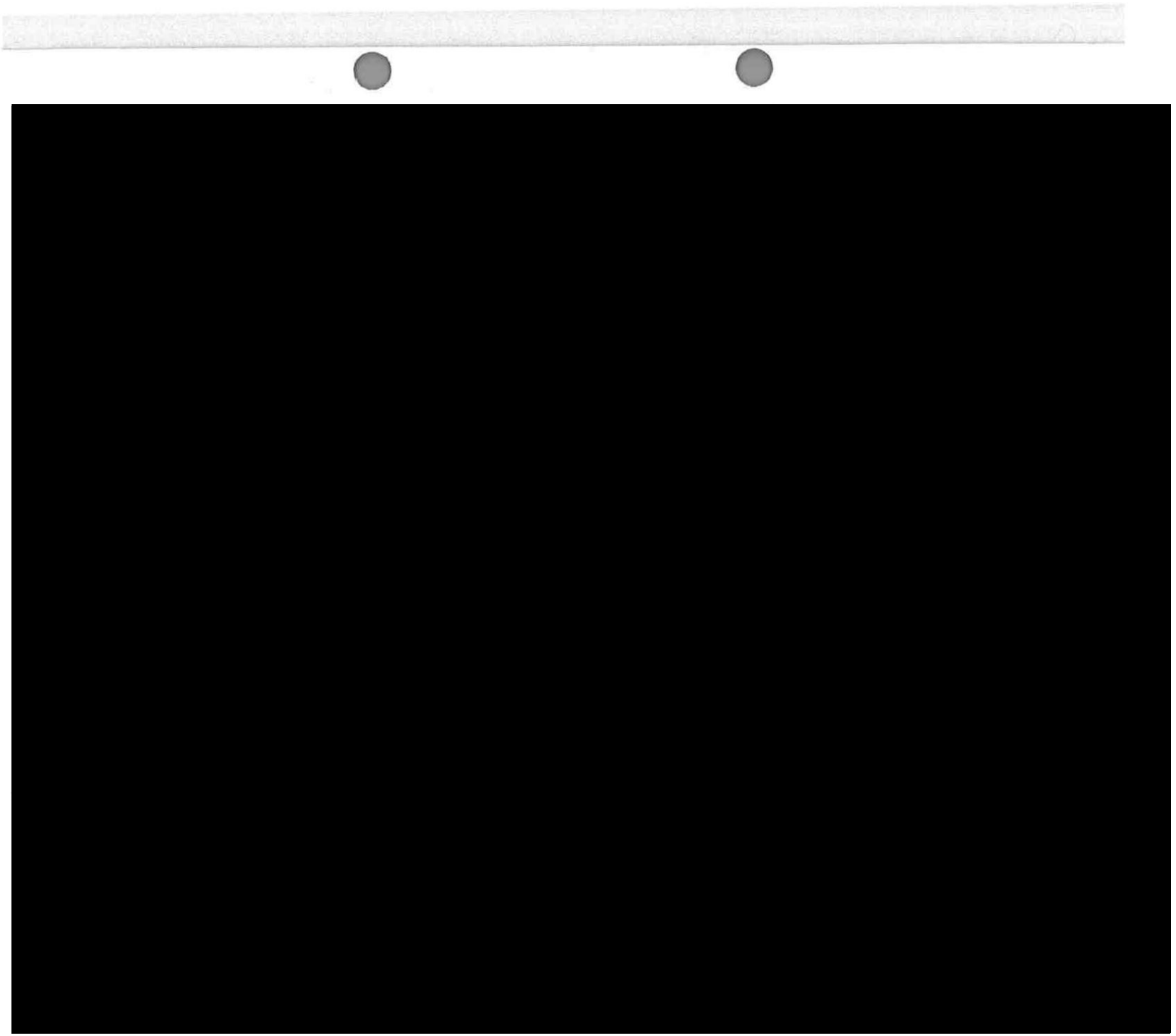
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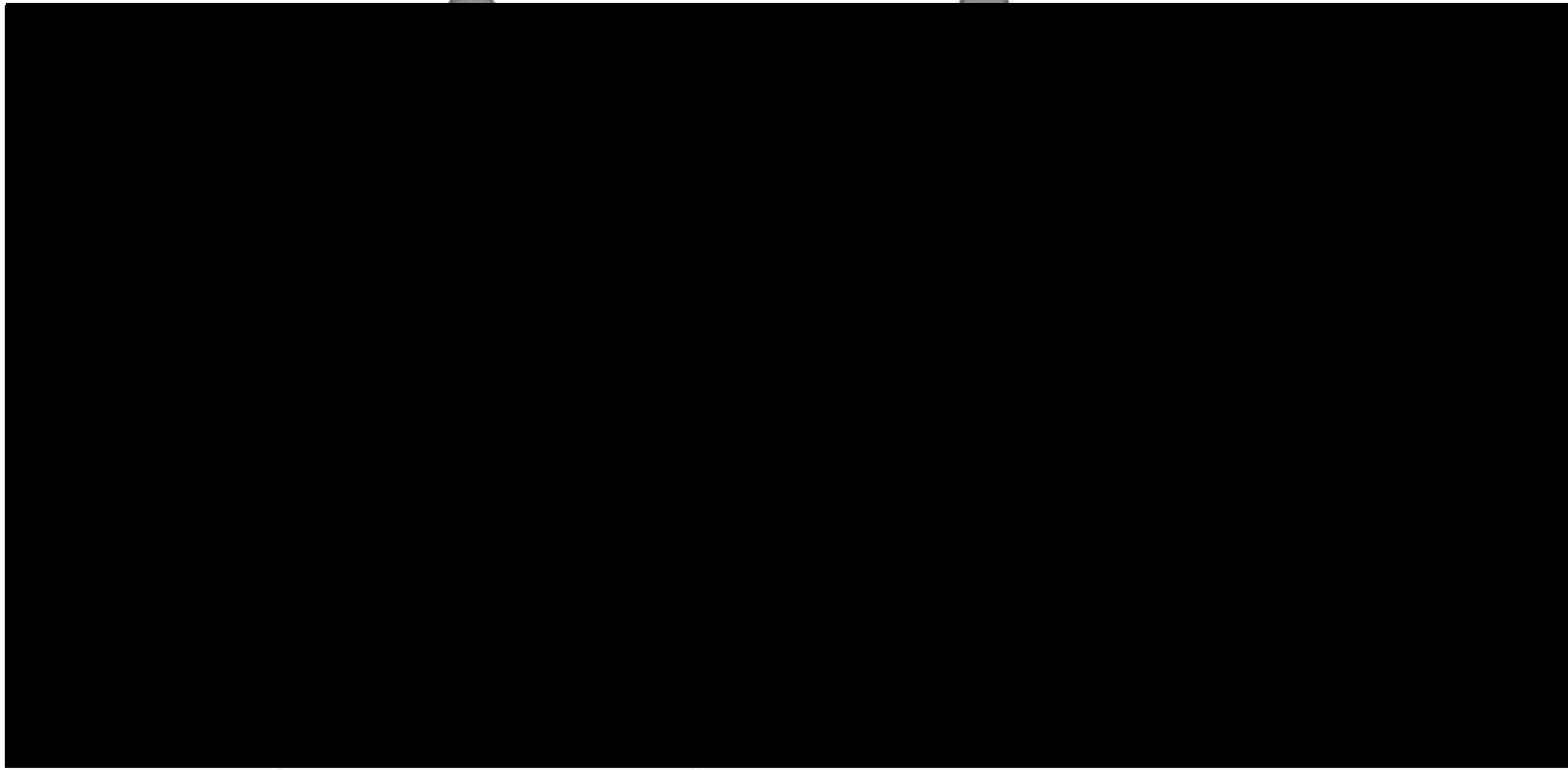


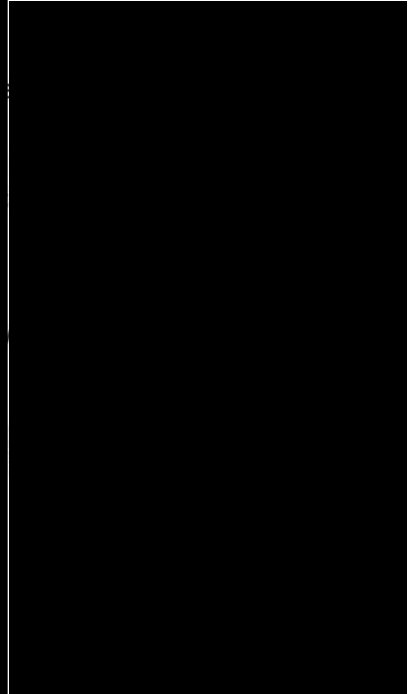
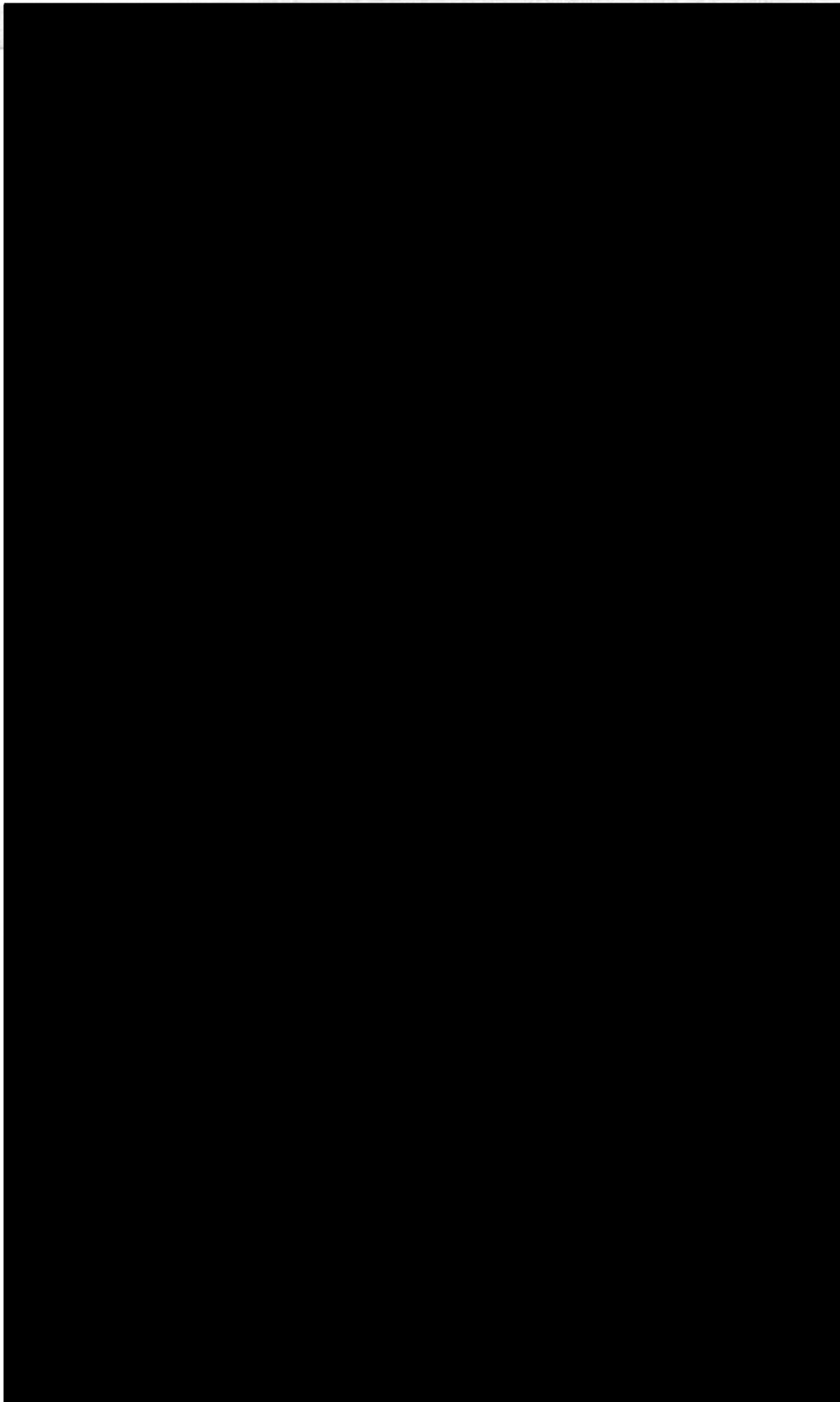


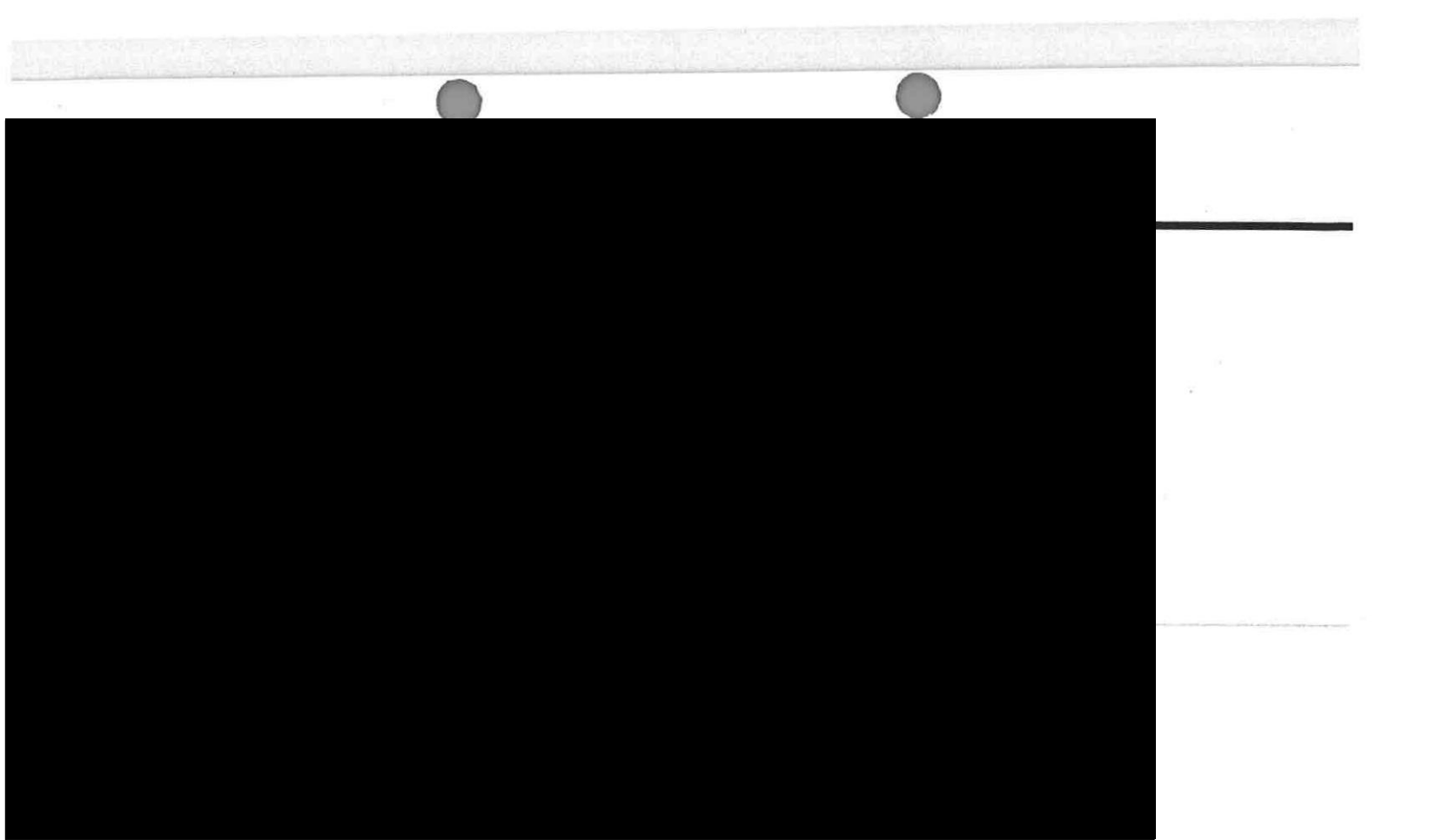


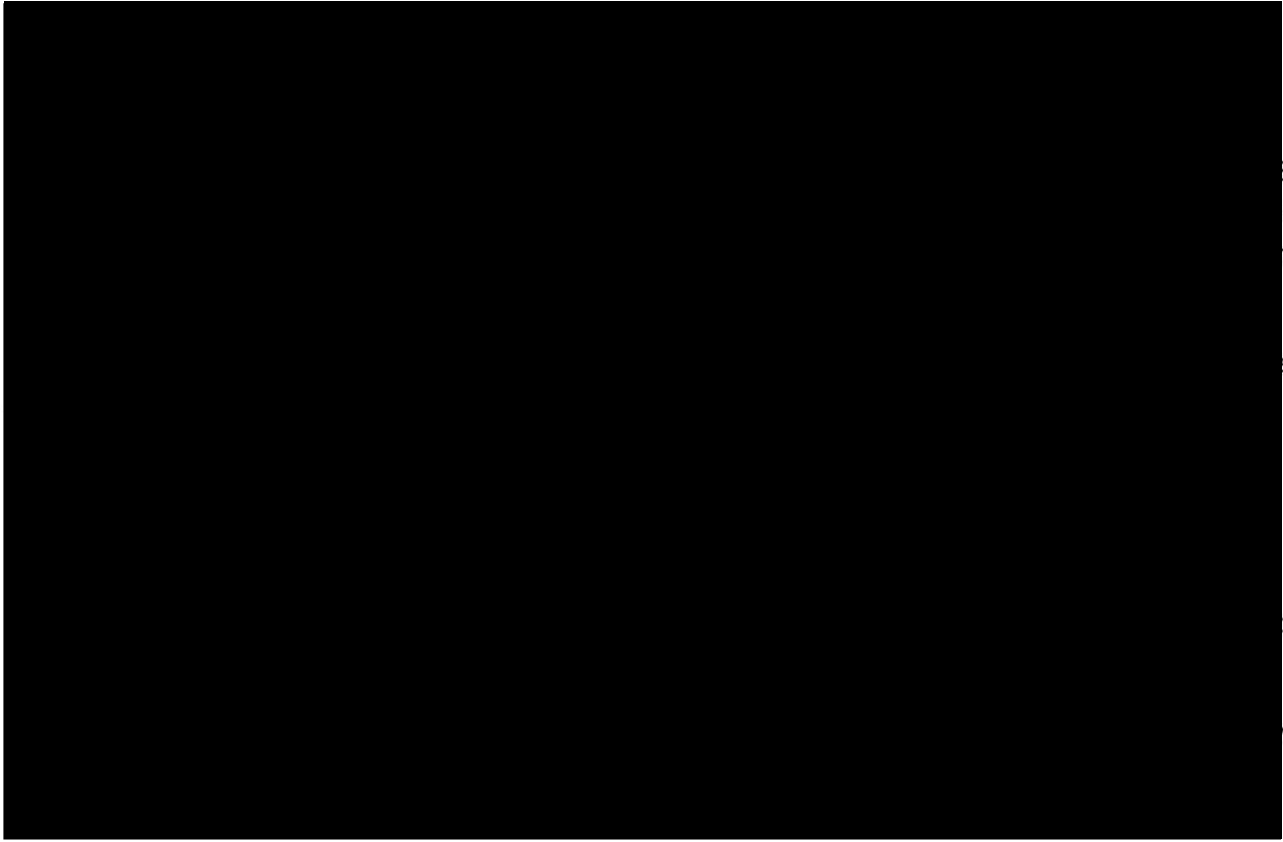


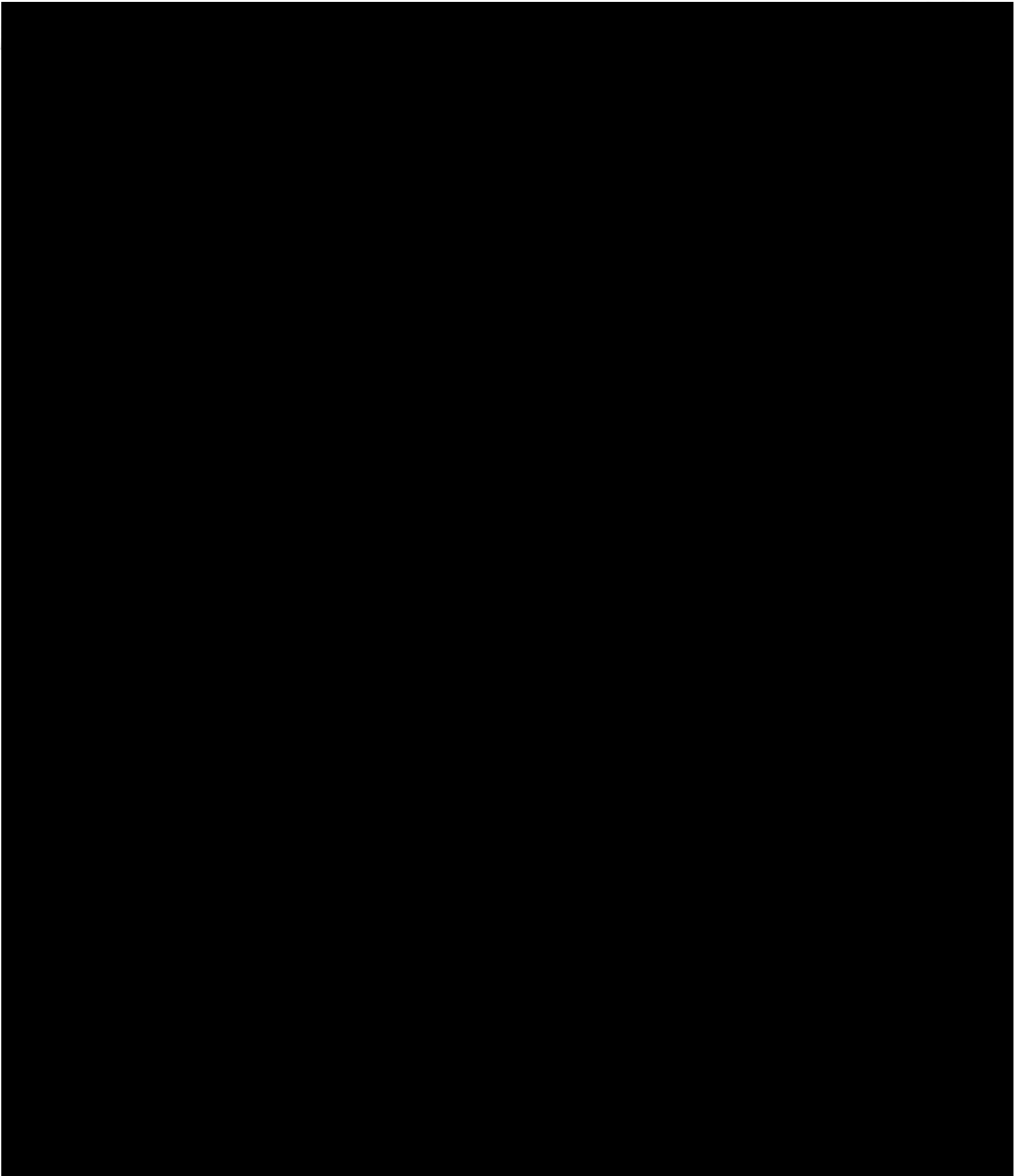






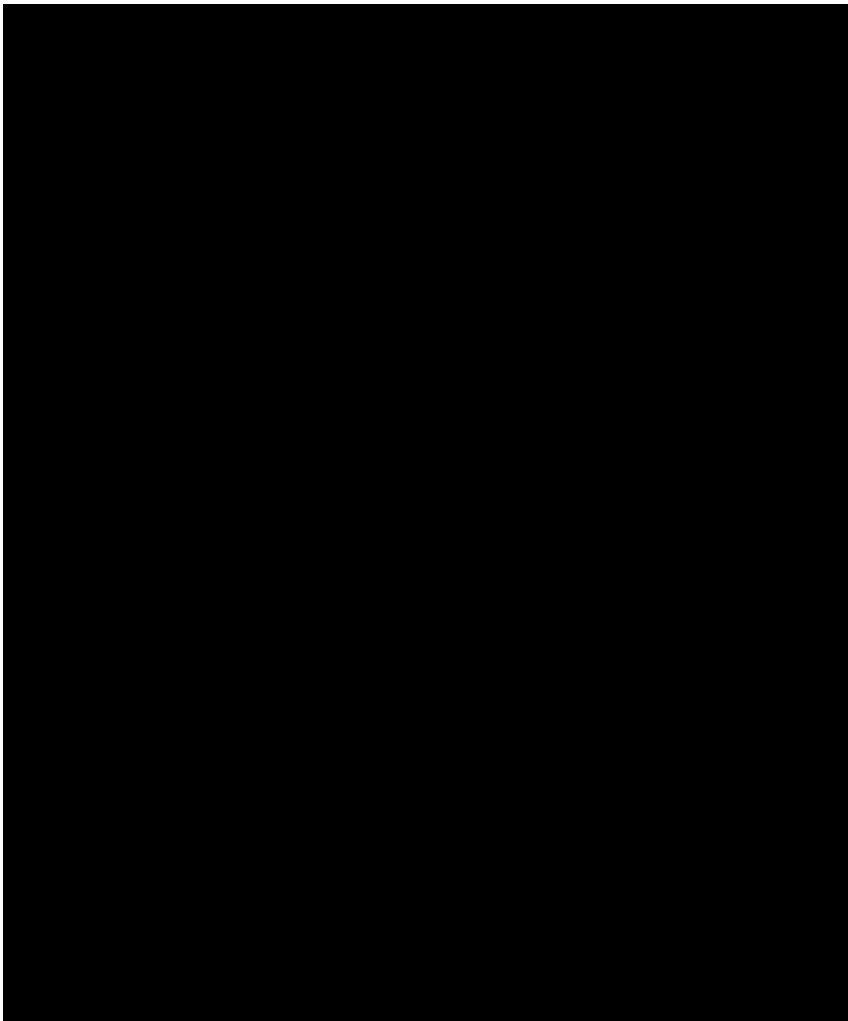






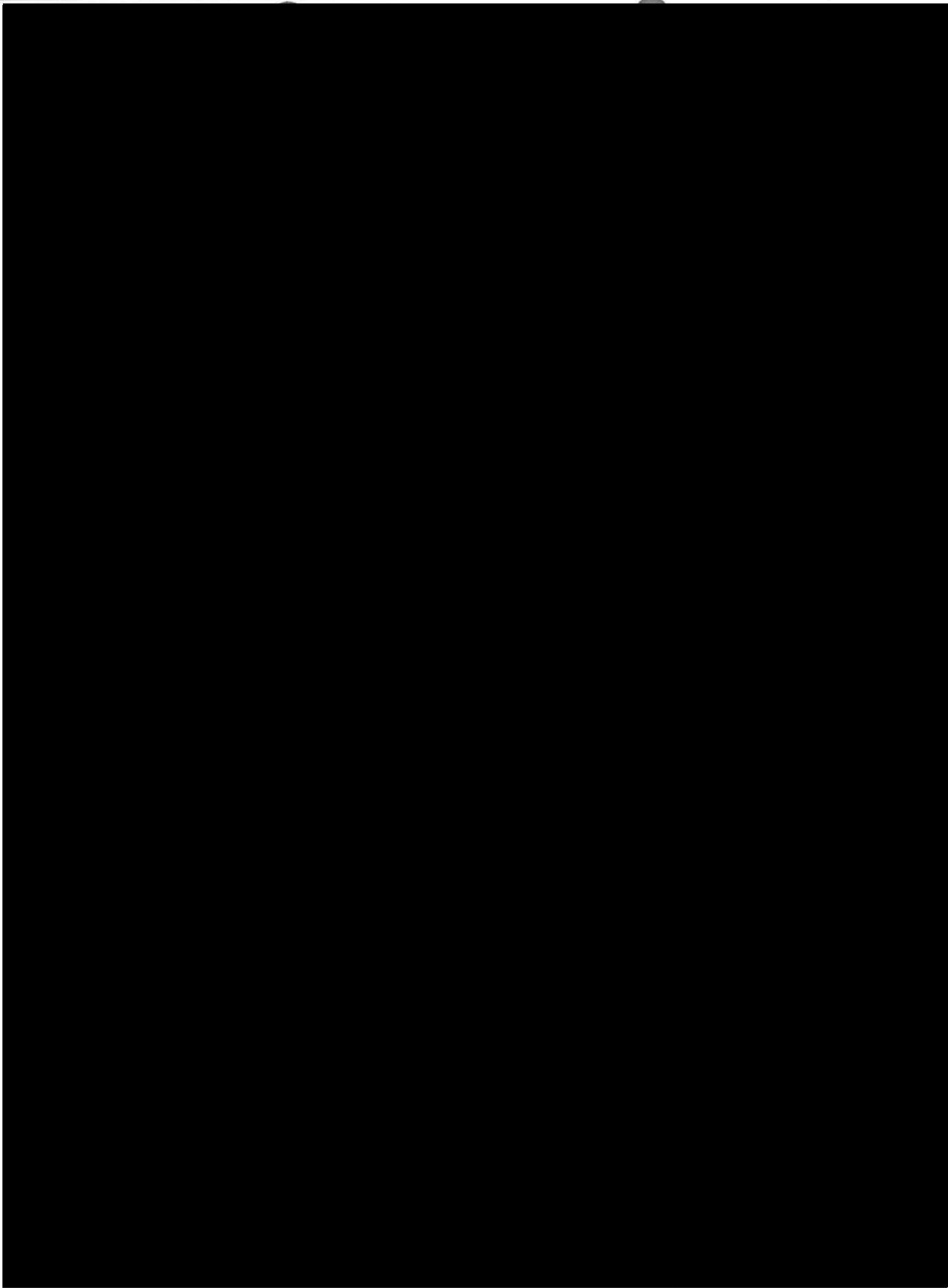
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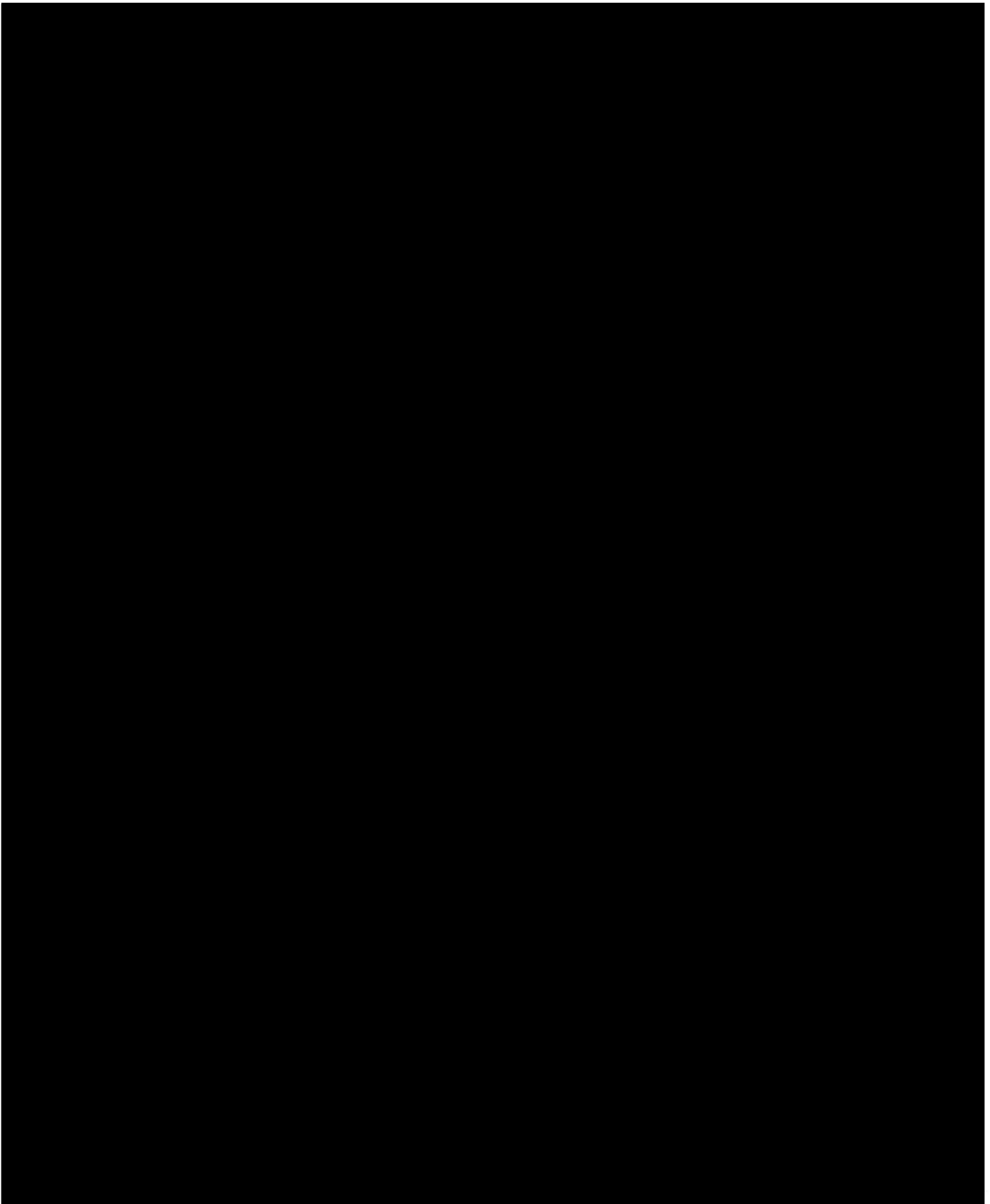
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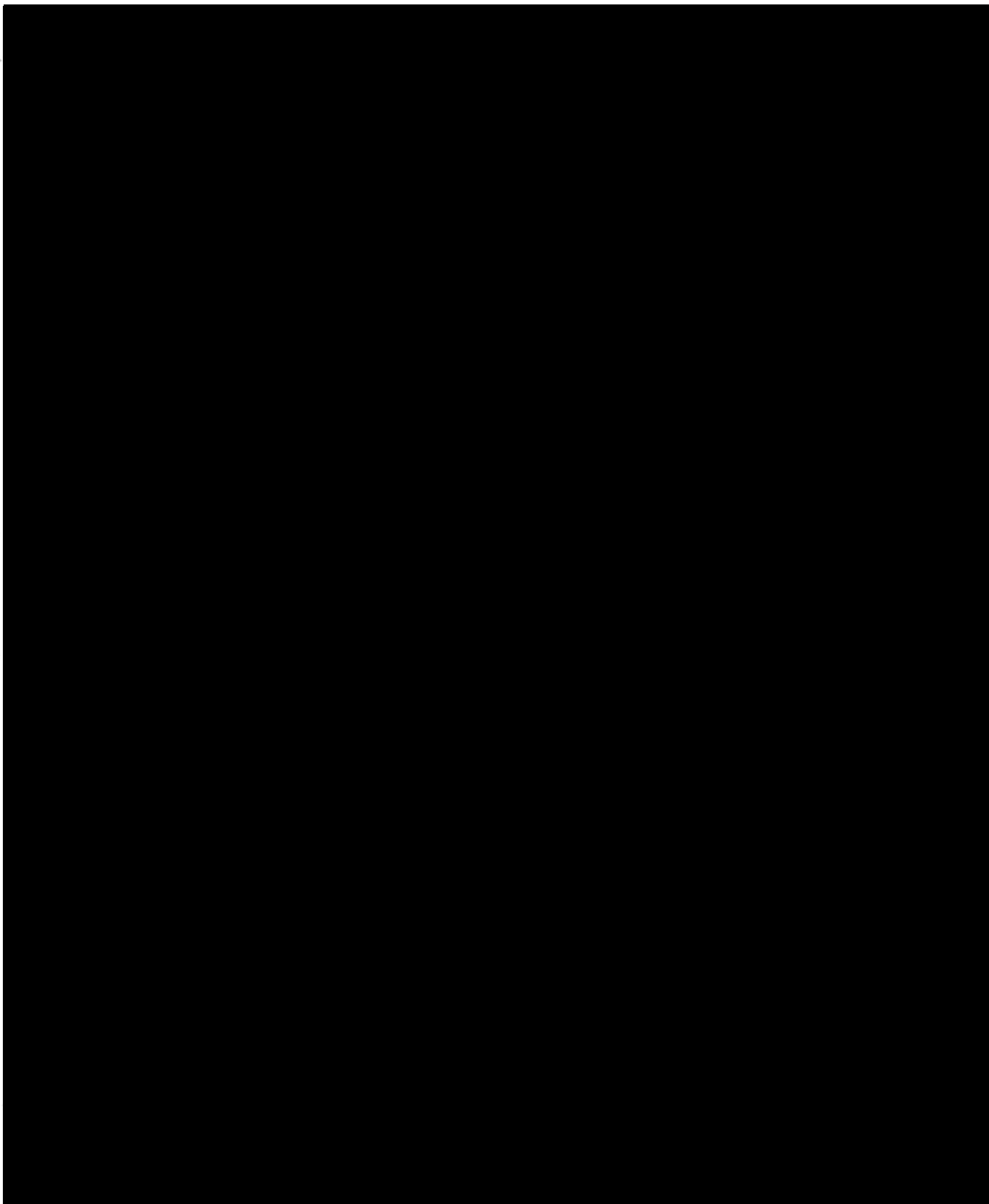


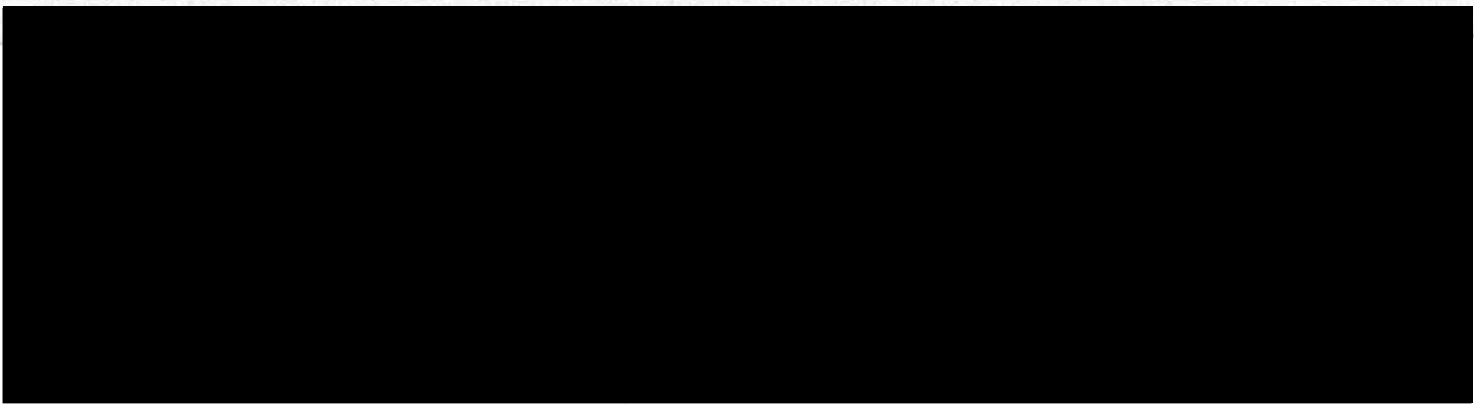


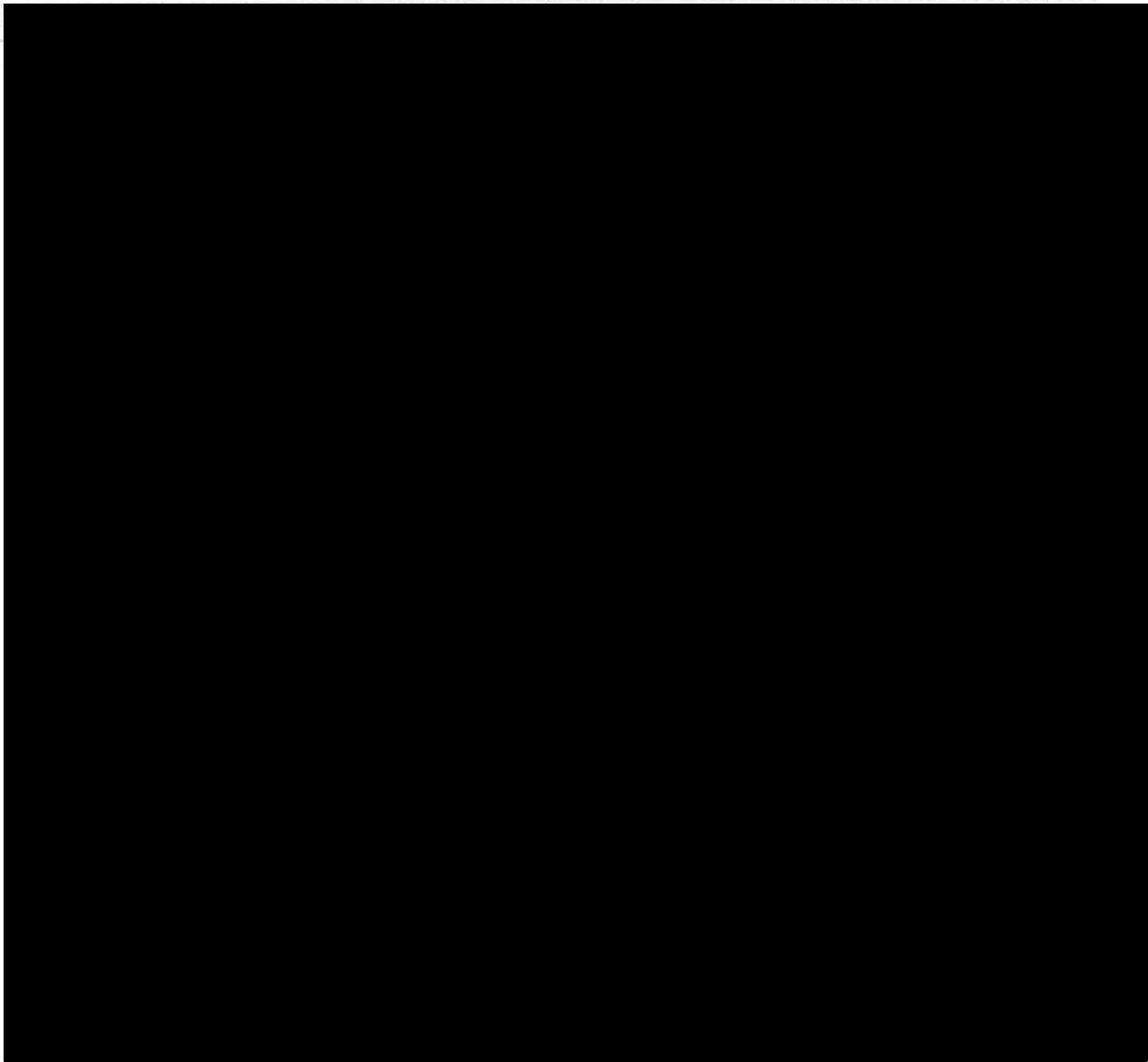


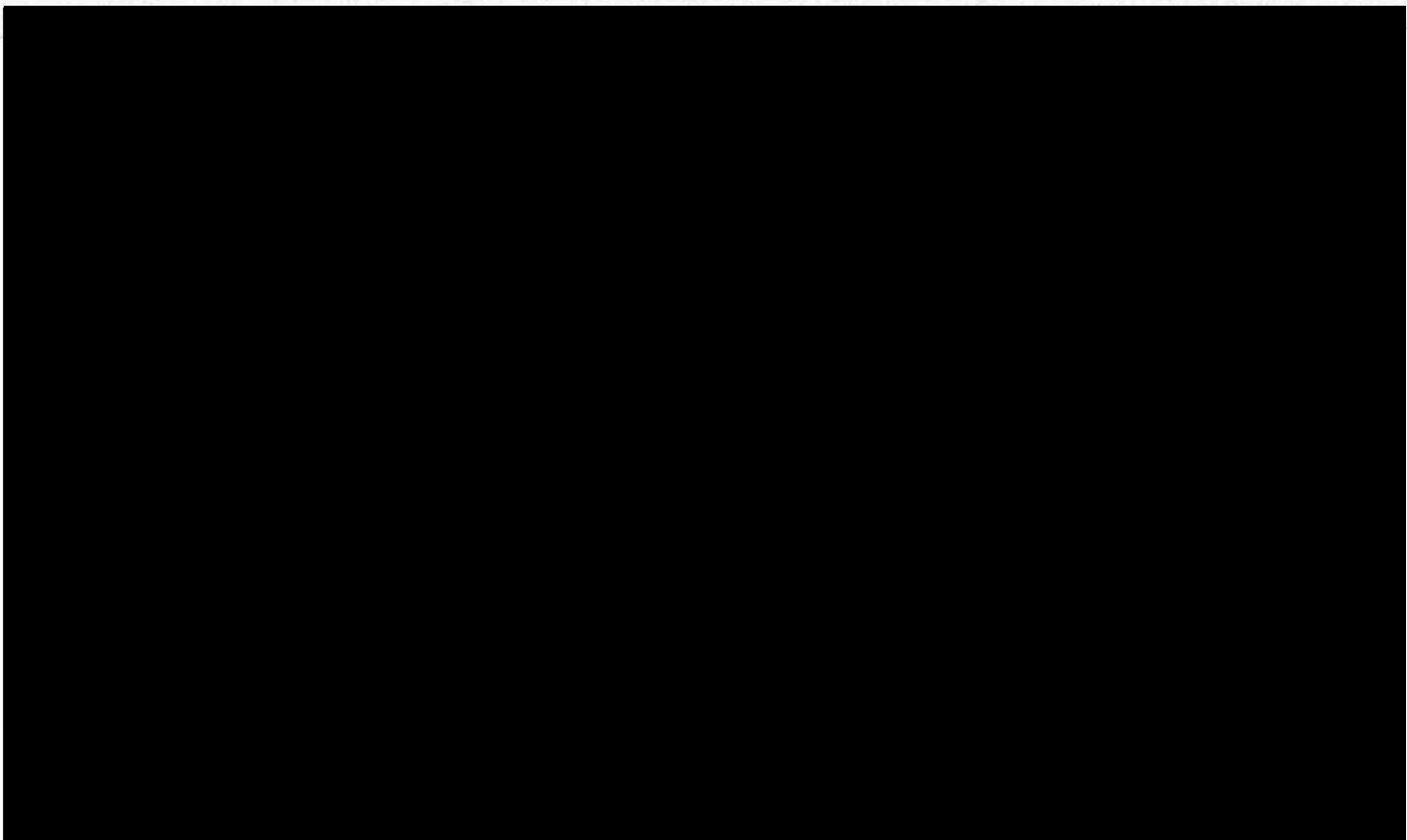


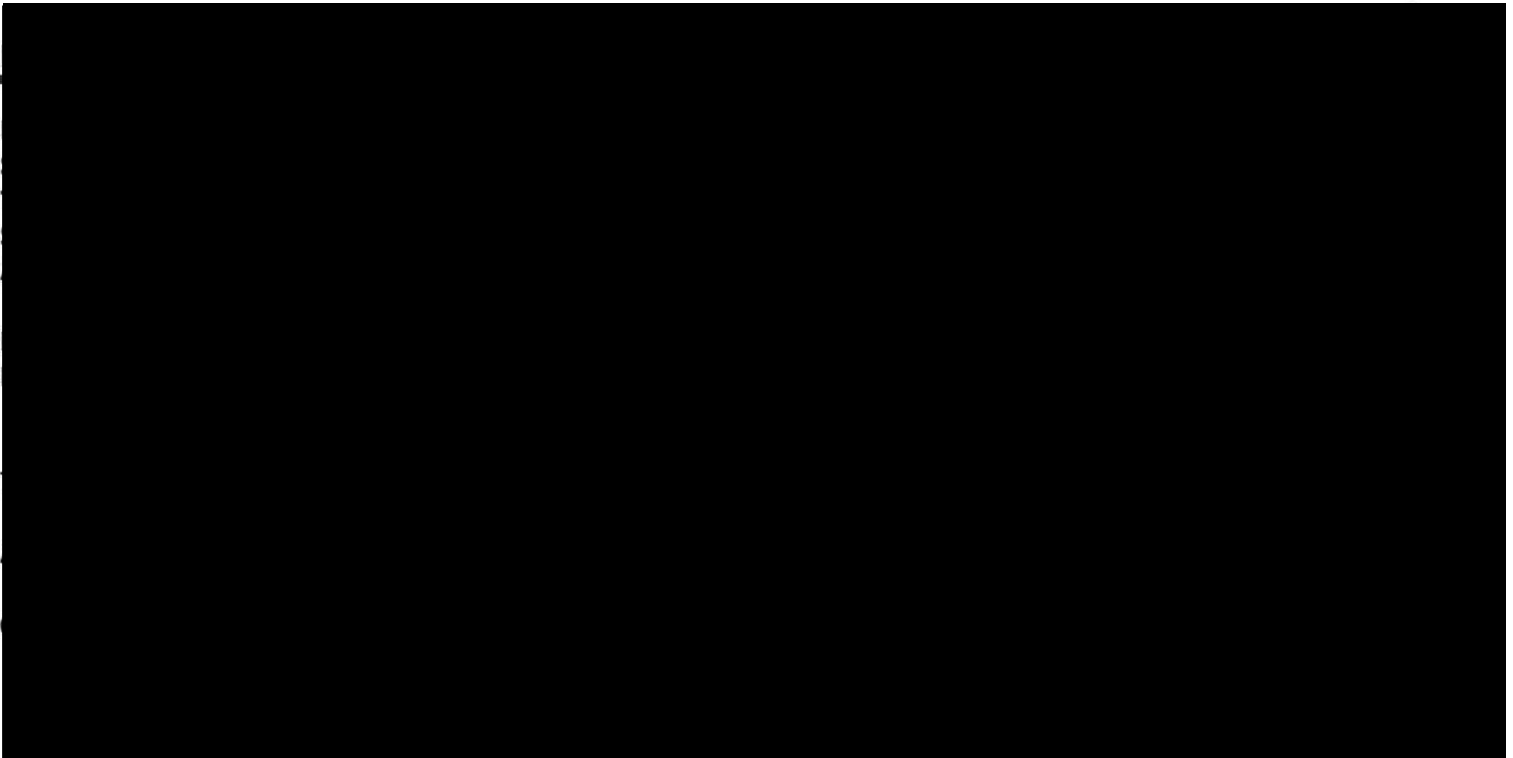


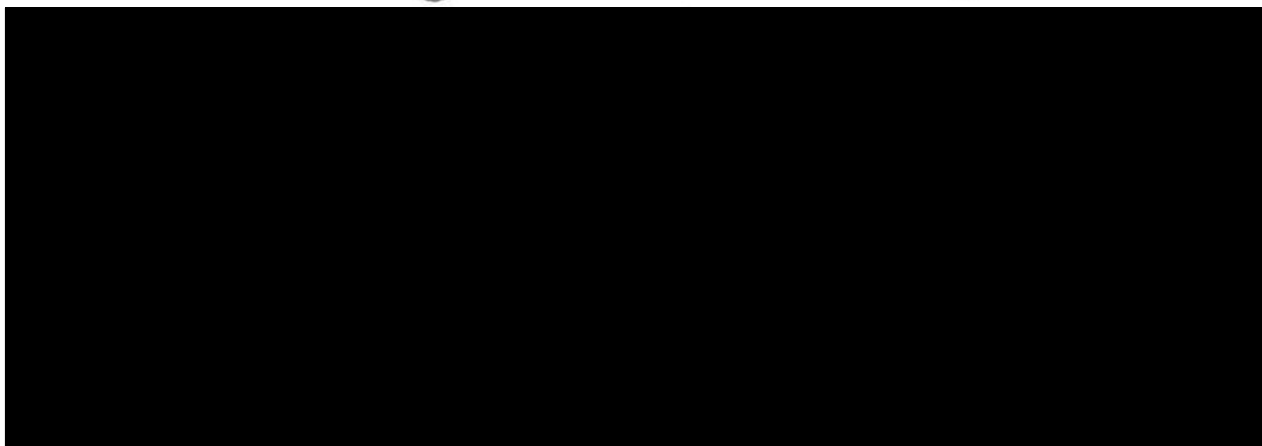


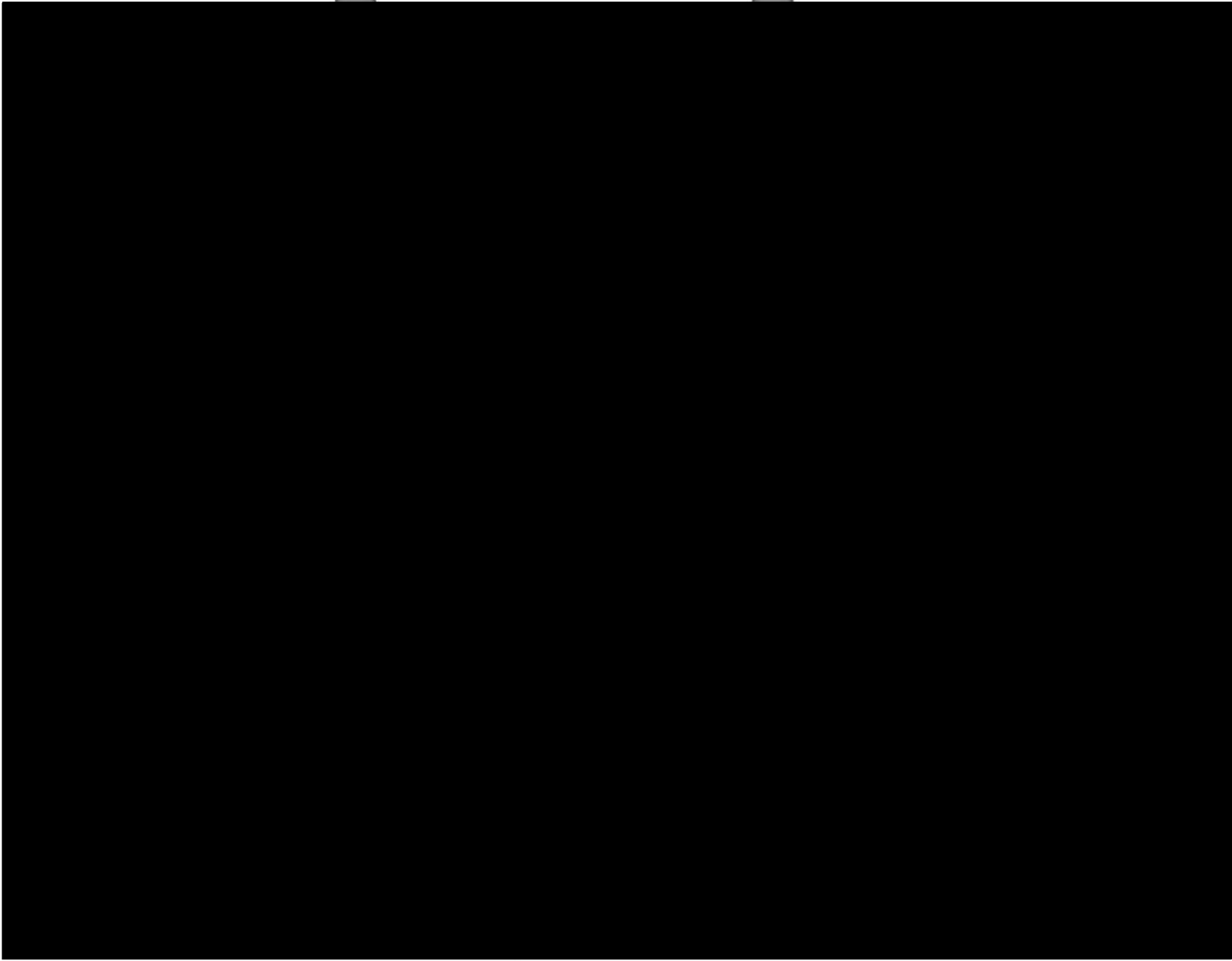




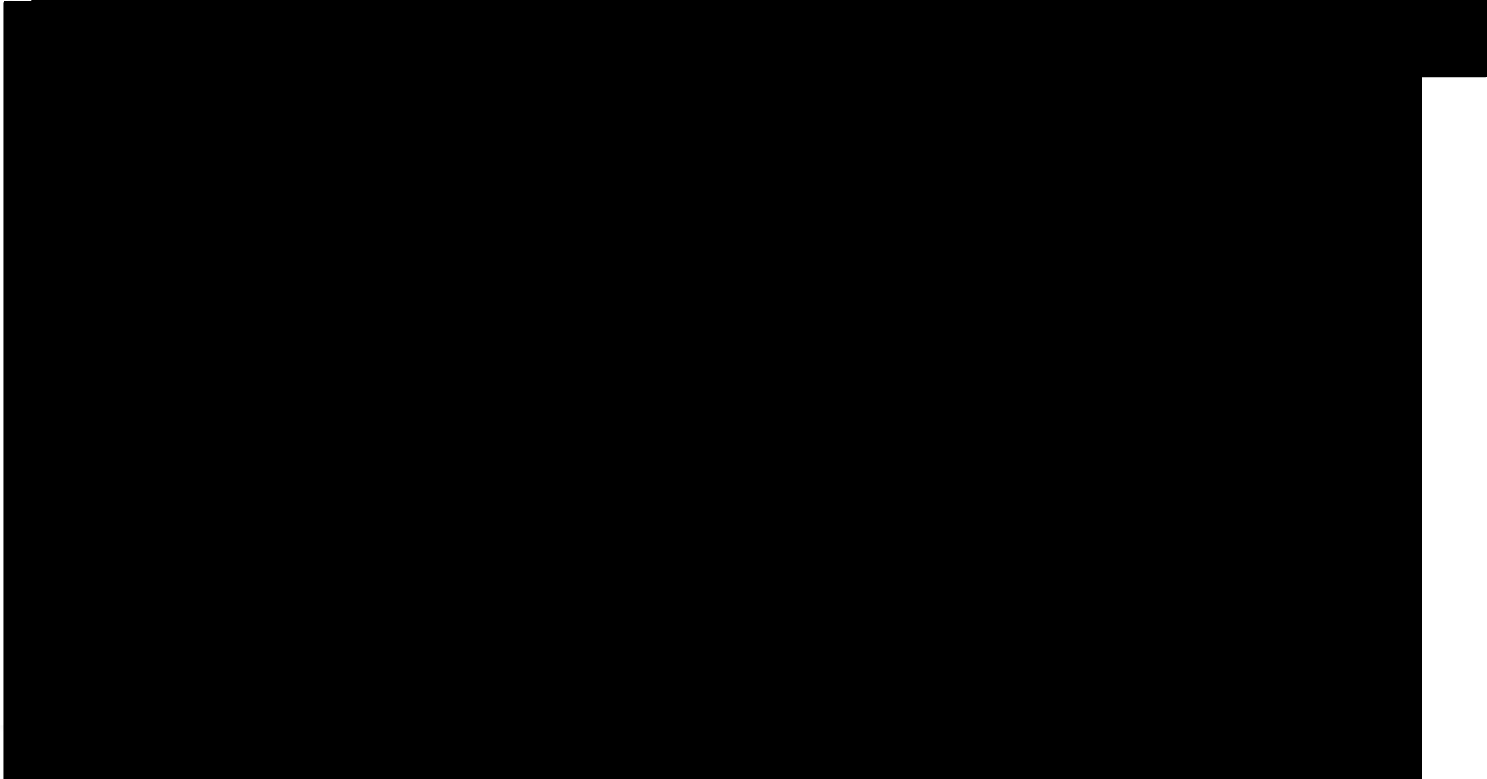
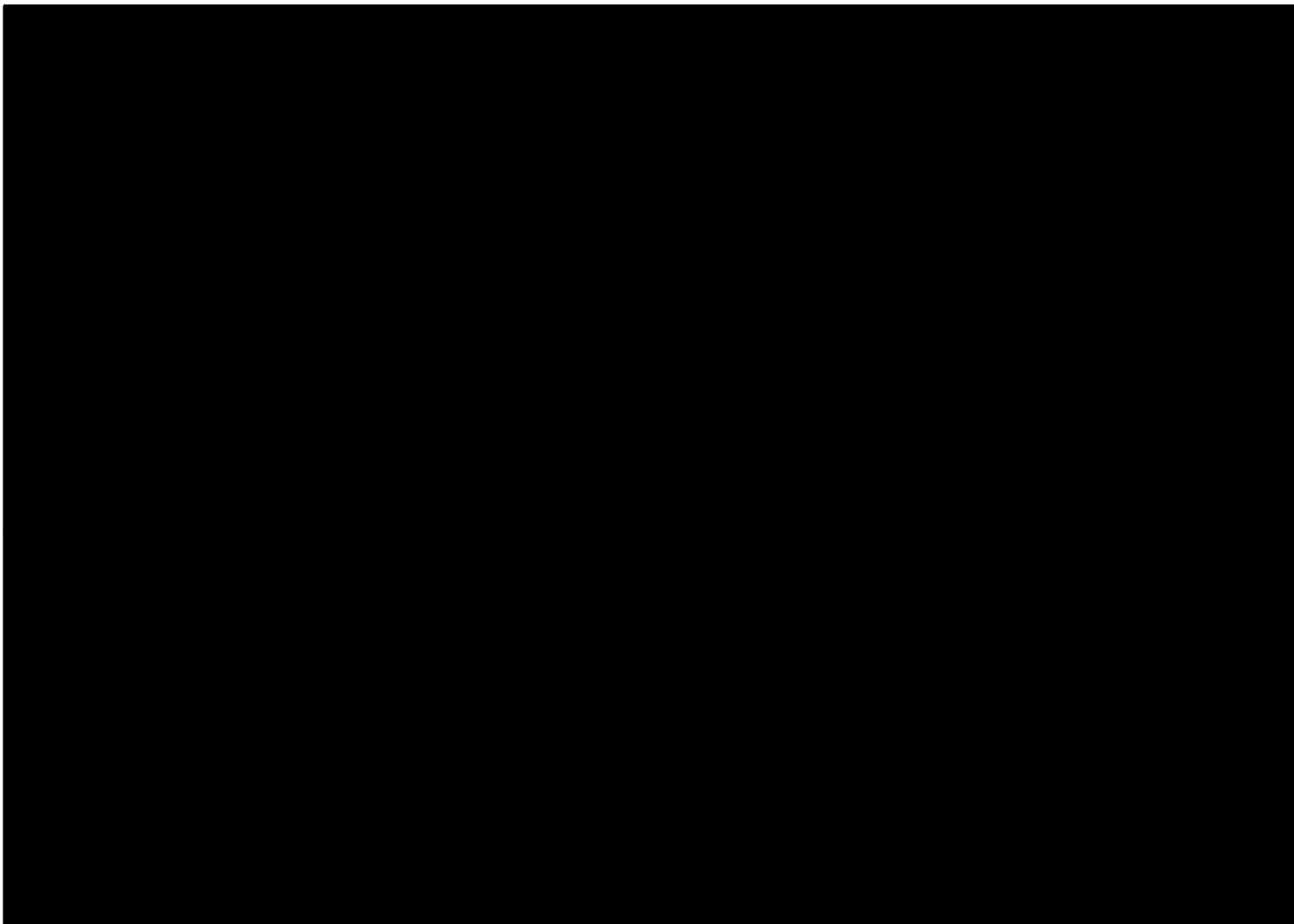






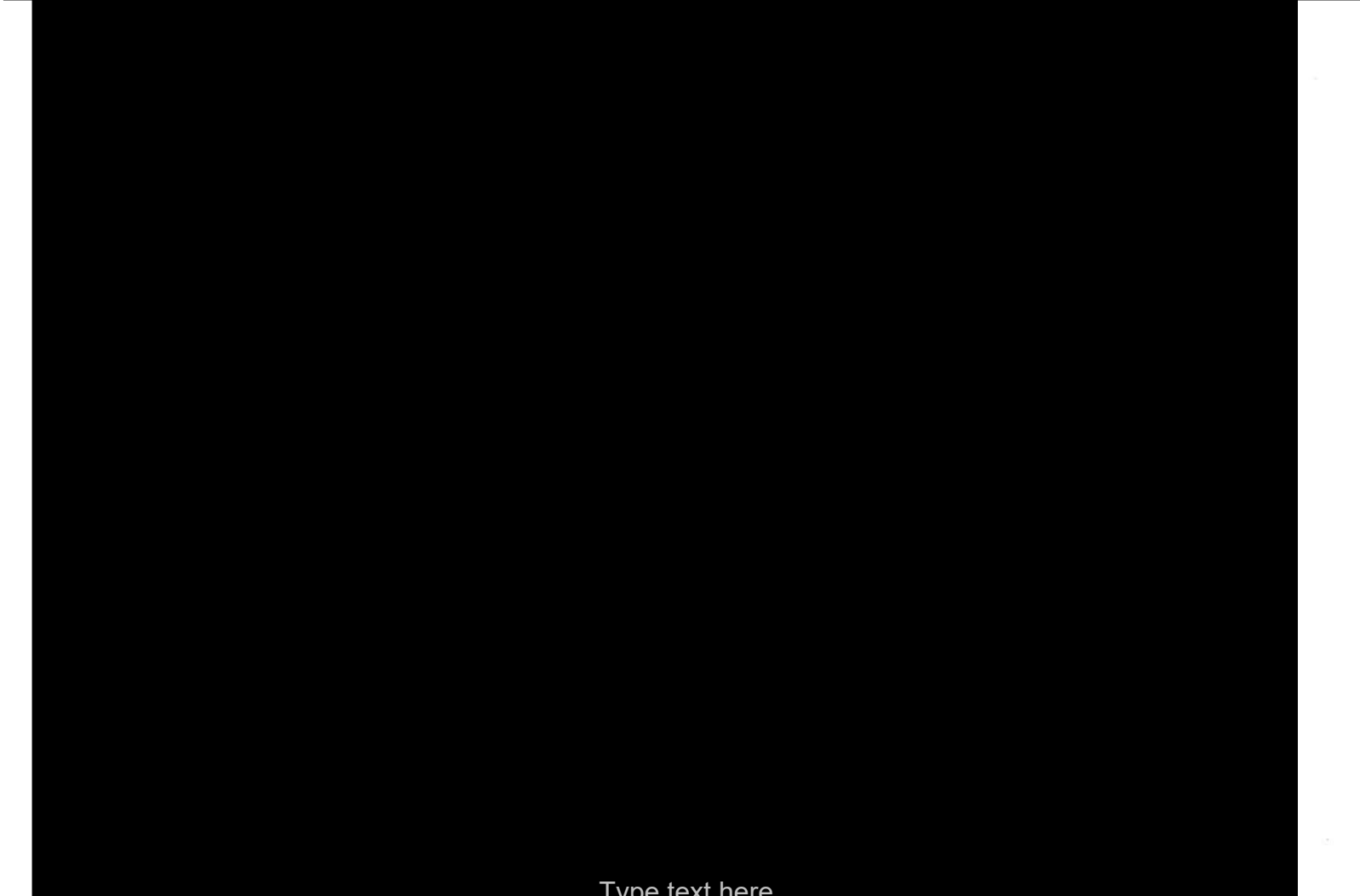
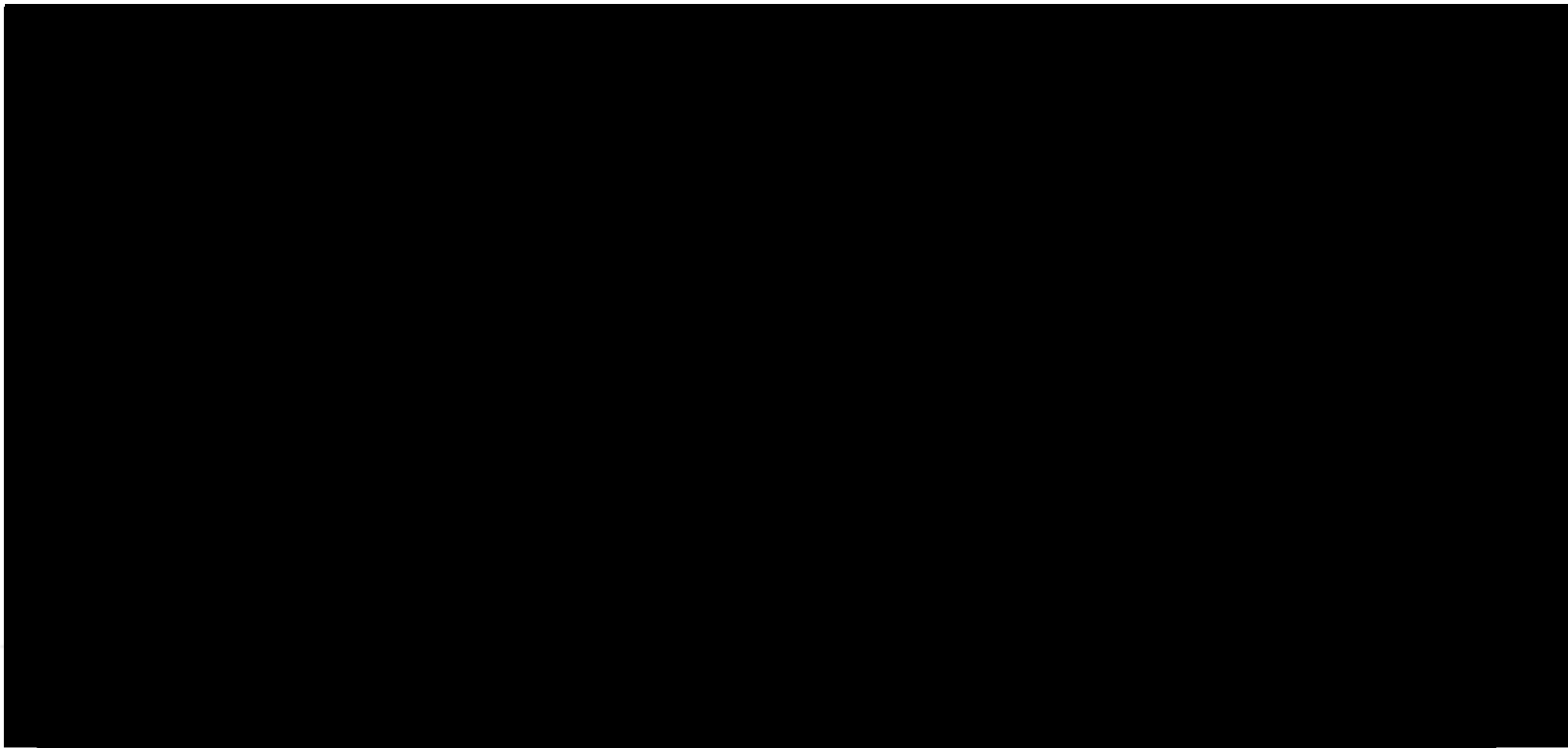






[REDACTED]

[REDACTED]



Type text here

[REDACTED]

[REDACTED]

responsibilities and deliverables are now that both Ben and Prince are back at the Center.

[REDACTED]

[REDACTED]

[REDACTED]

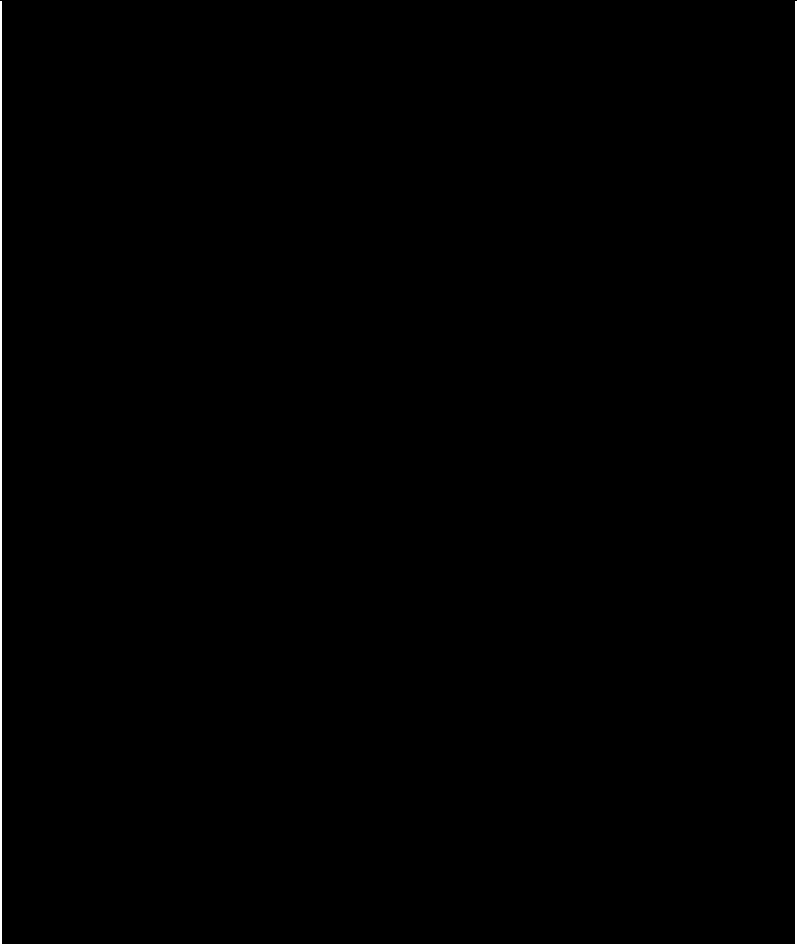
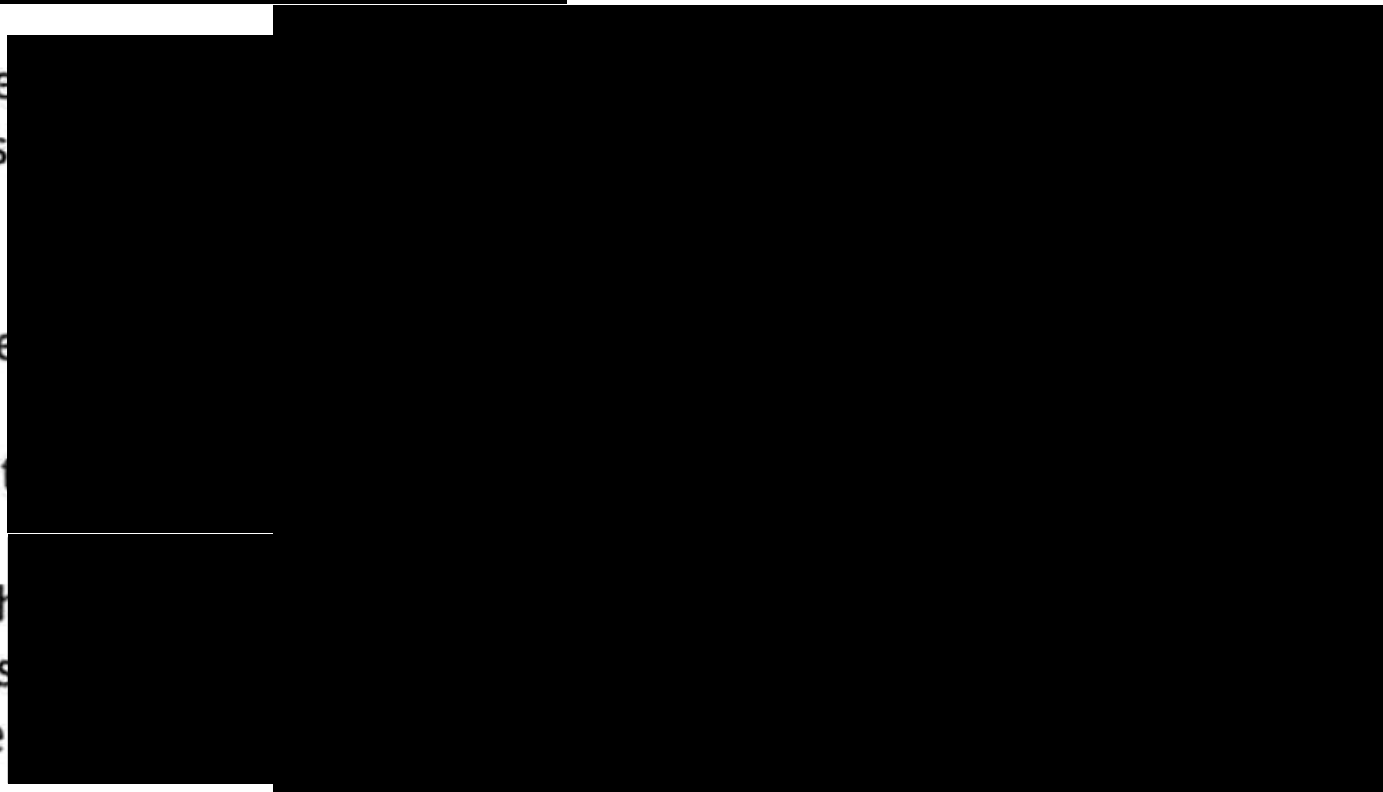
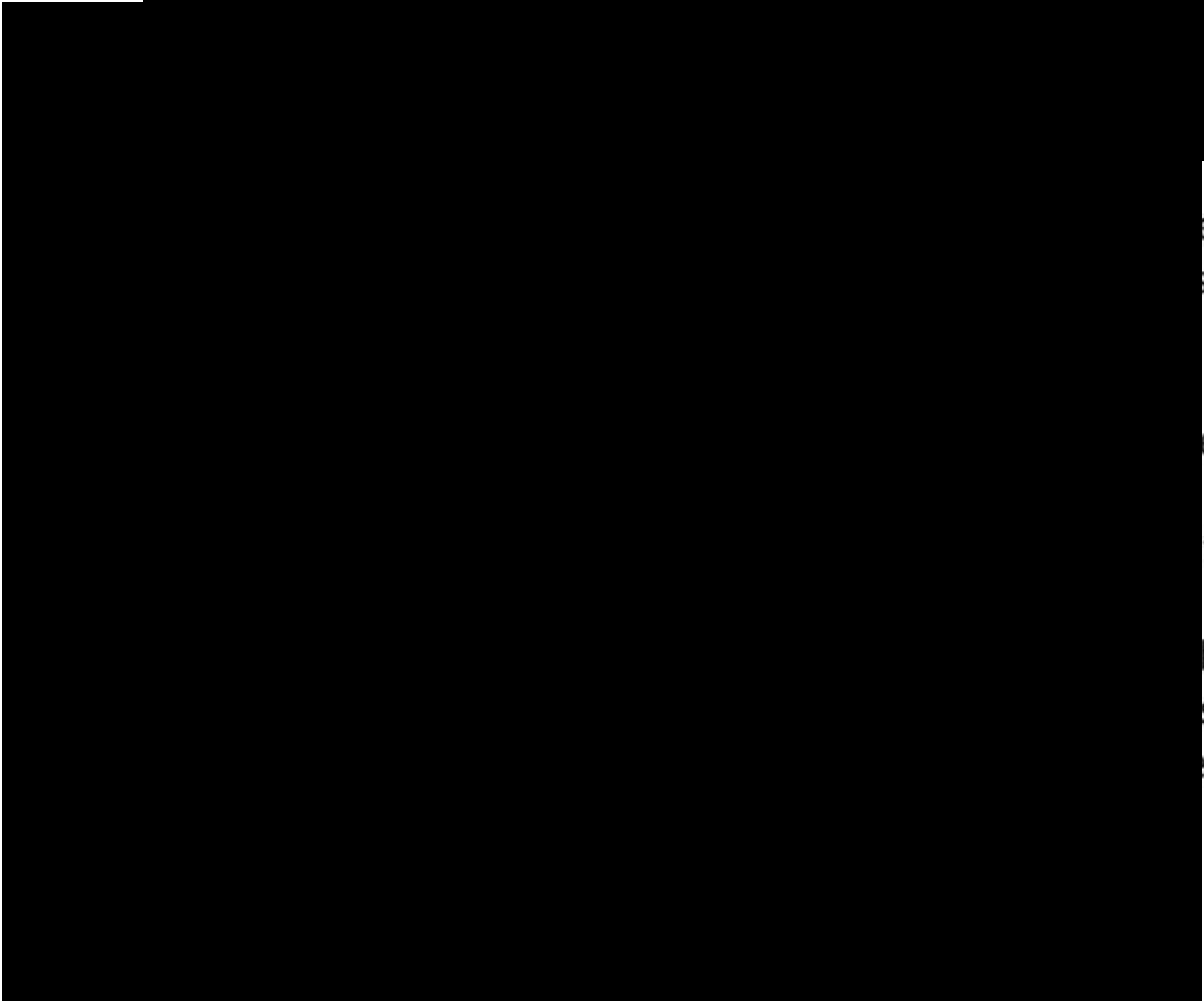
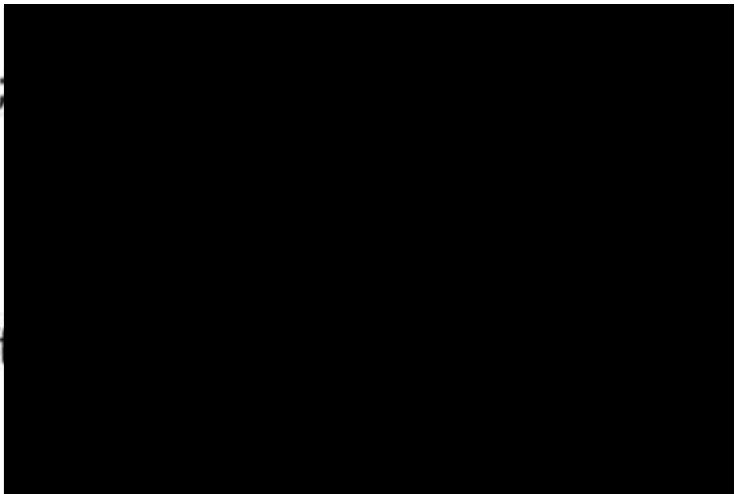
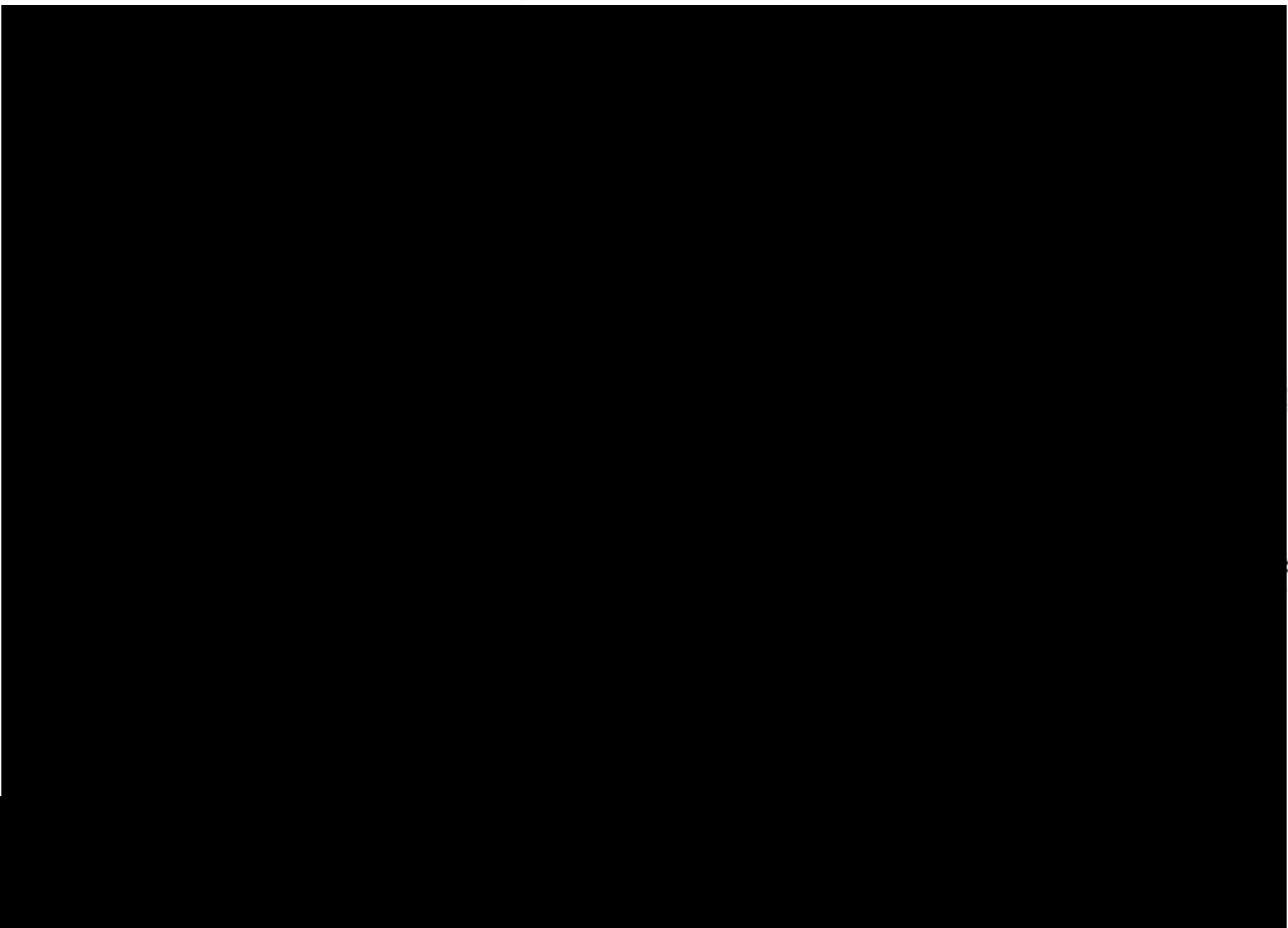
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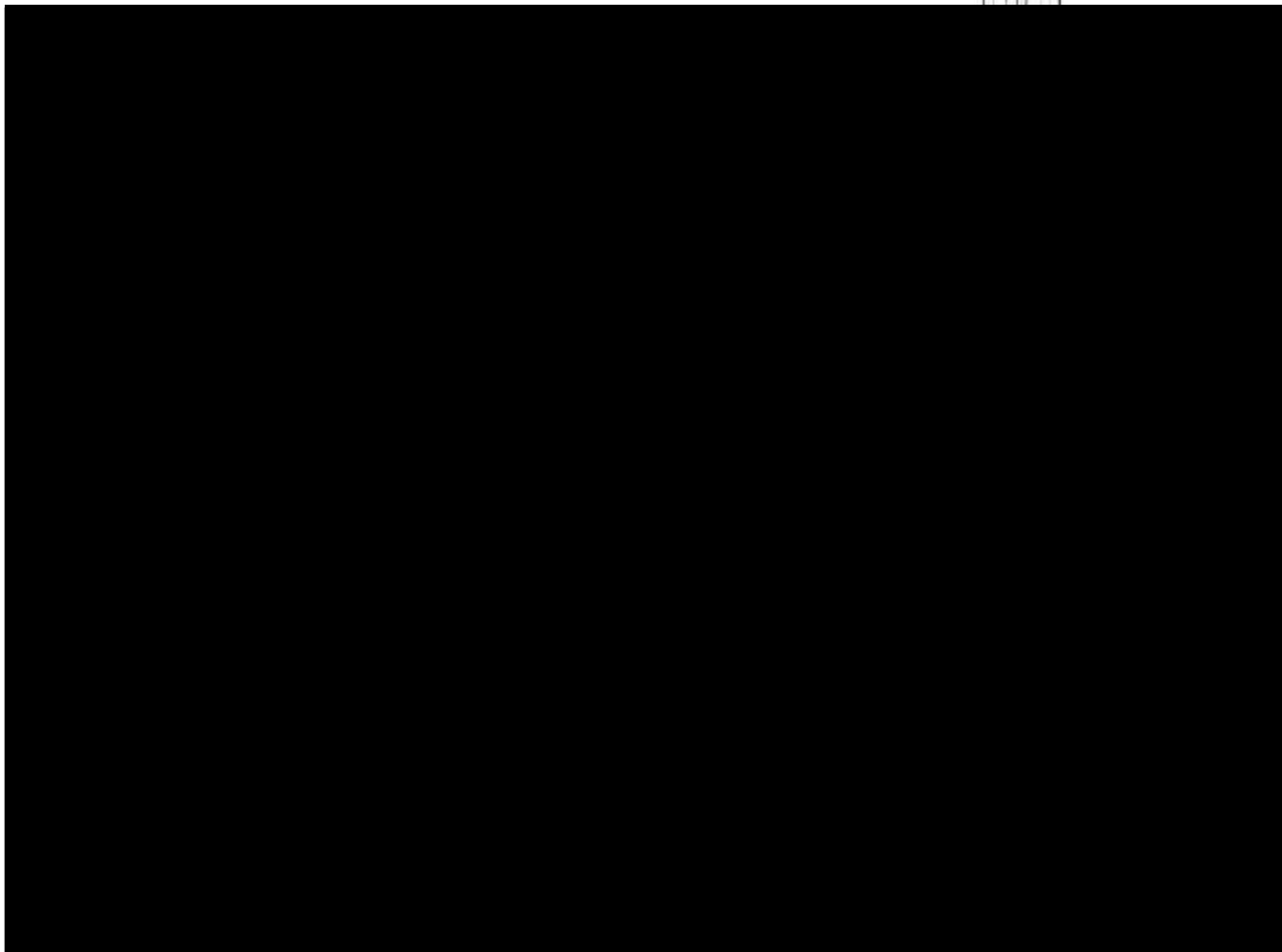
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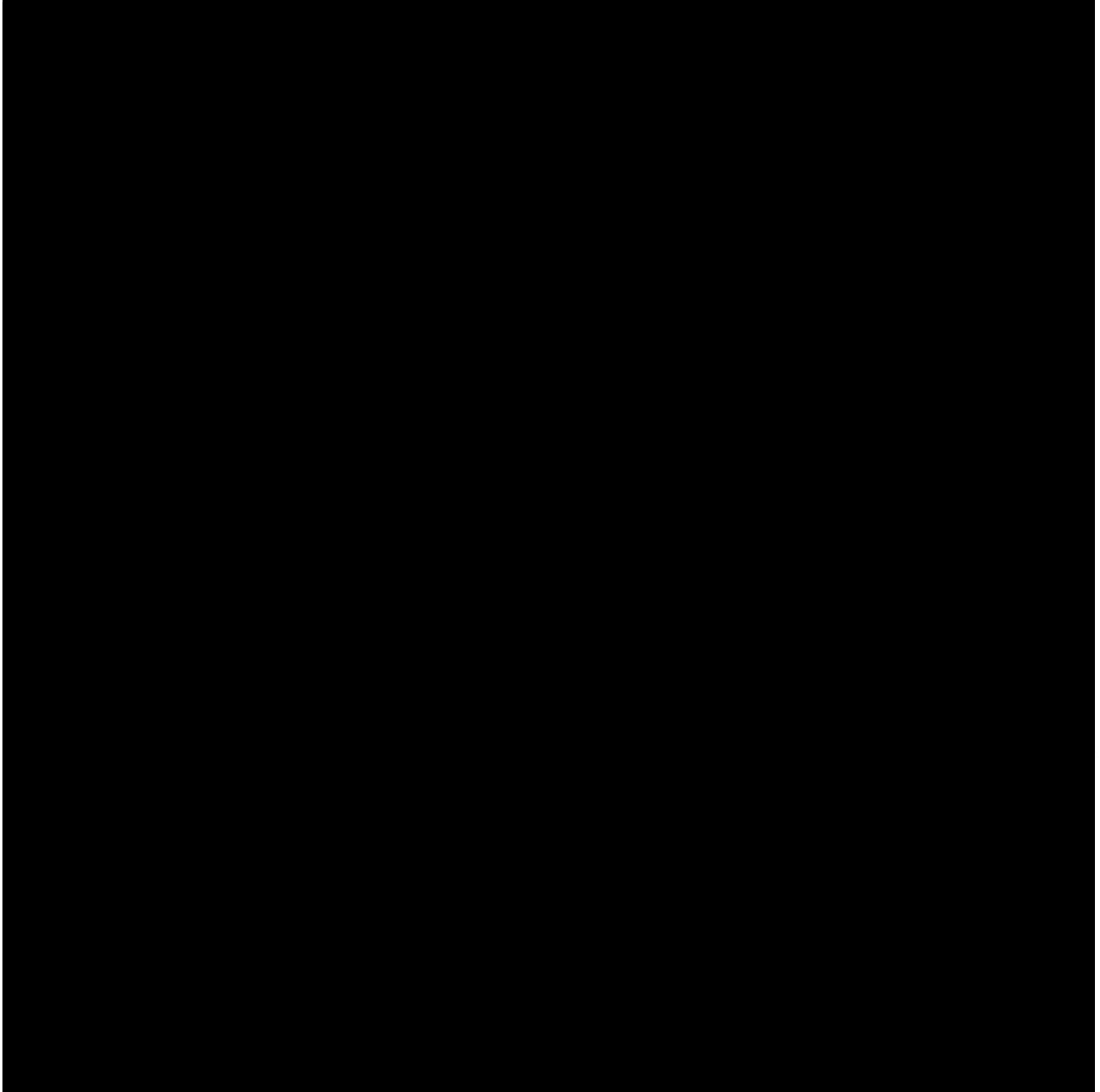
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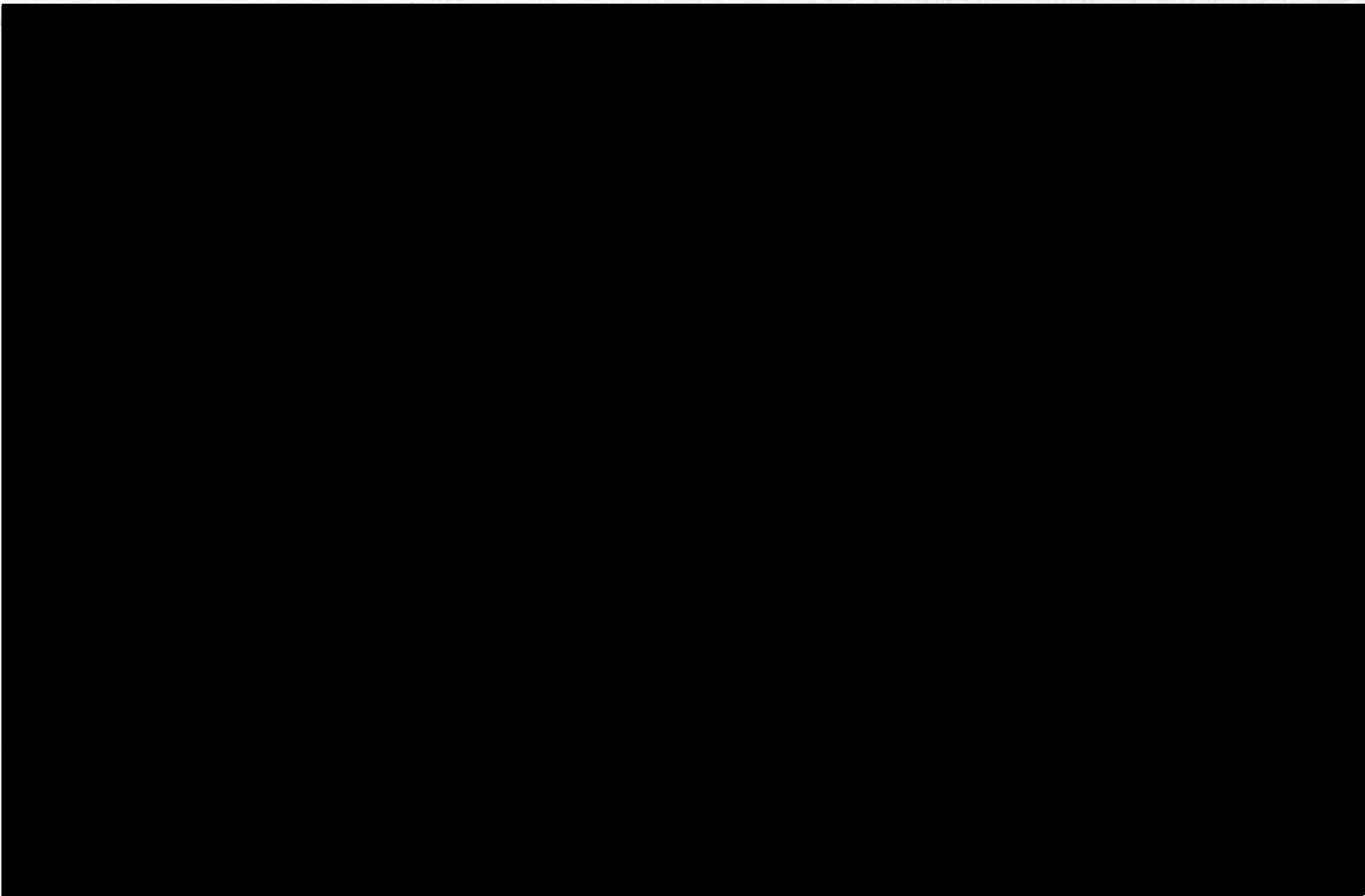
[REDACTED]











He said Gray

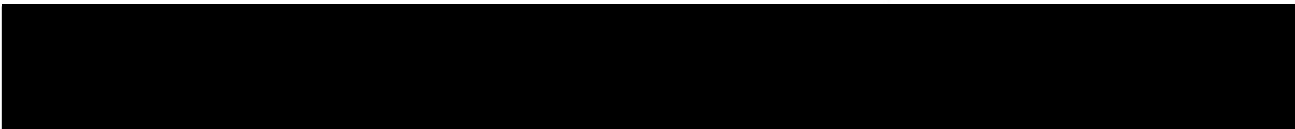


Exhibit J

Human Resources Director's Determination Letter to Craig Martin, dated January 9, 2020

One South Van Ness Avenue, 4th Floor • San Francisco, CA 94103-5413 • (415) 557-4800

[REDACTED]

[REDACTED]

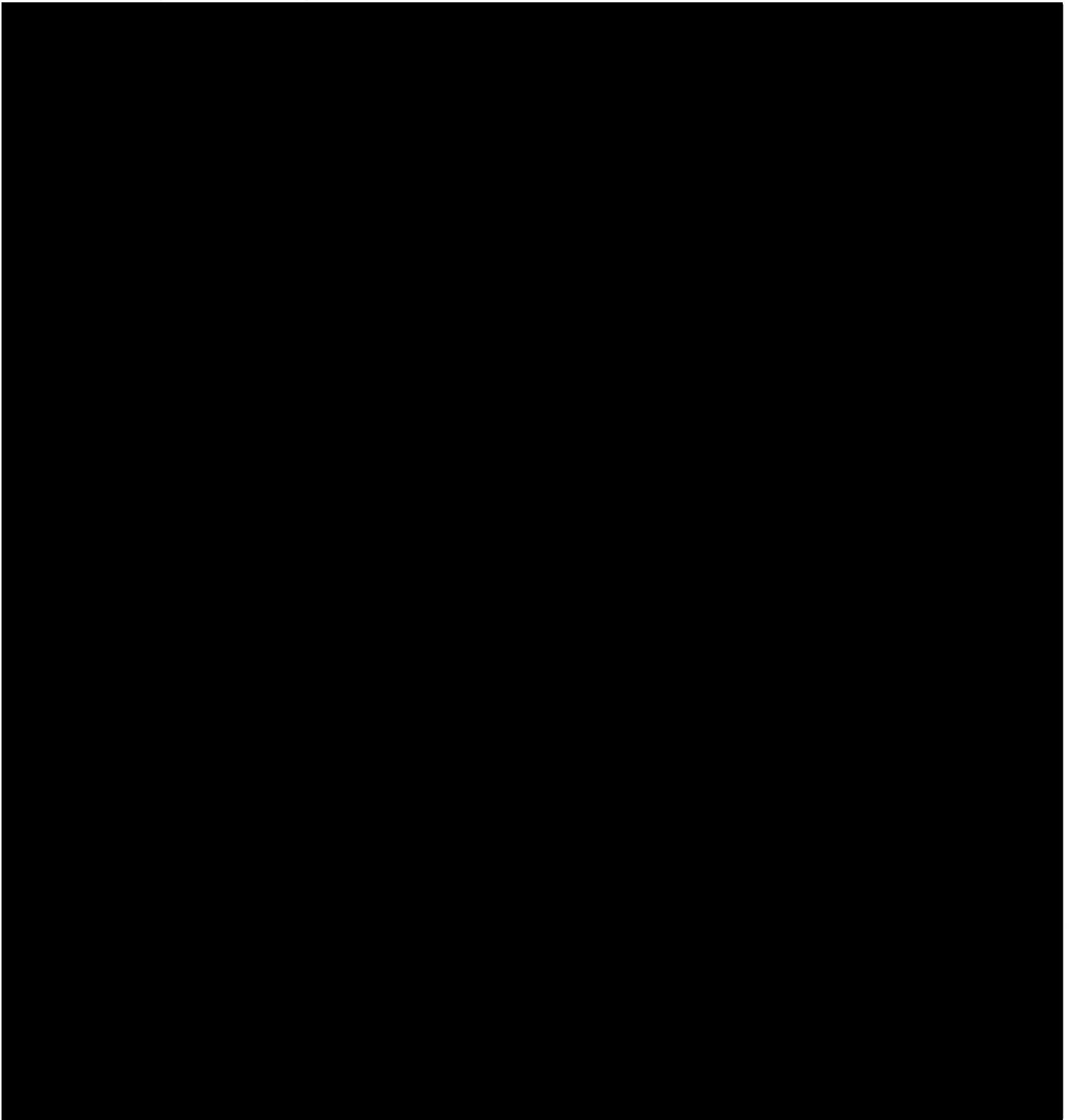
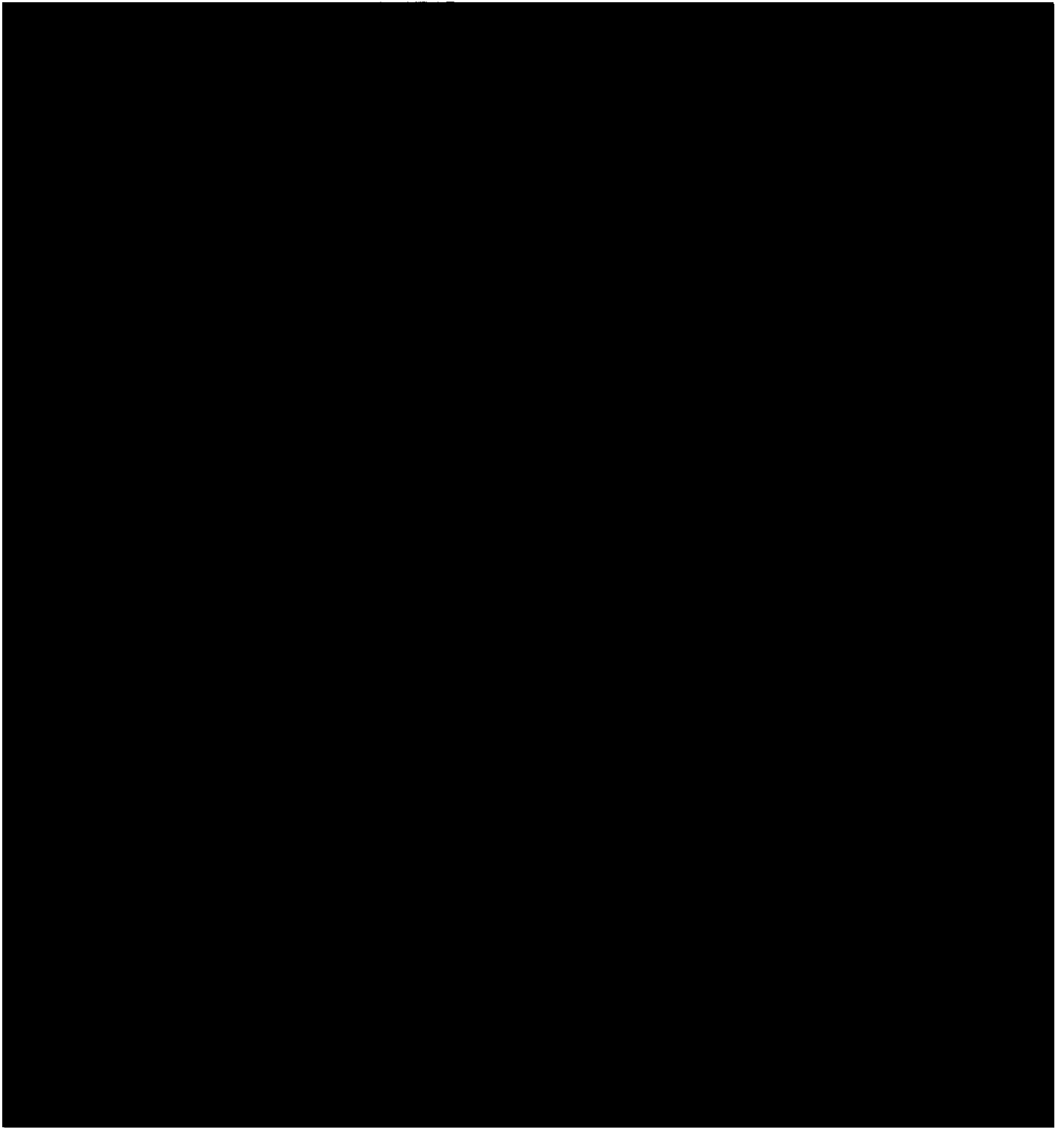


Exhibit K

Craig Martin CSC Appeal of the Human Resources Director's Determination, dated February 7,
2020

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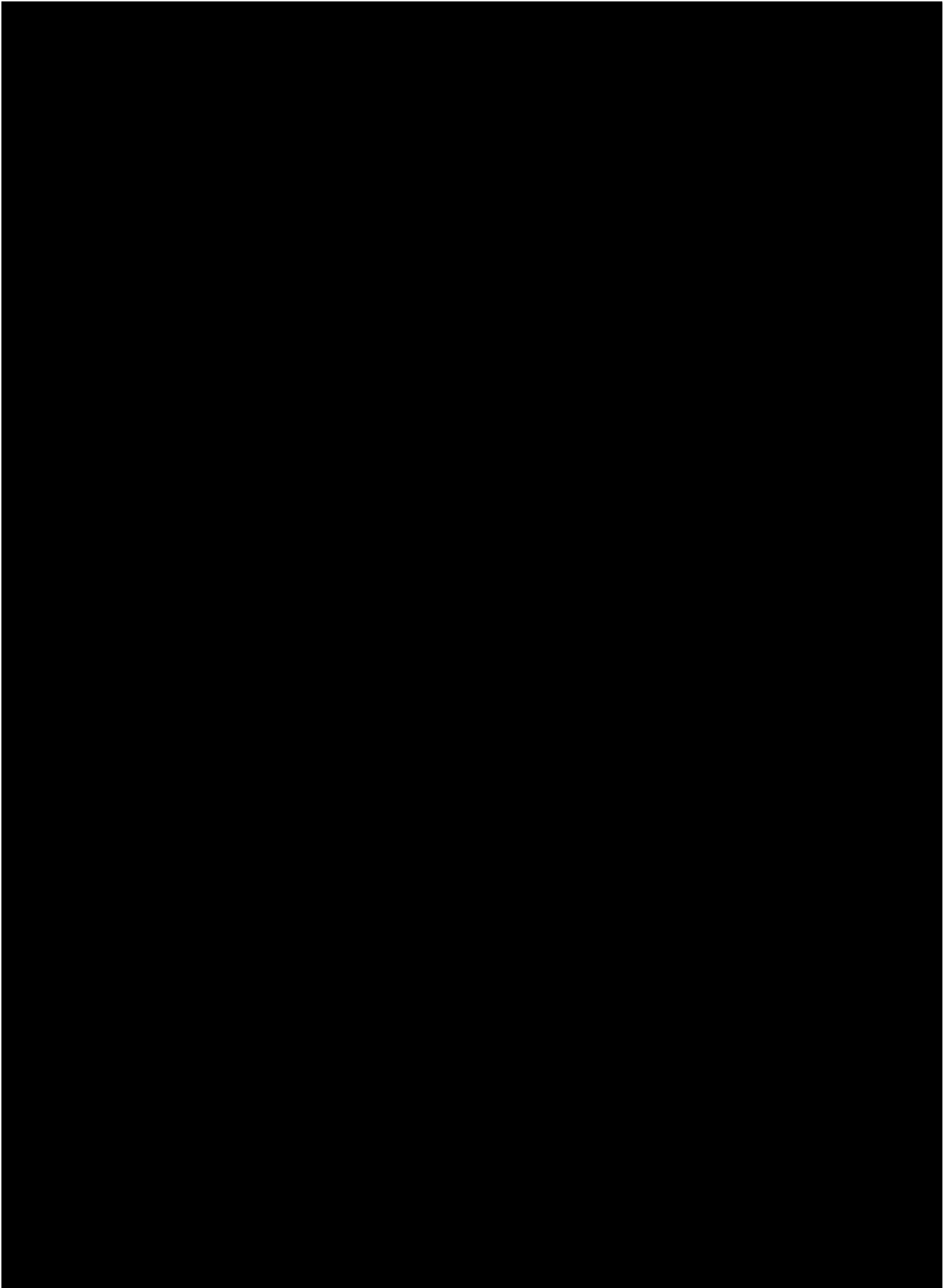
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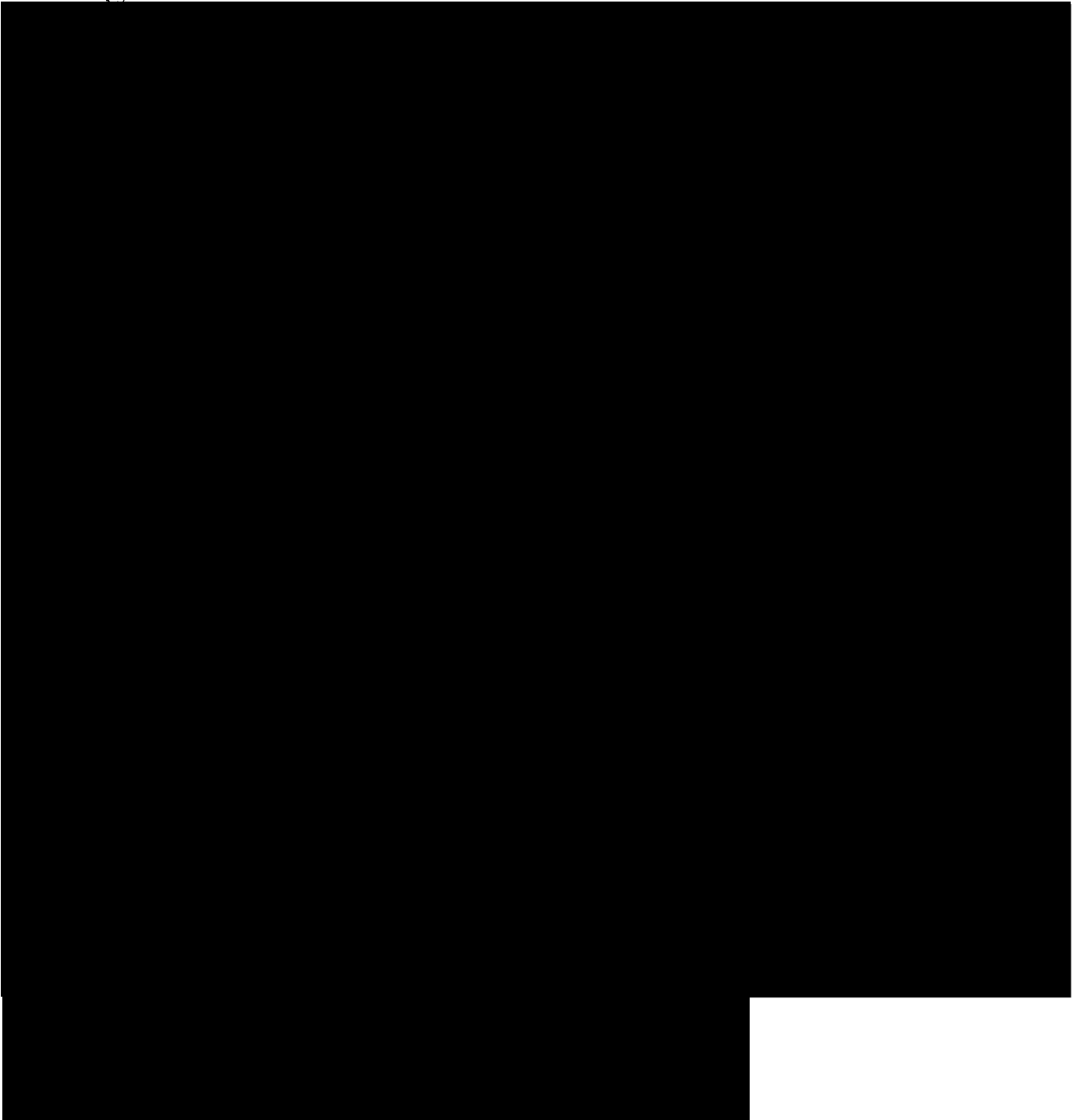




Exhibit L

Notification of Litigation Hold Release, dated January 23, 2023



[REDACTED]

11/11/2016

[REDACTED]

Age Group	Percentage of Respondents
18-29	90%
30-49	88%
50-64	85%
65+	82%
75+	75%

