

CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent via U.S Mail and Electronic Mail

January 22, 2014

NOTICE OF CIVIL SERVICE COMMISSION MEETING

Sonya Knudsen

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

**SUBJECT: APPEAL BY SONYA KNUDSEN OF THE HUMAN RESOURCES
DIRECTOR'S DECISION TO DISMISS HER EEO FILE #1618
DUE TO INSUFFICIENT EVIDENCE TO SUSTAIN THE
CHARGES OF DISCRIMINATION.**

Dear Ms. Knudsen:

FER C. JOHNSTON
EXECUTIVE OFFICER

The above matter will be considered by the Civil Service Commission at a meeting to be held on **February 3, 2014** at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

The agenda will be posted for your review on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meeting Materials" no later than end of day on **Wednesday, January 29, 2014**. Please refer to the attached Notice for procedural and other information about Commission hearings. A hard copy of the department's staff report on your appeal was provided to you on November 15, 2014. If, however, you would like an electronic copy of the staff report, you may email your request to CivilService@sfgov.org.

In the event that you wish to submit any additional documents in support of your appeal, the deadline for receipt in the Commission office is 5:00 p.m. on **Tuesday, January 28, 2014** (as a reminder, we require an original and eight copies of any supplemental materials you wish to submit—all double-sided, hole-punched, paper-clipped and numbered). Again, 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.

Attendance by you or an authorized representative is recommended. 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.

THIS DOCUMENT SUPPORTS
CALENDAR ITEM 13

All non-privileged materials being considered by the Civil Service Commission for this item are available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m.

You may contact me at (415) 252-3247 or at Sandra.Eng@sfgov.org if you have any questions.

CIVIL SERVICE COMMISSION



SANDRA ENG
Assistant Executive Officer

Attachment

Cc: Micki Callahan, Department of Human Resources
Silvia Castellanos, Department of Human Resources
Linda Simon, Department of Human Resources
Janie White, Department of Human Resources
Gloria Louie, San Francisco International Airport
Blake Summers, San Francisco International Airport
Steve Pitocchi, SEIU 1021, 350 Rhode Island, Ste. 100, San Francisco, CA 94103
Commission File
Commissioners' Binder
Chron



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent Via U.S Mail

November 7, 2013

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

NOTICE OF CIVIL SERVICE COMMISSION MEETING

Sonya Knudsen

SUBJECT: APPEAL BY SONYA KNUDSEN OF THE HUMAN RESOURCES DIRECTOR'S DECISION TO DISMISS HER EEO FILE #1618 DUE TO INSUFFICIENT EVIDENCE TO SUSTAIN THE CHARGES OF DISCRIMINATION.

Dear Ms. Knudsen:

The above matter will be considered by the Civil Service Commission at a meeting to be held on **November 18, 2013** at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

The agenda will be posted for your review on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meeting Materials" no later than end of day on Wednesday, November 13, 2013. 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 available for your review at the Civil Service Commission's office located at 25 Van Ness Avenue, Suite 720, San Francisco. If, however, you would like an electronic copy of the staff report, you may email your request to CivilService@sfgov.org.

In the event that you wish to submit any additional documents in support of your appeal, the deadline for receipt in the Commission office is 5:00 p.m. on **Tuesday, November 12, 2013** (as a reminder, we require an original and eight copies of any supplemental materials you wish to submit—all double-sided, hole-punched, paper-clipped and numbered). Again, 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.

Attendance by you or an authorized representative is recommended. 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.

THIS DOCUMENT SUPPORTS
CALENDAR ITEM 14

All non-privileged materials being considered by the Civil Service Commission for this item are available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m.

You may contact me at (415) 252-3247 or at Sandra.Eng@sfgov.org if you have any questions.

CIVIL SERVICE COMMISSION



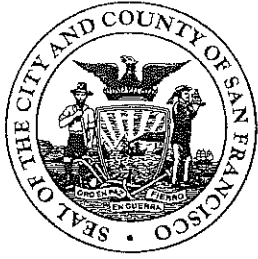
SANDRA ENG
Assistant Executive Officer

Attachment

Cc: Micki Callahan, Department of Human Resources
Silvia Castellanos, Department of Human Resources
Linda Simon, Department of Human Resources
Janie White, Department of Human Resources
Gloria Louie, San Francisco International Airport
Blake Summers, San Francisco International Airport
Steve Pitocchi, SEIU 1021, 350 Rhode Island, Ste. 100, South San Francisco, CA 94103
Commission File
Commissioners' Binder
Chron

**ORIGINAL APPEAL
SUBMITTED BY APPELLANT**





CIVIL SERVICE COMMISSION
City and County of San Francisco
 25 Van Ness Avenue, Suite 720
 San Francisco, California 94102-6033
 Jennifer Johnston, Executive Officer
 (415) 252-3247

CSC Register No.
0254-13-6
 To: M Callahan
 CC: D. Kotak
 L. Gimon
 R. Centeno

APPEAL TO THE CIVIL SERVICE COMMISSION

<p>INSTRUCTIONS: Submit an original copy of this form to the Executive Officer of the Civil Service Commission at the address above within the designated number of days following the postmarked mailing date or email date (whichever is applicable) of the Department of Human Resources' or Municipal Transportation Agency's notification to the appellant. The appellant's/authorized representative's original signature is required. (E-mail is not accepted.) It is recommended that you include all relevant information and documentation in support of your appeal.</p>	<p>TYPE OF APPEAL: (Check One) <input type="checkbox"/> Examination Matters (by close of business on 5th working day) <input type="checkbox"/> Employee Compensation Matters (by close of business on 7th working day) - Limited application <input type="checkbox"/> Personal Service Contracts (Posting Period) <input checked="" type="checkbox"/> Other Matters (i.e., Human Resources Director/Executive Officer Action) (30 Calendar days) <input type="checkbox"/> Future Employability Recommendations (See Notice to Employee)</p>
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Sonya Knudsen		SF Intl Airport, PO Box 8097, SF CA 94128 650-821-6700		
Full Name of Appellant		Work Address		Work Telephone
3546 Curator IV Curator in Charge, Admin/Special Projects		SFO Museum, San Francisco International Airport (SFO)		
Job Code	Title	Department		
Residence Address		City	State	Zip Home Telephone
Steven Pitocchi, SEIU 1021		415-848-3611 work; 415-497-5776 cell		
Full Name of Authorized Representative (if any)		Telephone Number of Representative (including Area Code)		

NOTE: If this is deemed to be a timely and appealable matter, the department will submit a staff report to the Civil Service Commission to request that it be scheduled for hearing. You will be notified approximately one week in advance of the hearing date, at which time you will be able to pick up a copy of the department's staff report at the Commission's offices. If you would instead prefer Commission staff to email you a copy of the meeting notice and staff report, please provide your email address below.

Email: _____

COMPLETE THE BASIS OF THIS APPEAL ON THE REVERSE SIDE. (Use additional page(s) if necessary)

<p>Does the basis of this appeal include new information not previously presented in the appeal to the Human Resources Director? If so, please specify.</p>	<p>Check One: <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
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Sonya Knudsen
 Original Signature of Appellant or Authorized Representative

9/9/13
 Date

CSC-12 (5/13) Date Received by Civil Service Commission: _____

State the basis of this appeal in detail. For more information about appeal rights and deadlines, please review the Civil Service Rules located on the Civil Service Commission's website at www.sfgov.org/Civil_Service.

RE: Appellant Sonya Knudsen appeal re DHR EEO File # 1618

CCSF DHR Director Micki Callahan's decision of "Insufficient Evidence" re DHR EEO File #1618 is pretext, and does not reasonably address timely complaints Appellant filed pertaining to Employer discrimination; retaliation; harassment; FMLA/disability; sex/gender bias; denial of promotion, denial of professional development and advancement; disparate treatment; adverse employment conditions; observance of Federal, State, CCSF laws, policies, and procedures.

Under Title VII of the Civil Rights Act of 1964, it is against the law to discriminate against an employee bases on Sex/gender, disability, and like protected categories when it comes to any aspect of employment, including hiring, job assignments, promotions, fringe benefits, job training, and any other employment terms of conditions. It is illegal to retaliate against an employee who files a complaint re discrimination, retaliation, harassment, gender, FMLA, disability, et al., protected categories that CCSF has long acknowledged as my qualified status. The law forbids discrimination in every aspect of employment. Yet, since 2007, my CCSF discrimination complaints, and issues brought forth have been cursorily investigated and disregarded by CCSF DHR. Discrimination, retaliation, harassment, et al., continue to this day.

Twice before I have filed appeals with CCSF Civil Service Commission (Commission). In November 2009 I stood before the Commission appealing DHR Director Callahan's decision re EEO File #1343, a March 2008 complaint re discrimination and FMLA. The Commission granted my appeal. In August 2011, I stood before the Commission appealing DHR Callahan's decision re EEO File #1371, pertaining to discrimination, harassment, retaliation et al., in 2008 and 2009, directly linked to the March 2008 complaint filed. In 2011, the Commission noted the causal link re EEO File #1343 and File #1371 and in the outstanding CCSF discrimination complaint I had filed in March 2011 (EEO File #1618) that had yet to be investigated by DHR. Thus, the Commission deferred any decision re EEO File #1371, pending additional Commissioners being appointed and an expedited investigation by DHR of EEO File #1618. DHR provided the results of their investigation re EEO File #1618 in August 2013.

The CCSF DHR discrimination complaint process is convoluted, complex, drawn out, and biased to protect CCSF, with Complainants/Appellants subjected to and enduring further discrimination, retaliation, and ostracization throughout.

I respectfully request for the Commission to: 1) Grant my Appeal; 2) Uphold my right, and that of all CCSF Employees, to utilize a CCSF discrimination complaint process that ensures Employer's adherence of Federal, State, and CCFS laws, policies and procedures re employee rights, inclusive of impartial and timely complaint investigations and Remedies; 3) Promote me to Manager II (0923), SFO Museum Assistant Director of Administration and Special Projects, retroactive to 2008, inclusive of retirement and associated benefits. Job responsibilities shall entail direct involvement and participation in SFO Museum administration, program, exhibition, and operational activities. Thank you. Sonya Knudsen



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

NOTICE OF RECEIPT OF APPEAL

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

DATE: September 11, 2013

REGISTER NO.: 0254-13-6

APPELLANT: SONYA KNUDSEN

Micki Callahan
Human Resources Director
Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103

Dear Ms. Callahan:

The Civil Service Commission has received the attached letter from Sonya Knudsen, appealing the Human Resources Director's decision to close her EEO File #1618 due to insufficient evidence. Your review and appropriate action is required.

If this matter is not timely or appropriate, please submit CSC Form 13 "Action Request on Pending Appeal/Request," with supporting information and documentation to my attention at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. CSC Form 13 is available on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Procedures and Forms."

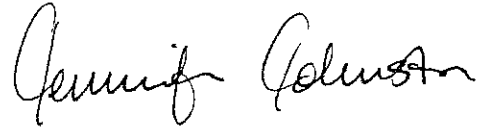
In the event that Ms. Knudsen's appeal is timely and appropriate, the Airport is required to submit a staff report in response to the appeal within sixty (60) days so that the matter may be resolved in a timely manner. Accordingly, **the staff report is due no later than 11 a.m. on November 7, 2013** so that it may be heard by the Civil Service Commission at its meeting on November 18, 2013. If you will be unable to transmit the department's staff report by the November 7th deadline, or if required departmental representatives will not be available to attend the November 18th meeting, please notify me by use of CSC Form 13 as soon as possible, with information regarding the reason for the postponement and a proposed alternate submission and/or hearing date.

You may contact me at Jennifer.Johnston@sfgov.org or (415) 252-3250 if you have any questions. For more information regarding staff report requirements,

meeting procedures or future meeting dates, please visit the Commission's website at www.sfgov.org/Civil_Service.

Sincerely,

CIVIL SERVICE COMMISSION

A handwritten signature in black ink, appearing to read "Jennifer Johnston". The signature is fluid and cursive, with the first name "Jennifer" written in a larger, more prominent script than the last name "Johnston".

JENNIFER JOHNSTON
Executive Officer

Attachment

c: Donna Kotake, Department of Human Resources
Linda Simon, Department of Human Resources
Rafael Centeno, San Francisco International Airport



CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

September 11, 2013

Sonya Knudsen

SCOTT R. HELDFOND
PRESIDENT

Subject: **Register No. 0254-13-6: Appealing the Human Resources Director's decision to close your EEO File #1618 due to insufficient evidence.**

E. DENNIS NORMANDY
VICE PRESIDENT

Dear Ms. Knudsen:

DOUGLAS S. CHAN
COMMISSIONER

This is in response to your appeal submitted to the Civil Service Commission on September 10, 2013 appealing the Human Resources Director's decision to close your EEO File #1618 due to insufficient evidence. Your request has been forwarded to the Department of Human Resources for investigation and response to the Civil Service Commission.

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

If your appeal is timely and appropriate, the department will submit its staff report on this matter to the Civil Service Commission in the near future to request that it be scheduled for hearing. The Civil Service Commission generally meets on the 1st and 3rd Mondays of each month. You will be notified approximately one week in advance of the hearing date, at which time you will be able to pick up a copy of the department's staff report at the Commission's offices located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If you would instead prefer Commission staff to email you a copy of the meeting notice and staff report, please submit your request to CivilService@sfgov.org (this will also result in your receiving the meeting notice and staff report a few days sooner).

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

In the meantime, you may wish to compile any additional information you would like to submit to the Commission in support of your position. The deadline for receipt in the Commission office of any additional information you may wish to submit is 5:00 p.m. on the Tuesday preceding the meeting date (note that the Commission requires an original and eight copies of any supplemental/rebuttal materials you wish to submit—all double-sided, hole-punched, paper-clipped and numbered). Please be sure to redact your submission for any confidential or sensitive information (e.g., home addresses, home or cellular phone numbers, social security numbers, dates of birth, etc.), as it will be considered a public document.

You may contact me by email at Jennifer.Johnston@sfgov.org or by phone at (415) 252-3247 if you have any questions. You may also access the Civil Service Commission's meeting calendar, and information regarding staff reports and meeting procedures, on the Commission's website at www.sfgov.org/Civil_Service.

Sincerely,

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

STAFF REPORT





CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO


CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of
Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: 0254 - 13 - 6

2. For Civil Service Commission Meeting of: November 18, 2013
3. Check One: Ratification Agenda
 Consent Agenda

 Regular Agenda X

 Human Resources Director's Report
4. Subject: Appeal of Human Resources Director's determination of Insufficient Evidence to sustain the charges of discrimination filed by Sonya Knudsen in EEO File #1618,
5. Recommendation: Deny appeals, uphold Human Resources Director's determination.
6. Report prepared by: Janie White Telephone number: 551-8903
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format -A).**
8. Reviewed and approved for Civil Service Commission Agenda:
Human Resources Director: Micki Callahan
Date:  11/7/13
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 ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP

Attachment

THIS DOCUMENT SUPPORTS
CALENDAR ITEM 14

7. Notification List:

Ms. Sonya Knudsen

Mr. Steven Pitocchi
SEIU Local 1021
350 Rhode Island, Suite 100
San Francisco, CA 94103

Ms. Gloria Louie, Airport EEO Manager
San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128

Mr. Blake Summers
Director and Chief Curator Airport Museums
P.O. Box 8097
San Francisco, CA 94128

Ms. Linda Simon
Director of EEO Programs Department of Human Resources
1 South Van Ness Avenue Fourth Floor
San Francisco, CA 94103

Ms. Janie White
Equal Employment Opportunity Programs Senior Specialist
1 South Van Ness Avenue Fourth Floor
San Francisco, CA 94103

Ms. Silvia Castellanos
Equal Employment Opportunity Programs Senior Specialist
1 South Van Ness Avenue Fourth Floor
San Francisco, CA 94103

CIVIL SERVICE COMMISSION REPORT

MEMORANDUM

TO: Civil Service Commission
THROUGH: Micki Callahan, Human Resources Director
THROUGH: Linda Simon, Deputy Director- EEO Programs
FROM: Janie White, EEO Programs Senior Specialist
DATE: November 7, 2013
EEO FILE NO: 1618
REGISTER NO: 0254-13-6
APPELLANT: Sonya Knudsen

1. Authority

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

2. Summary of the Case

Sonya Knudsen is a permanent exempt 3546 Curator IV in Charge of Administration and Special Projects with the San Francisco Airport Museums (SFOM), formerly SFAM. She has appealed the Human Resources Director's determination regarding her discrimination complaint, EEO File No. 1618. The matter is now consolidated with her appeal of the Human Resources Director's determination in EEO File No. 1371. At the CSC hearing on December 19, 2011, the Commission heard testimony regarding EEO File 1371. The Commission voted 1 to 2 on the motion to sustain the Human Resources Director's determination. Subsequently, the matter was continued until a full Commission was seated.

The Human Resources Director has consolidated Ms. Knudsen's appeals because the bases for her claims are the same in EEO File Nos. 1371 and 1618. Consolidating the matters will make the Commission's review efficient and fair to Ms. Knudsen and SFOM because the issues overlap and the complaints involve the same parties.

3. Issue on Appeal

Ms. Knudsen has not cited a specific reason for her appeal. She summarily alleges the investigations of her complaints were cursory and that her claims were disregarded. (Record, p. 248.)

4. Background

A. SFOM and Ms. Knudsen's Work History

SFOM is a small division at the Airport. Over the past three decades, SFOM has grown from a team of five people, to its current staff of 30 professionals including curators, designers, registrars, preparators and conservators. Ms. Knudsen has been employed at SFOM since 1997. She was hired as a provisional 3558 Senior Museum Registrar and subsequently promoted in 1999, to her current permanent civil service 3546 Curator IV position. Her current functional title is Curator in Charge of Administration and Special Projects. She oversees facilities maintenance and art, develops procedures, and manages special projects as required to support the Airport's numerous artistic, cultural and aviation-related exhibits.

B. Ms. Knudsen's Complaint History, Remedies and Recommendations

Since March of 2008, Ms. Knudsen has filed several internal and external discrimination complaints. These complaints are documented in the HR Director's August 9, 2013 determination letter. (Record, pp. 11-23.) As a result of Ms. Knudsen's complaints the Airport has examined practices at SFOM and where warranted it has implemented corrective measures to protect the rights of all employees. The Airport has also taken proactive steps to enhance Mr. Summers' management skills and to improve communications between Mr. Summers and Ms. Knudsen. The chart below summarizes Ms. Knudsen's complaints and remedies.

Date/#	Accused	Basis/Issue	Harm Alleged	Sustained Yes/No	Remedy/Recommendation
March 2008 EEO #1343	Blake Summers	<ul style="list-style-type: none"> •Disability Discrimination •Failure to Accommodate Disability 	Denied part time work schedule	Yes (Appeal Granted)	Restored leave credits, seniority and retirement service credit (Record p. 55)
June 2008 EEO #1371	Blake Summers Kathy Smookler	<ul style="list-style-type: none"> •Disability Discrimination & Harassment •Failure to Accommodate Disability •Retaliation 	<ul style="list-style-type: none"> •Denied ergonomic equipment •Reduced Work Assignments •Scrutinized Time & Attendance •Isolated •Blocked Exit 	No	Management training for Mr. Summers Mediation between Mr. Summers and Ms. Knudsen Determination appealed to CSC (pending)
March 2009 DFEH E200809A0554	Blake Summers	•Disability Discrimination	•Denied Promotion	No	Investigated and closed – unable to establish a violation of FEHA (Record p. 63)

Date/#	Accused	Basis/Issue	Harm Alleged	Sustained Yes/No	Remedy/Recommendation
March/ August 2011 EEO #1618	Blake Summers	•Sex Discrimination & Harassment •Disability Discrimination & Harassment •Retaliation for CFRA/FMLA Leave	•Denied promotions •Underutilized •Isolated •Reduced work assignments •Denied training and career development	No	Determination appealed to CSC (pending)
March 2012 DFEH E201112M1081	Blake Summers Abe Garfield	•Sex Discrimination & Harassment •Disability Discrimination & Harassment •Retaliation for CFRA Leave	•Denied promotions •Unspecified verbal harassment	No	Investigated and closed – unable to establish a violation of FEHA (Record p. 76.)
April 2012 Civil Suit U.S. District Court	Blake Summers	•Sex Discrimination •Disability Discrimination •Retaliation for FMLA/CFRA Leave	•Denied promotions •Underutilized •Isolated •Reduced work assignments •Denied training and career development •Denied Ergonomic Equipment	Pending	

5. Investigative Findings for EEO File No. 1618

The investigation of EEO File No. 1618 did not reveal evidence supporting Ms. Knudsen's discrimination, harassment, or retaliation claims. The findings on her specific claims are as follows:

A. Denied Promotions

Ms. Knudsen was a candidate in three management selection processes occurring between approximately March 18, 2009 and July 15, 2010. She ranked high on the eligible lists for each position based on her relevant work experience and skills. Each eligible list was certified as Rule of the List, which holds that all candidates are equally qualified for appointment.

Ms. Knudsen was invited to participate in the SFOM internal selection processes for each of the three management vacancies. The internal selection process for each vacancy consisted of a three-person Interview Panel. The panelists asked each candidate questions that were prepared to assess their job-related knowledge and experience. The candidates' responses were rated using an Average to Above Average scale. (Record, pp. 250-258.) In each selection process the candidates with the highest ratings were

recommended for hire. The appointing official accepted the selection panels' recommendation in each process.

A total of nine persons served as rating panelists for the three SFOM management positions. Five panelists were male and four were female. None of the panelists were employed at SFOM. Ms. Knudsen did not object to any of the panelists or raise issues of bias during the assessment process. In each selection process the panelists rated responses by a male candidate highest.

B. Underutilized

Since 2007, Ms. Knudsen has served SFOM as the Curator in Charge of Administration and Special Projects. Her work assignments are consistent with her skills and her extensive experience in museum art management. Mr. Summers, who supervised Ms. Knudsen from 1999 until 2010, has praised her hard work and ability to keep exhibition schedules moving ahead. (Record, p. 128.) Mr. Summer is responsible for transitioning Ms. Knudsen from her former functional role as Curator in Charge of Registration to her current assignment. In her August 14, 2011 complaint letter, Ms. Knudsen states that she "viewed the assignment as verification of what [she] had provided SFO Museum, and a means to further develop and evolve career wise." (Record, p. 103) Her performance evaluations show that she performs administrative tasks related to facilities and art management, in addition to drafting procedures. (Record, pp. 225-231.)

C. Isolated and Denied Access to Mr. Summers

Ms. Knudsen's FY 2010-2011 PPAR states that she daily interacts with "Mechanical Maintenance staff" to monitor exhibit climate systems. She is also responsible for training SFOM staff on emergency preparedness. (Record, p. 226.) Comments included in the review state that she has worked with other SFOM employees on museum tours and changes to the museum's monthly newsletter. (Record, p. 230.)

In addition to her regular work assignments, Ms. Knudsen sits on the Collection Review Committee and the Oversight and Special Projects Team. Both groups are comprised of SFOM employees who meet regularly to plan and set goals. Ms. Knudsen also served on the SFOM 5-year Strategic Planning Committee, which met four times during a six-month period to develop strategic initiatives for SFOM. (Record, p. 40.)

On approximately December 18, 2009, Mr. Summers appointed Abe Garfield to a newly created 0923 Manager II/Assistant Museum Director position at SFOM. Following this appointment, Mr. Summers reorganized SFOM and reduced his number of direct reports from six to three. Ms. Knudsen and two other 3546 Curators IV, one male and one female, were assigned to Mr. Garfield's supervision. Mr. Garfield supervised Ms. Knudsen from approximately August 2010 to January 2012. Ms. Knudsen currently reports to John Hill, 0922 Manager I/Assistant Director of Aviation. Mr. Summers testified that he remains available to all SFOM employees, as he has an open-door policy. (Record, pp. 45-46.)

D. Reduced Work Assignments

During the FY 2010-2011 performance review period, Ms. Knudsen was relieved of responsibility for preparing a monthly project status report for Mr. Summers' review. (Record, p. 228.) Mr. Summers testified that he no longer required assistance with tracking the status of projects because SFOM transitioned to a web-based information tracking system called Quality Processes Results (QPR). With QPR employees could update the status of projects by entering information into a database. Mr. Summer could then generate status reports directly from the QPR database. (Record, p. 40.)

Effective March 2011, Ms. Knudsen was no longer required to produce a monthly newsletter for SFOM. She created the newsletter in 2009, a two-page document containing notice of the museum's scheduled exhibits and historical information about SFOM. Timothy O'Brien, 3546 Curator IV, changed the format and expanded the newsletter to include a cover story about current exhibits. He also added graphics using InDesign software to change the look of the newsletter. (Record, p. 39.) Ms. Knudsen assisted with these changes. (Record, p. 230.) Mr. Summers transferred the responsibility for the newsletter to Mr. O'Brien because of his experience with graphic design software, he oversees the writing of text for exhibits, and he is responsible for marketing and the SFOM webpage. Ms. Knudsen continues to have responsibility for distributing the newsletter. (Record, p. 39, 230.) Other than these two assignments, Ms. Knudsen's assignments have remained consistent since 2009.

E. Denied Training and Career Development

SFOM training records for the period between 1999 and 2013 show that Ms. Knudsen participated in 25 onsite workforce development training courses. These courses covered subjects ranging from computer applications to leadership and management. In addition to internal courses, Ms. Knudsen has attended several outside conferences and seminars. Her most recent outside training was on September 24, 2012, at a California Association of Museums workshop entitled, "Are You Ready? Testing Your Disaster Plan." Of the 36 outside training requests approved between 2006 and 2013, Ms. Knudsen and other female SFOM employees attended 22 courses. (Record, pp. 41-43.)

Ms. Knudsen failed to identify specific work assignments or projects given to any SFOM employee for purposes of increasing their opportunity for promotion. Nevertheless, Mr. Summers denied that he assigned work based on gender. Instead, he recalled that Ms. Knudsen has asked to perform work regularly assigned to others, such as managing the SFOM budget, attending Airport Commission meetings, and managing exhibitions. Mr. Summers denied Ms. Knudsen's requests to perform work assigned to others. He affirmed that Ms. Knudsen's regular assignments and responsibility for special projects are consistent with her skills and meet SFOM's operational needs. (Record, p. 36.)

6. Standards

The HR Director applied the legal standards for the types of discrimination alleged in Ms. Knudsen's March and August 2011 complaint letters to the facts discovered. She alleged discrimination under the following theories:

A. *Discrimination (Disparate Treatment) Standard*

- (1) the complainant is a member of a protected category;
- (2) the complainant has suffered an adverse employment action; and
- (3) the complainant suffered an adverse employment action because of his or her membership in a protected category.

B. *Harassment (Hostile Work Environment) Standard*

- (1) the complainant is subject to physical, verbal or visual conduct on account of the complainant's membership in a protected category;
- (2) the conduct is unwelcome; and
- (3) the conduct is sufficiently severe or pervasive as to alter the condition of the complainant's employment and create an abusive working environment.

C. *Retaliation Standard*

- (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.

7. Analysis

A. Discrimination (Disparate Treatment)

Ms. Knudsen's gender and disability are protected classes under laws prohibiting workplace discrimination. She suffered an adverse employment action when she was not selected for a promotion. However, the facts are insufficient to show Ms. Knudsen suffered an adverse employment action because of her protected race or disability. In short, her claims do not satisfy all three elements in the discrimination standard.

As a threshold matter, Ms. Knudsen failed to file her internal denial of promotion claim within the City's 180-day timeframe. Consequently, the investigation did not include a detailed review of these allegations. However, information responsive to Ms. Knudsen's Department of Fair Employment and Housing claims alleging denial of promotion were reviewed and relevant facts are incorporated in the determination on EEO File No. 1618. Rating sheets show that the Airport met its obligation to establish a non-discriminatory merit based selection process for management vacancies occurring at SFOM. They used a diverse panel of raters who were not employed at SFOM. The raters scored candidates based on their responses to prepared questions. Ms. Knudsen could not identify direct or anecdotal evidence of bias on the part of any rater; consequently her complaint fails to allege even a *prima facie* case of gender or disability discrimination. Nevertheless, to

revive her denial of promotion claim, Ms. Knudsen alleges Mr. Summers has shown a general bias in favor of promoting men at SFOM. She notes that several males have received promotions since Mr. Summers was appointed SFOM Director and Chief Curator in 1999. These promotions include three males appointed to management positions for which she applied.

The facts show that Mr. Summers and another decision maker appointed the individuals rated highest by a majority of the raters in each management selection process. Ms. Knudsen accounts for the male candidates' superior performance by alleging these male candidates were groomed for promotion because they received better work assignments from Mr. Summers. The investigative findings did not support Ms. Knudsen's claim because the males received their assignments before Mr. Summers became the SFOM Director and Chief Curator. The evidence showed they received their assignments from Elsa Cameron (female), the former SFOM Director and Chief Curator.

B. Harassment (Hostile Work Environment)

Ms. Knudsen appears to allege that she was targeted with unwelcome conduct either because of her gender and disability, or in retaliation for taking protected leave. She generally characterizes the conduct as being underutilized, isolated, having her work assignments reduced and being denied training and career development opportunities. Her claim that she is underutilized is too vague to determine whether a reasonable employee would find the conduct unwelcome. Her claim of underutilization also appears to contradict her own detailed statements of her duties and responsibilities at SFOM. (Record, p. 150.) Likewise, Ms. Knudsen's regular interactions with co-workers and maintenance personnel do not show she is isolated. (*Works with SFO Custodial, SFO Maintenance and SFO Museum staff to ensure museum standards* Record, p. 150.)

This leaves Ms. Knudsen's allegations regarding her work assignments, training and career development as the bases for her harassment claim. In *Roby v. McKesson*, 47 Cal. 4th 686 (2009), the California Supreme Court held, "[H]arassment consists of conduct outside the scope of necessary job performance, conduct presumably engaged in for personal gratification, because of meanness or bigotry, or for other personal motives.

. . . .
[C]ommonly necessary personnel management actions . . . do not come within the meaning of harassment. . . ." In this case, the investigation did not show that either Mr. Summers' or Mr. Garfield's management decisions created an offensive work environment for Ms. Knudsen. Both managers assigned Ms. Knudsen work that is consistent with her skills. She performed tasks that are critical to effectively organizing and displaying art at the Airport. While she made it clear that she wanted her preference in assignments, the facts do not show that her duties were nonessential or an abuse of management discretion.

The investigation also did not support Ms. Knudsen's claims that she was denied career development opportunities. Airport records show that Mr. Summers continues to approve Ms. Knudsen's requests for internal and outside training, including tuition reimbursement for a U.C. Berkeley Extension Course in facilities management.

(Record, pp. 38, 42-43, 171-172.) Additionally, the Department of Fair Employment and Housing investigated and closed Ms. Knudsen's harassment claims because it was unable to conclude that the information gathered established a violation of the Fair Employment and Housing Act. The two separate, but consistent, findings by the state agency and the HR Director on the harassment claims should weigh substantially in any subsequent determination on Ms. Knudsen's complaint.

C. Retaliation

Since June 2008, Ms. Knudsen has repeatedly alleged she is the victim of retaliation by Mr. Summers. She has engaged in multiple activities protected under laws that prohibit workplace discrimination and under statutes that grant leave protections. However, the adverse actions cited in her retaliation claims overlap her discrimination and harassment claims. Here, the overlap requires the trier of fact to reach the same conclusion for each theory of discrimination.

To make a *prima facie* case of retaliation against an employer, the allegations must establish (1) she engaged in protected conduct, (2) a reasonable employee would have found the challenged retaliatory action materially adverse, and (3) the materially adverse action was causally linked to the protected conduct. (*See, Burlington No. and Santa Fe Ry. Co. v. White*, 548U.S. 53 (2006)). Here, the challenged retaliatory acts are the selection process and the management decisions. If these acts are neither unlawfully discriminatory nor harassing, then the acts cannot be materially adverse.

The question is whether a lawful act would dissuade a reasonable worker from filing a discrimination complaint or participating in a complaint investigation. Ms. Knudsen argues that the failure to promote her was discriminatory, that she has been isolated, marginalized and denied career development opportunities. This conduct was either not shown to have occurred or not shown to be connected in any way to Ms. Knudsen's gender or disability. Consequently, the conduct cannot be retaliatory.

6. **Conclusion**

The Airport articulated legitimate, non-discriminatory reasons for actions affecting Ms. Knudsen's employment. The investigation did not show that any of the Airport's reasons were a pretext to conceal gender or disability discrimination, or to hide a retaliatory animus. The HR Director appropriately applied the legal standards for the theories of discrimination alleged to all facts presented in this case, and found insufficient evidence to prove a violation of laws prohibiting workplace discrimination. These findings are consistent with those of the Department of Fair Employment and Housing Regional Administrators, who reviewed the investigations of Ms. Knudsen's administrative complaints. This fact supports a decision to uphold the HR Director's determination.

7. **Recommendation**

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

8. Notifications

Sonya Knudsen

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Blake Summers
Director and Chief Curator - Airport
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9. Attachments to Report

- Exhibit 1: HR Director's Determination Letter dated August 9, 2013
- Exhibit 2: HR Director's Letter to Respondent Department dated August 9, 2013
- Exhibit 3: EEO Investigative Report dated December 28, 2013
- Exhibit 4: Appellant's Appeal to the CSC dated September 9, 2013
- Exhibit 5: Candidate Rating Lists for:
 - 0922 Manager I, Assistant Director of Aviation (3)
 - 0923 Manager II, Assistant Museums Director (3)
 - 0941 Manager VI, Director & Chief Curator for Airport Museum (3)

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Exhibit 1



Edwin M. Lee
Mayor

Micki Callahan
Human Resources Director

August 9, 2013

Ms. Sonya Knudsen

VIA EMAIL & U.S. MAIL

SUBJECT: Discrimination Complaint, EEO File # 1618

Dear Ms. Knudsen:

The San Francisco Charter, Section 10.103 and Civil Service Commission Rule 103 provide that the Human Resources Director shall review and resolve all complaints of employment discrimination. The purpose of this letter is to inform you of my determination in your complaint against the City and County of San Francisco Airport Commission and San Francisco Airport Museums employees Blake Summers, Director and Chief Curator, and James A. Garfield, Assistant Director.

I. Summary

A. *March 31, 2011 Complaint Letter*

You are a 3546 Curator IV employed at the San Francisco Airport Museums Division (SFOM) since 1997. On April 1, 2011, the City and County of San Francisco Airport Commission, Equal Employment Opportunity and Diversity Division (SFO/EEO) received your March 31, 2011 complaint letter alleging "discrimination, retaliation, gender bias, denial of promotion and disparate treatment." In the letter you allege the foregoing are "continuing and ongoing" issues at SFOM. Attached to your complaint was a copy of your rebuttal to your fiscal year 2010/2011 Performance Plan and Appraisal Report (PPAR). The rebuttal contains detailed descriptions of your work assignments during the review period.

Susan Kim, SFO/EEO Assistant Manager, attempted to meet with you and your union representative to obtain specifics regarding your complaint. You met with Ms. Kim on June 27, 2011, to clarify your complaints for purposes of establishing that your claims meet jurisdictional requirements for investigation. On July 19, 2011, she requested that you review and comment on a draft Charge of Discrimination summarizing your sex discrimination and retaliation complaints. You requested additional time to review and comment on the draft Charge.

B. *August 14, 2011 Complaint Letter*

On August 15, 2011, SFO/EEO received a second complaint letter from you dated August 14, 2011. This letter outlines a history of alleged "adverse employment conditions" beginning in March 2008. In this letter you attribute changes in the terms and conditions of your employment to "continual discrimination, harassment and retaliatory acts on the part of Mr. Summers." This

letter alleges you are "underutilized" at SFOM, and that Mr. Summers promised you a promotion in 2006. You note that two male SFOM employees received "plum assignments and promotions," while you were not provided similar opportunities. You also generally alleged that you have "been ostracized and disengaged from Museum staff," because you no longer attend meetings, conferences or seminars. You further allege that your reassignment to a new supervisor, SFOM Assistant Director Garfield, prohibited you from consulting and conversing with Mr. Summers and placed you under a supervisor without knowledge of or expertise in your job functions.

Again, Ms. Kim attempted to meet with you to obtain details regarding the alleged harms. Due to your leave of absence, Ms. Kim was unable to meet with you and your union representative until April 5, 2012. You did not sign the Charge of Discrimination documenting your complaints. Nevertheless, following the April 5, 2012 meeting Ms. Kim proceeded with an investigation of your sex discrimination and retaliation claims.

C. SFO/EEO Investigation

SFO/EEO reported your complaint letters to the City and County of San Francisco (CCSF), Department of Human Resources Equal Employment Opportunity Division (DHR/EEO) for review. Following review, each complaint was assigned to SFO/EEO for investigation. Ms. Kim proceeded with an investigation based on information contained in your letters, and based on information you provided during the two meetings. Your complaint was subsequently reassigned to SFO/EEO Director Gloria Louie to complete the investigation. Ms. Louie submitted her investigative findings to me for review. Based on the findings, there is insufficient evidence to support your discrimination, harassment and retaliation claims.

II. Standards

In order to substantiate a claim of discrimination, harassment or retaliation the investigative findings must establish all of the elements for the type of complaint alleged. The elements define the standards for complaints filed under the City and County of San Francisco's (CCSF) internal discrimination complaint process. The standards are consistent with court interpretations of federal and state law. You have alleged complaints raising the following standards:

A. Timeline for Filing

Complaints of discrimination must be filed within 180 calendar days of the date of the discriminatory action, or the date you should have first become aware of the alleged violation. A complaint is considered filed on the day it is received by CCSF.

B. Discrimination (Disparate Treatment) Standard

- (1) the complainant is a member of a protected category;
- (2) the complainant has suffered an adverse employment action; and

- (3) the complainant suffered an adverse employment action because of his or her membership in a protected category.

C. Harassment (Hostile Work Environment) Standard

- (1) the complainant is subject to physical, verbal or visual conduct on account of the complainant's membership in a protected category;
- (2) the conduct is unwelcome; and
- (3) the conduct is sufficiently severe or pervasive as to alter the condition of the complainant's employment and create an abusive working environment.

D. Retaliation Standard

- (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.

III. Findings of Fact

Ms. Kim and Ms. Louie conducted a thorough investigation into your allegations. They interviewed percipient witnesses identified by you and the Department. They also reviewed relevant documents, including personnel records, selection process data, complaint letters, e-mail correspondences, discussion notes and policies to assist in evaluating the merits of your claims.

A. Employment History

Your employment history shows that in May 1990, SFOM hired you for a four-month term as a non-civil service 3556 Museum Registrar. In September 1997, SFOM appointed you to a provisional 3558 Senior Museum Registrar position. Effective November 1997, you were promoted to a permanent civil service (PCS) 3558 position. Two years later, in November 1999, you were again promoted to a permanent exempt 3546 Curator IV position.

B. Complaint History

Records show that you have filed several internal discrimination complaints, administrative complaints and a federal lawsuit. Many of these complaints raise the same issues. For example, in several complaints you allege Airport officials denied you reasonable accommodations for your disability, and retaliated against you for requesting accommodations, including leave. The Airport and the Civil Service Commission have remedied several concerns related to your disability. Nevertheless, you have complaints pending before the Civil Service Commission and the federal District Court. Your complaints are summarized here to distinguish resolved and outstanding issues.

(1) Failure to Accommodate (March 2008)

In March 2007, you were injured in an automobile accident. Due to your injuries you were granted a long-term leave and leave protections under the California Family Rights Act (CFRA) and the Family Medical Leave Act (FMLA). In November 2007, Mr. Summers, then 0933 Manager V – Museum Director, denied your request to return to work with a temporary part-time schedule as an accommodation for the disability resulting from the accident. In April 2008, you returned to work full time with accommodations, including ergonomic equipment, rest breaks and intermittent leave for medical appointments.

In a March 2008 letter you alleged that Mr. Summers denied you reasonable accommodation for your disability by failing to grant your request for a temporary part-time work schedule. EEO Investigator Silvia Castellanos investigated your complaint designated EEO File # 1343. Following the investigation, the Human Resources Director found insufficient evidence to establish that you had been denied reasonable accommodation for your disability.

On appeal the Civil Service Commission reversed the Human Resources Director's findings. The Commission found that your request for temporary part-time work did not present an undue hardship for SFOM. In its decision the Commission noted that part-time work was a more reasonable accommodation than extending your leave through April 2008. As a remedy the Airport restored your accrued leave used during the period from November 2007 to April 8, 2008. Your retirement account and seniority were also adjusted.

(2) Failure to Promote, Reduction in Work Assignments, Poor Interpersonal Dynamics and Scrutiny Based on Disability Discrimination and Retaliation for CFRA/FMLA Leave (June 2008)

Beginning in April 2008, you wrote complaint letters charging Mr. Summer and his Executive Secretary, Kathie Smookler, with harassment and adverse employment actions because of your disability and CFRA/FMLA protected leave. Your complaints included specific claims that Mr. Summers denied you workplace accommodations, denied you a promotion, reduced your work assignments, scrutinized your time and attendance, and isolated you. You charged Ms. Smookler with blocking your departure from her office during a verbal altercation.

Ms. Castellanos also investigated these complaints designated EEO File # 1371. Following investigation, the Human Resources Director found that Mr. Summers made inappropriate references to your protected leave and your disability discrimination complaints. However, the facts were insufficient to show severe and pervasive conduct or any adverse employment action by Mr. Summers or Ms. Smookler. Nevertheless, Mr. Summers' inappropriate comments were addressed and he received training to improve his management skills. Ms. Smookler retired from City service effective June 22, 2012. You have appealed the Human Resources Director's determination to the Civil Service Commission and are awaiting a decision.

*(3) Failure to Promote Based on Disability and Retaliation for CFRA/FMLA Leave
(March 2009)*

On March 4, 2009, you filed a complaint with the Department of Fair Employment and Housing (DFEH) alleging Mr. Summers refused to promote you to 0922-Manager I because of your disability and your long-term CFRA/FMLA protected leave. This complaint included the same issues addressed in your internal discrimination complaint EEO File #1371. Following an investigation DFEH closed your complaint because the agency was unable to conclude that the evidence established a violation of the Fair Employment and Housing Act (FEHA).

(4) Inadequate Performance Evaluation Based on Disability and Retaliation for CFRA/FMLA Leaves and Reasonable Accommodation Requests (August 2009)

In a letter dated August 17, 2009, you allege that Mr. Summers referred to your disability in your fiscal year 2008/2009 Performance Plan and Appraisal Report (PPAR). You reported that the references to your disability and medical leave were subsequently removed and the corrected PPAR placed in your official personnel file. You also alleged that Mr. Summers failed to adequately describe your job duties and accomplishments in your fiscal year 2009/2010 PPAR. You stated that performance goals in your PPAR failed to use your skills or aid your professional development. Nevertheless, Mr. Summers rated your performance as meeting or exceeding expectations in all rating areas. The Human Resources Director administratively closed this complaint, designated EEO file #1437, without an investigation based on your failure to allege facts showing the PPARs were materially adverse actions. You did not appeal this determination.

(5) Harassment, Denial of CFRA/FMLA Leave and Denial of Promotions Based on Gender, Disability and in Retaliation for CFRA/FMLA Leaves and for Reasonable Accommodation Requests (March 2012)

On March 23, 2012, you filed a DFEH complaint alleging you were harassed by Mr. Summers and Mr. Garfield during the period from August 2010 to the present. You alleged unspecified incidents of verbal harassment targeting you based on your sex and disability. You also claimed you were denied promotions to Manager I, Manager II and Manager VI, between May 2008 and February 23, 2010. In addition you alleged you were denied CFRA/FMLA leave during the period from November 2007 to the present. Again, on May 23, 2012, DFEH closed your complaint because its investigation was unable to conclude that the evidence established a violation of laws prohibiting workplace harassment and discrimination.

(6) Failure to Promote and Denial of Equal Protection Based on Gender; Reduction in Work Assignments and Failure to Promote Based on Disability; and Retaliation for CFRA/FMLA Leaves and for Gender and Disability Complaints (April 19, 2012)

On April 19, 2012, you filed a lawsuit restating several claims in your earlier complaints. In subsequent amendments to your complaint, you alleged from 2008 to the present Mr. Summers and others reduced and limited your job duties and responsibilities in order to justify denying

you promotion to a supervisory or management position. You accuse the City and County of San Francisco EEO Division of failing to ensure you received timely accommodations for your disability on April 2, 2008. You allege male colleagues receive timely accommodations. You again allege Mr. Summers denied you promotions because you took protected leave under CFRA/FMLA. You also accuse Mr. Garfield of harassing you by isolating you from Mr. Summers, restricting your job duties, micro-managing your work and improperly reprimanding you. These and other claims remain pending in federal court.

C. Current Internal Complaint (March and August 2011)

Ms. Kim and Ms. Louie gathered facts to assist with evaluating claims in your March 31, 2011 and August 14, 2011 complaint letters. The factual findings follow.

(1) Failure to Promote Due to Gender, Disability and in Retaliation for Taking CFRA/FMLA Protected Leave (2009 – 2011)

In 2009 and 2010, you applied for three promotional opportunities at SFOM: 0941 Manager VI, 0923 Manager II, and 0922 Manager I. On March 18, 2009, you attended an oral examination for the 0941 Manager VI – SFOM Director and Chief Curator position. On approximately March 27, 2009, SFO Personnel notified you that another candidate had been selected. Jackson Wong, former Airport Chief Operating Officer, appointed Blake Summers to the 0941 position based on recommendations from the Oral Examination Panel.

On December 16, 2009, you attended an oral examination for the 0923 Manager II – Assistant Museum Director position at SFOM. On approximately December 18, 2009, Mr. Summers appointed James “Abe” Garfield to the 0923 position consistent with recommendations from the Oral Examination Panel.

On June 24, 2010, you attended an oral examination for the 0922 Manager I – Assistant Director of Aviation position at SFOM. On July 15, 2010, you received notice that another candidate had been selected for the position. Mr. Summers appointed John Hill to the 0922 position based on recommendations from the Oral Examination Panel.

For each selection process there was a neutral, structured examination consisting of questions asked of each candidate. Each candidate’s responses were rated by a diverse Oral Examination Panel made up of City employees and non-employees. The Panelists used their ratings to determine hiring recommendations. In each selection process examination records show a majority of the Panelists rated the successful candidates as more qualified than you based on their responses to the examination questions. In each instance, the decision-makers hired the individual recommended by a majority of the Panelists.

(2) Diminished Job Assignments Due to Gender, Disability and in Retaliation for Taking CFRA/FMLA Protected Leave (2009 to Present)

Mr. Summers denied assigning males projects or duties in order to prepare them for promotion. He also denied reducing your projects or job duties in order to deny you promotional

opportunities. Instead, your PPARs from 1997 to 2008, show you oversaw the museum's collections registration process for approximately nine years. During this time your functional title was "Department Head of Registration" or "Curator in Charge of Registration." In 2007, your title changed to "Curator in Charge of Administration and Special Projects." You apparently believed the title change was a promotion as documented in your August 16, 2009 memorandum to Mr. Summers. In the memorandum you suggest changes to your fiscal year 2009/2010 PPAR. The memorandum also shows that you welcomed the change in your responsibilities that came with your title change. You apparently believed the new responsibilities could lead to a promotion and that you were following Mr. Summers' career track.

"Before you became the SFAM Director and Chief Curator in April 1999 and your most recent May 2009 promotion from Manager V to Manager VI, you were the Assistant Director of Administration and Special Projects. In 1999 (*sic*), you promoted me from Curator in Charge of Registration to Curator in Charge of Administration and Special Projects in name only. . . .

By means of this memo, I am formally requesting that I be placed on a career pathway for promotion, and suggest that my duties and responsibilities reflect and include administrative and management functions akin to your previous Manager V and Assistant Director capacities."

Contrary to the views expressed in your memorandum, your title change was a reassignment within your 3546 Curator IV classification. Your responsibilities changed from overseeing the collections registration process to overseeing facilities maintenance and taking on special projects, such as creating emergency procedures and drafting a de-accession plan. The Department acknowledged that your work assignments have changed since 2008. You continue overseeing facilities management and working on special projects as assigned. Barbara Gieb, a female 3546 Curator IV, currently oversees the collection registration process. Mr. Summers assigns you work consistent with your classification, experience, skills, and based on operational needs at SFOM.

(3) Reassignment to New Supervisor Due to Gender, Disability and in Retaliation for Taking CFRA/FMLA Protected Leave

Following James A. Garfield's appointment to the 0923 Manager II/Assistant Museum Director position, Mr. Summers restructured SFOM. Records show that Mr. Garfield is the first Assistant Museum Director in the 30-year history of SFOM. Consequently, Mr. Summer used the appointment as an opportunity to reduce the number of his direct reports from six persons to just three persons. Records show you and two other 3546 Curator IVs, one male and one female, were reassigned to Mr. Garfield's supervision. You reported to Mr. Garfield from August 2010 to January 2012. The change in your supervision did not affect your work assignments, as you continued to oversee facilities maintenance and work on special projects. Currently you report to John Hill, Manager of Aviation.

You allege the change in supervision deprived you of access to Mr. Summers and placed you under a supervisor who lacks knowledge of the administrative functions you perform. Contrary to your assertions, Mr. Summers remained available to you and other SFOM employees to resolve problems and answer questions that could not be addressed by your immediate supervisor. Furthermore, Mr. Garfield regularly reviewed your progress toward completing projects and evaluated you based on your ability to meet deliverables on time. Your fiscal year 2010/2011 PPAR shows that Mr. Garfield gave you favorable ratings and commended you on your diligence and pro-active problem solving.

(4) General Bias In Favor of Promoting Men at SFOM

SFOM employs 29 full-time and part-time employees. Workforce demographics show that 66% of the employees are male and 34% are female. Statistical data for the period from 2009 to the present shows eleven (11) SFOM employees received promotions. Of the employees receiving promotions, 73% are male and 27% are female. Because SFOM is a small department, statistical data is insufficient to show a pattern of discrimination against promoting women in management positions. Nevertheless, the three management positions existing at SFOM are currently filled by men.

The Department presented copies of selection process documents for three SFOM management positions filled between March 2009 and July 2010. These records show SFOM used neutral, merit-based selection processes. Each hiring process included prepared oral examination questions and a diverse rating panel that recommended hiring the most qualified applicants.

You allege men are given more favorable assignment in order to qualify them for promotions. Mr. Summers testified that employees are given equal opportunities for training and development, but work assignments are based on position descriptions. Your position as Curator in Charge of Administration and Special Projects is responsible for maintaining facilities where exhibits are shown and stored. You also are assigned to create a De-accession Plan and an Emergency Preparedness Handbook for SFOM. Your assignments and those of other SFOM employees are consistent with operational needs.

Also, SFOM training records show that you have attended several seminars and professional courses since 2006. In fact, you have attended more professional development training than the current male SFOM managers. This information contradicts your claims that Mr. Summer has not supported your career development.

IV. Analysis

A. Disparate Treatment Based on Gender and Disability

You are one of two female 3546 Curator IVs at SFOM. In approximately 2007, you sustained permanent disability as a result of a non-occupational accident. Your gender and disability are protected classes under laws prohibiting workplace discrimination. To establish a violation of the law, the facts must also show that you suffered an adverse employment action, and that there is a causal connection between your protected classes and the adverse employment action.

For purposes of discriminatory disparate treatment, an adverse employment action is a material adverse change in the terms of employment that is both detrimental and substantial. Examples of adverse employment actions include termination, demotion, suspension and similar actions.

On your gender discrimination claim, you allege that Mr. Summers failed to promote you, diminished your job assignments and reassigned you to a new supervisor because you are female. With regard to your disability discrimination claim, you allege Mr. Summers denied you promotions because of your disability.

(1) Failure to Promote

You were last denied a promotion on July 15, 2010, when you were not selected for the 0922 Manager I – Assistant Director of Aviation position. You complained about this selection process, and earlier selection processes, in your March 31, 2011 complaint letter. Under the City and County of San Francisco's internal complaint procedures, discrimination complaints must be filed within 180 calendar days of the alleged discriminatory act. You did not timely raise the failure to promote to a management position under the City's internal complaint procedures.

Nevertheless, you raised the Department's failure to promote you in your April 2008 internal complaint, your March 4, 2009 and March 23, 2012, DFEH Charges of Discrimination, and your April 19, 2012 lawsuit. The Human Resources Director found insufficient evidence to show disability bias in any SFOM selection process occurring before April 2008. In fact, the City's internal investigative findings did not discover any management promotions during the time relevant to your April 2008 complaint. Similarly, the external investigations conducted by DFEH found insufficient evidence to support your claims that gender or disability was a factor in the decisions not to promote you to any of the three management positions to which you applied.

Your claim that SFOM has shown a general bias in favor of promoting men appears to be an effort to revive your failure to promote claims. However, you cannot revive this adjudicated and expired claim by filing a new complaint. There is no continuing violation on a failure to promote claim, because selection processes have a definitive end. In this case, you knew or should have known that you were not hired for the last promotional opportunity at SFOM on July 15, 2010.

Even if your claims were timely, the investigative findings do not support your allegations of gender or disability bias. For each SFOM management promotion occurring between April 8, 2009 and July 15, 2010, the Department conducted a neutral examination process. The examination was administered by an independent panel of raters made up of personnel employed outside of SFOM. For each appointment the decision-makers hired the individual determined most qualified based on recommendations from the panelists. There is no evidence to show the reasons, given by the panelists who selected males for management positions instead of you, were a pretext for gender and disability discrimination. Consequently, earlier findings by the Human Resources Director and the DFEH showing insufficient evidence to prove discrimination must stand.

(2) *Diminished Job Assignments*

You acknowledged changes in your job assignments as early as August 16, 2009. Records show that you even requested changes in your work assignments, which you believed would lead to promotions. This information contradicts claims that your job assignments changed because of your gender or disability. To the contrary, you acknowledge that changes in your job assignments coincided with your reassignment within your Curator IV class. In your complaint letter dated August 14, 2011, you wrote:

“In 2006, I was assigned to the position of Curator in Charge of Administration and Special Projects, moving away from collections management into an administrative role. I viewed this assignment as verification of what I had provided SFO Museum, and a means to further develop and evolve career wise. But note, this did not entail a classification change or salary increase.”

As you know, management has the right to plan and assign the work of subordinate employees. Thus, Mr. Summers' decision to reassign you to oversee administration and special projects is not an adverse employment action. (*See, the July 1, 2006 - June 30, 2011 Collective Bargaining Agreement Between the City and County of San Francisco and SEIU Local 1021, Article I.C.*)

You claim changes in your work assignments have diminished your responsibilities, ostracized you from SFOM staff, and curtailed your opportunities for advancement. Contrary to your claims, the Department notes that your administrative role requires you to sit on the Strategic Planning Committee, the Collection Review Committee and the Oversight and Special Projects (OSP) Team. The committees meet at least quarterly to plan exhibits and acquisitions. The OSP Team has a standing weekly meeting, which you are required to attend. This information contradicts claims that you have been ostracized and disengaged. Again, the facts do not show that your work assignments are adverse employment actions based gender or disability.

(3) *Reassignment to New Supervisor*

You allege Mr. Summers instructed you to report to Assistant Director Garfield because of your gender and disability. The Department presented organizational charts showing that in 2009, SFOM restructured. Mr. Garfield was appointed 0922 Manager I Assistant Director of Exhibits. Consequently, Mr. Summers reduced his direct reports from six to three. You, and two other employees in the 3546 Curator IV class, were assigned to report to Mr. Garfield. Employees reporting to Mr. Garfield were male and female, disabled and non-disabled. There was no evidence connecting your assignment to Mr. Garfield's supervision to your gender or your disability. Furthermore, you did not show that the reporting structure had an adverse impact on your ability to perform your job duties. You continued to receive favorable performance evaluations for your work at SFOM.

(4) *General Bias In Favor of Promoting Men at SFOM*

Statistical data for SFOM shows that men and women are promoted at rates nearly proportionate to their representation in the workforce. Men represent 66% of the workforce

and account for 73% of the promotions. Women represent 34% of the workforce and account for 27% of the promotions. There is less than a 10% deviation between the representation and promotion rates. However, SFOM only employs 29 persons, thus statistical data for the small unit cannot serve as a meaningful indicator of discrimination.

The Department denies that promotions favor males, and affirmatively alleges that promotions are based on merit based selection processes. Investigation did not discover direct or anecdotal evidence of gender bias on the part of decision makers in recent management promotions. Consequently, the evidence is insufficient to show gender bias in promotions at SFOM.

B. Harassment Based on Gender and Disability

Your harassment claims are based on the same facts giving rise to your discrimination claims. Actionable harassment exists if “the workplace is permeated with discriminatory intimidation, ridicule, and insult that is sufficiently severe or pervasive to alter the conditions of the victim's employment and create an abusive working environment.” (See, *Harris v. Forklift Sys., Inc.*, (1993) 510 U.S. 17, at p. 21.) Pursuant to the harassment standards, a discriminatory hostile work environment claim is established only if the purported harassing conduct, viewed in conjunction with all of the circumstances, occurred because of the employee's protected status.

Here, the core of your complaint is that you have not been promoted. This is not harassment. You allege that your work assignments, the SFOM reporting structure, and the manner in which you are evaluated—although favorable to you—are forms of harassment. You did not clarify how Mr. Summers and Mr. Garfield's actions targeted you based on your gender or disability. Instead, you generally allege that efforts to resolve your discrimination complaints have led to “further scrutiny, accountability, discrimination and retaliation in a hostile work environment.” You did not identify witnesses who could support that you were targeted with intimidation, ridicule or insult because of your gender or disability, which is required to prove unlawful harassment.

Your March 31 and August 14, 2011 complaint letters offer no material facts in support of your harassment claim. You fail to identify any remarks or actions indicating any negative bias toward your gender or disability. Indeed, none of the incidents involving Mr. Summers or Mr. Garfield include an express reference to your gender or disability, such as disparaging comments about women or the disabled. Consequently, the evidence is insufficient to support your harassment claims.

C. Retaliation

Federal, state and local laws prohibit employers from discriminating against an employee because the employee has engaged in protected activity. Protected activity includes complaining about workplace discrimination or harassment. The law also protects employees who cooperate in investigations or serve as witnesses in investigations or litigation. You have engaged in protected activity on several occasions since March 2008, when you complained about disability discrimination.

To support a claim of the retaliation the facts must show the employee was subjected to an adverse employment action. For purposes of laws prohibiting discriminatory retaliation an adverse employment action is a material adverse change in the terms of or conditions of employment that is both detrimental and substantial and that reasonably would deter an employee from engaging in protected activity. Here, the facts are insufficient to show you suffered any materially adverse consequences as a result of filing a discrimination complaint.

The incidents cited in your complaint letters are based on work assignments and favorable performance evaluations. You allege that Mr. Summers and Mr. Garfield failed to provide you with assignments that would enhance your career development. You also claim that Mr. Summers and Mr. Garfield excluded job responsibilities and accomplishments from your annual PPARs. You believe these omissions limited your opportunities for career advancement.

The California Supreme Court explained that "[m]inor or relatively trivial adverse actions or conduct by employers or fellow employees that, from an objective perspective, are reasonably likely to do no more than anger or upset an employee cannot properly be viewed as materially affecting the terms, conditions, or privileges of employment and are not actionable, but adverse treatment that is reasonably likely to impair a reasonable employee's job performance or prospects for advancement or promotion falls within the reach of the antidiscrimination provisions of sections [Government Code section] 12940(a) and 12940(h)." (*See, Yanowitz v. L'Oreal USA, Inc.* (2005) 36 Cal.4th 1028, at pp. 1054-1055.)

Here, you essentially allege that Mr. Summers refused to give you assignments that would aid your career development. However, the investigation confirmed that Mr. Summers treated you in the same manner that he treated others in the 3546 Curator IV classification at SFOM. Your work assignments were consistent with your experience and with operational needs for SFOM. The investigation did not show that Mr. Summers was required to, or that he actually did, assist any similarly-situated employees with career development. Consequently, the evidence is insufficient to show that your assignments constitute an adverse employment action.

Similarly, you allege Mr. Summers and Mr. Garfield failed to assist you with documenting your skills and abilities by listing all your job responsibilities in your PPARs. The Airport does not require supervisors to complete all comment sections on an employee PPAR, or to elaborate on all duties an employee performs. Mr. Summers and Mr. Garfield completed your PPARs in the same manner that they completed those of other employees. Consistent with the City's policy, you were afforded an opportunity to review your PPARs and add your own comments regarding your performance. This information is insufficient to show your PPARs constitute an adverse employment action.

V. Human Resources Director's Determination

As discussed above, I have reviewed the investigative report and find that there is insufficient evidence to support your discrimination, harassment and retaliation charges. It is therefore my determination that your complaint, EEO File 1618, be dismissed. The decision of the Human Resources Director is final unless it is appealed to the Civil Service Commission and is reversed or modified. A request for appeal must be received by the Civil Service Commission at 25 Van

Sonya Knudsen

Subject: Discrimination Complaint, EEO File # 1618

Page 13 of 13

or modified. A request for appeal must be received by the Civil Service Commission at 25 Van Ness Avenue, Room 720, San Francisco, California 94102, within thirty (30) calendar days from the postmarked date of this letter.

Thank you for bringing this matter for investigation. Should you have questions regarding this determination, you may contact Linda Simon, Director of EEO Programs, at (415) 557-4837.

Sincerely,

A handwritten signature in black ink, appearing to read "Micki Callahan", with a long horizontal flourish extending to the right.

Micki Callahan
Human Resources Director

Copy: John L. Martin, Director
Gloria Louie, EEO Programs Director
Steven Pitocchi, SEIU - Local 1021
EEO File # 1618

Exhibit 2



Edwin M. Lee
Mayor

Micki Callahan
Human Resources Director

August 9, 2013

John L. Martin, Airport Director
San Francisco International Airport
P.O. Box 8097
San Francisco, California 94128-8097

VIA EMAIL ONLY
John.Martin@flysfo.com

Re: Discrimination Complaint, EEO File No. 1618

Dear Mr. Martin:

In accordance with the San Francisco Charter, Section 10.103 and Civil Service Commission Rule 103, the Human Resources Director is responsible for reviewing and resolving employment discrimination complaints. The purpose of this correspondence is to notify you of my determination in the complaint filed by Sonya Knudsen, designated EEO File #1618.

On April 1, 2011, Ms. Knudsen filed a discrimination complaint alleging that she was denied training and promotions because of her gender and disability. She further alleged that she was subjected to harassment and a hostile work environment in retaliation for filing prior discrimination complaints. These allegations were investigated and are the subject of the attached letter to Ms. Knudsen.

Ms. Knudsen also alleged that the San Francisco Airport Museum has demonstrated a pattern of favoring males for promotions. This allegation was not investigated as the facts supporting Ms. Knudsen's specific denials of promotion are untimely. Under the City and County of San Francisco internal discrimination complaint procedures, complaints must be filed within 180-days from the date the action occurred or the date the employee became aware of the action.

Gloria Louie, SFO Equal Employment Opportunity Division Manager, investigated Ms. Knudsen's charges and submitted her investigative findings to me for determination. I find that there is no evidence to substantiate the complaints of discrimination, harassment and retaliation. Please notify Blake Summers, Director and Chief Curator, SFO Museum, and James Garfield, Assistant Museum Director, who were charged by Ms. Knudsen, of my decision in this matter.

The decision of the Human Resources Director is final, unless it is appealed to the Civil Service Commission and is reversed or modified.

If you have any questions, please contact Linda Simon, Director of EEO Programs in the Department of Human Resources, at 557-4982.

Sincerely,

Micki Callahan
Human Resources Director

Copy: Gloria Louie, SFO EEO
EEO File #1618

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Exhibit 3



San Francisco International Airport

RECEIVED BY
DEPARTMENT OF
HUMAN RESOURCES
2013 JAN -4 AM 8:42

December 28, 2012

Linda Simon, Director
EEO Programs & HR Forum Communications
Department of Human Resources
City and County of San Francisco
1 South Van Ness Avenue
San Francisco, CA 94103

Subject: S. Knudsen vs. CCSF – San Francisco Airport Commission
DHR EEO File No.: 1618

Dear Ms. Simon:

Please find enclosed EEO File No. 1618 EEO Investigative Report and Exhibits 1-32 for the Sonya Knudsen gender discrimination and retaliation complaint.

Please call me if you have any questions or need additional information.

Sincerely,

Gloria Louie
Airport – EEO Division Director

encls.: CD of Investigative Report and Exhibits

cc: Theresa Lee, Deputy Airport Director
Airport file

EEO INVESTIGATIVE REPORT

To: Linda Simon, Director, DHR-EEO Division

From: Gloria Louie, Director, Airport-EEO Division

EEO File No.: 1618

Complainant: Sonya Knudsen, 3546 Curator IV

Respondent: San Francisco Airport Museums

Issues: Denial of Training
Denial of Promotion
Harassment/Hostile Work Environment

Basis: Gender
Retaliation

Date Complaint Filed: April 1, 2011

Date of Report: December 28, 2012



EEO Supervisor Signature

I. INTRODUCTION

Complainant is a 3546 Curator IV with the SFO Museum (SFOM), formerly San Francisco Airport Museum. She began employment with the Airport as a Non Civil Service 3556 Museum Registrar in May 1990. During her employment with the Airport Commission, Complainant has been promoted twice. In 1997, she was promoted to a Permanent Civil Service (PCS) 3558 Senior Museum Registrar, and in 1999, she was promoted to her current position as a Permanent Exempt (PEX) 3546 Curator IV. In her present capacity as a Curator IV, Complainant is responsible for carrying out special projects for the SFOM. Currently, Complainant reports to John Hill, Assistant Director of Aviation.

Complainant alleges that she has been subjected to gender discrimination in the form of denial of promotion and denial of training by the Department. Complainant further alleges that she has been subjected to retaliation in the form of harassment by SFOM Director and Chief Curator, Blake Summers and James "Abe" Garfield, Assistant Museums Director, for having filed an earlier complaint.

Respondent, Blake Summers, is a class 0941 Manager VI and has worked for the Airport Commission since December 1996. Since April 1999, he has served as SFOM Director and Chief Curator. In this capacity, Mr. Summers is responsible for the day-to-day operations of the SFOM. Mr. Summers supervised Complainant from April 1999 to July 2010.

Respondent, Abe Garfield, is a class 0923 Manager II and has worked for the Airport Commission since June 1986. At the time this complaint was filed, Mr. Garfield served as Complainant's immediate supervisor. He supervised Complainant from August 2010 to January 2012.

II. COMPLAINANT'S ALLEGATIONS

Complainant's allegations are as follows:

A. **Disparate Treatment – Denial of Training, Denial of Promotion, and Diminishment of Job Duties**

Complainant alleges she has been denied training and opportunities for promotion based on her gender. She claims she was not selected for three recent SFOM promotional opportunities based on being a female and that the diminishment of her job duties continues to adversely impact her potential for advancement.

B. Retaliation and Harassment by Blake Summers

Since filing her discrimination complaint against Blake Summers in March 2008, Mr. Summers has subjected Complainant to ongoing harassment and retaliation. Complainant claims in August 2010, Mr. Summers reassigned Complainant to Abe Garfield, Assistant Museums Director. Complainant has always reported to the SFOM Director. This new reporting structure leaves Complainant limited contact with Mr. Summers.

C. Retaliation and Harassment by Abe Garfield

Since filing her discrimination complaint against Blake Summers, Complainant has been subjected to harassment and retaliation by Abe Garfield. Complainant claims Garfield failed to accurately complete Complainant's 2010-2011 midyear Performance Plan and Appraisal Report (PPAR), failed to develop a plan for Complainant's professional development, and provided no response to Complainant's March 13, 2011 rebuttal.

III. RELIEF SOUGHT

- A. Cease and desist workplace harassment.
- B. Promotion to the position of Manager I, with change of title to "Assistant Director of Administration and Special Projects"; and promotion to be made retroactive to 2008.
- C. Closer involvement and participation in administration and operations at the SFOM.

IV. RELEVANT BACKGROUND

A. Museum History and Structure

The SFOM was established in 1980. The Museum staff develops and maintains numerous artistic, cultural and aviation-related exhibits in all of the Airport's terminals, and also operates the Aviation Museum located in the International Terminal. The SFOM's staff is currently comprised of a full-time staff of 28 employees including museum managers, curators, preparators, exhibit packers and repairers, librarians, and registrars. The Museum also has part-time staff, interns and volunteers.

B. Prior Complaints

Complainant has previously lodged a number of other administrative complaints, both through the City's internal EEO administrative process, and through the California Department of Fair Employment and Housing (FEHA) and the Federal Equal Employment Opportunity Commission (EEOC). She also filed a complaint in Federal District Court. The complaints and their status are summarized below.

1. March 2008: DHR-EEO Complaint #1343 (Denial of Reasonable Accommodation)

Complainant filed a charge of discrimination with the Department of Human Resources EEO Unit (DHR-EEO) against the SFOM alleging denial of accommodation (denial of request to return to work on a part-time basis). The complaint was investigated by Silvia Castellanos, Senior EEO Programs Specialist and on July 29, 2008, Human Resources Director Micki Callahan issued a determination finding insufficient evidence to substantiate Complainant's claim that she was denied accommodation. Complainant appealed Director Callahan's determination to the Civil Service Commission. On November 16, 2009, the Civil Service Commission granted her appeal, finding:

"Grant the appeal by Sonya Knudsen. The Commission finds that Museum Chief Curator Blake Summers did not act with a deliberate intention to discriminate under the ADA nor was (sic) his actions pre-textual. Mr. Summers cannot be faulted for the choice he made, but the choice of a part-time schedule did not result in undue hardship for other employees to do their jobs or on the Airport Museum to perform its functions. Full time leave was not as effective as part-time leave. The choice of full-time leave appeared reasonable; but there was an even more reasonable choice that could have been made under the ADA. (Vote of 4 to 0)."

As a remedy, the Commission directed the Airport to restore Complainant's sick leave and vacation, which it did. See Exhibit 1, Civil Service Commission Minutes for EEO Complaint 1343.

2. June/July 2008: DHR-EEO Complaint 1371(Retaliation and Disparate Treatment)

Between June and July 2008, Complainant submitted six (6) complaint letters to DHR-EEO alleging harassment due to retaliation by Kathie Smookler, former Executive Secretary to Museum Director Blake Summers; and harassment due to retaliation and disparate treatment by Blake Summers. DHR's EEO Unit investigated the claims and on September 25, 2009, DHR Director Callahan issued a determination finding insufficient evidence to sustain Complainant's charges. The appeal is pending.

**3. March 2009: DFEH Charge No. E200809A0554-00-mpe
(Denial of Promotion Based on Disability)**

In March 2009, Complainant filed a discrimination complaint with DFEH based on disability in the form of denial of promotion. See Exhibit 2, DFEH Notice of Filing of Discrimination Complaint (Charge No. E200809A0554-00-mpe). In February 2010, DFEH issued a Notice of Case Closure based on its failure to conclude that the information obtained establishes a violation of the statute. See Exhibit 3, DFEH Notice of Case Closure.

**4. August 2009: DHR-EEO Complaint 1437 (Retaliation and
Disparate Treatment)**

In August 2009, Complainant filed a charge of discrimination with DHR-EEO against the SFOM alleging that she was subjected to adverse employment actions in retaliation for taking leave under the Family Medical Leave Act (FMLA) and for requesting reasonable accommodation under the Americans with Disabilities Act (ADA). DHR's EEO Unit investigated the complaint and on November 10, 2009, DHR Director Callahan issued her determination finding that Complainant failed to present sufficient facts to establish a prima facie showing of retaliation or disparate treatment. Complainant did not appeal the finding to the Civil Service Commission. See Exhibit 4, DHR's Letter of Determination for EEO Complaint 1437.

**5. March 2012: DFEH Charge No. E201112M1081-00-fpse
(Discrimination by City Based on Sex, Disability and Denial of
Family/Medical Leave)**

In March 2012, Complainant filed a complaint with DFEH against the City and County of San Francisco based on sex, disability, and denial of Family/Medical Leave. Issues complained of include harassment and denial of promotion. See Exhibit 5, DFEH Notice of Filing of Discrimination Complaint (Charge No. E201112M1081-00-fpse). On May 23, 2012, DFEH closed the case based on its inability to conclude that the information obtained establishes a violation of the statute. See Exhibit 6, DFEH Notice of Case Closure. On June 5, 2012, Susan Kim spoke with Kate Riley, DFEH Regional Administrator, who confirmed the May 23, 2012 DFEH case closure document applies to Charge No. E201112M1081-00-fpse, Charge No. E201112M1081-01-fpse, and Charge No. E201112M1081-02-fpse.

**6. March 2012: DFEH Charge No. E201112M1081-01-fpse
(Discrimination by Blake Summers Based on Sex, Disability
and Denial of Family/Medical Leave)**

In March 2012, Complainant filed a complaint with DFEH against Blake Summers, as an individual, based on disability, sex, and denial of Family/Medical Leave. Issues complained of include harassment and denial of promotion. See Exhibit 7, DFEH

Notice of Filing of Discrimination Complaint (Charge No. E201112M1081-01-fpse). On May 23, 2012, DFEH closed the case based on its inability to conclude that the information obtained establishes a violation of the statute. See Exhibit 6.

**7. March 2012: DFEH Charge No. E201112M1081-02-fpse
(Discrimination by Abe Garfield Based on Sex, Disability,
Denial of Family/Medical Leave)**

In March 2012, Complainant filed a complaint with DFEH against Abe Garfield, as an individual, based on disability, sex, and denial of Family/Medical Leave. Issues complained of include harassment and denial of promotion. See Exhibit 8, DFEH Notice of Filing of Discrimination Complaint (Charge No. E201112M1081-02-fpse). On May 23, 2012, DFEH closed the case based on its inability to conclude that the information obtained establishes a violation of the statute. See Exhibit 6.

**8. April 2012: Lawsuit Filed in Federal District Court Alleging
Denial of Equal Protection Based on Gender and Hostile Work
Environment**

In April 2012, Complainant filed a lawsuit in Federal Court for damages and injunctive relief against the CCSF, Airport Director John Martin, and Blake Summers. Allegations raised include denial of equal protection based on Complainant's gender and hostile work environment.

V. DEPARTMENT'S RESPONSE TO THE CHARGES

The Department denies that Complainant has been subjected to discrimination on the basis of gender in the form of denial of training and denial of promotion. The Department further denies Complainant's allegation that she has been subjected to retaliation in the form of harassment.

VI. INVESTIGATIVE STANDARDS

To establish a charge of harassment, the investigation must demonstrate the following:

1. complainant is subject to physical, verbal, or visual conduct on account of his/her membership in a protected category;
2. the conduct is unwelcome; and
3. the conduct is sufficiently severe or pervasive as to alter the conditions of complainant's employment and create an abusive working environment

To establish a charge of retaliation, the investigation must demonstrate the following:

1. complainant engaged in a protected activity;
2. complainant suffered an adverse employment action; and
3. there was a causal link between the protected activity and the adverse employment action

To establish a charge of disparate treatment, the investigation must demonstrate the following:

1. complainant is a member of a protected category;
2. complainant has suffered an adverse employment action; and
3. complainant suffered an adverse employment action because of his/her membership in a protected category

VII. THE INVESTIGATION

A. The Investigative Process

The Airport's Equal Employment Opportunity and Diversity Programs (EEO) Office received Complainant's discrimination complaint on April 1, 2011 and supplemental statement on August 15, 2011. See Exhibits 9 and 10. The investigation process consisted of interviewing the Complainant on June 27, 2011 and April 5, 2012. Based on Complainant's April 5 interview, the Department amended the Charge of Discrimination to include denial of training and sent the revised form to Complainant for review and signature on April 10, 2012. The Department requested that Complainant respond by April 16, 2012 regarding any additional changes. Complainant responded by email on April 15, 2012, stating that her Union Representative was away from his office through May 7, 2012. To avoid further delay in processing, on April 19, 2012, the Department informed Complainant that it had sufficient information to proceed with the investigation of the allegations as stated on the amended Charge of Discrimination form, see Exhibit 11.

The following witnesses were also interviewed as part of this investigation: Complainant Sonya Knudsen; SFOM Director and Chief Curator Blake Summers; Assistant Museums Director Abe Garfield; Assistant Director of Aviation John Hill; Executive Secretary (former Secretary to Blake Summers – now retired) Kathie Smookler; Senior Personnel Analyst Vicky Lei; Airport Commission Secretary Jean Caramatti; Assistant Deputy Airport Director – Capital Finance Kevin Kone; Secretary/Treasurer of the San Francisco Aeronautical Society George Doubleday; and Airport Chief Operating Officer Jackson Wong, now retired.

The investigation also included a review of the following documents:

- Complainant's original complaint dated March 31, 2011
- Complainant's statement dated August 14, 2011
- Complainant's 2010-2011 Midyear and Annual PPAR
- Complainant's rebuttal to her 2010-2011 PPAR dated March 13, 2011
- Documents related to the selection process for the positions applied for by Complainant (0922 Manager I, 0923 Manager II, and 0941 Manager VI)
- Airport Learning Transcripts for the SFOM staff
- Airport's Executive Directives and the City's Harassment-Free Workplace Policy

VIII. FINDINGS OF FACT

A. Allegation A: Disparate Treatment – Denial of Training, Denial of Promotion, and Diminishment of Job Duties

1. Denial of Training

Complainant's Statement: Complainant alleges she has been denied the training she needs to further her professional growth. She also claims she has been denied opportunity for new assignments, and that male SFOM staff are afforded both training and new assignments, allowing them to add to their skill set, which sets them on the path to promotion. Complainant states that both John Hill and Timothy O'Brien were given access to training and new assignments by management, and both were recently promoted.

Regarding John Hill, Complainant contends that Hill was given "plum assignments" as a 3546 Curator IV (Curator in Charge of Aviation), which enabled him to promote from Curator IV to his current position as 0922 Manager I (Assistant Director of Aviation), in July 2010. Both Complainant and Hill applied for the Assistant Director of Aviation position in 2010. Because of Hill's access to projects involving aviation and exhibitions, he was able to submit work samples as part of the required supplemental submission during the candidate selection process. Complainant's assignments as a Curator IV in Charge of Administration/Special Projects did not present the same opportunity. Hill's work samples, together with his supervisory experience, gave him an advantage over Complainant. As a result, Hill was selected for the Manager I position over Complainant.

Regarding Timothy O'Brien, Complainant alleges that duties related to the SFOM Museum Monthly Newsletter were taken away from her and given to Timothy O'Brien, a male SFOM employee, in order to add to O'Brien's work experience and prepare him for

promotion from a Curator III to a Curator IV. In 2010, O'Brien was promoted to Curator IV - Curator in Charge of Exhibitions.

Blake Summers' Statement: Museum Director Blake Summers was Complainant's immediate supervisor from April 1999 to July 2010. Summers denies that males are given preferential treatment over the female staff in any capacity, be it in the form of additional training, special assignments/projects, etc. He does not recall a time when Complainant requested and was denied the ability to attend professional training or work related conference. Mr. Summers maintains that Complainant has attended various onsite Airport training classes throughout the years, and also receives support from management to attend offsite courses related to her work. For example, in March 2010, Complainant requested and was approved to serve as a moderator for a panel discussion for the California Association of Museums (CAM). The session discussed bar-coding technology and the merits and disadvantages of using this system in a museum setting as it relates to collection and risk management. See Exhibit 12, Course Description from CAM catalogue.

While Complainant has never been denied access to training and professional development resources, some assignments Complainant has requested to perform were not approved because other Museum employees were already performing said assignments as part of their regular duties. For example, Complainant has requested the ability to manage the SFOM budget. Complainant was not given this responsibility because as Director and Chief Curator, Mr. Summers' duties include overseeing and managing the SFOM department's budget. Complainant requested to attend and represent the Museum at SFO senior staff management, commission and board meetings. This assignment is a regular duty of Summers and in his absence, the regular interim duty of Abe Garfield, the Assistant Museums Director. Complainant requested responsibility for exhibition management with lenders which includes contracting, researching and labeling copy obligations. These assignments are the regular duties of other Museum curators, assistant Museum curators and exhibition staff in charge of aviation and exhibitions. One Museum staffer was hired specifically to be the liaison with the San Francisco Art Commission.

Management has provided Complainant opportunities to perform new projects and assignments. Two recent examples are the De-accession Plan and SFO Emergency Preparedness Handbook. In Spring 2011, Mr. Summers began creating the SFOM 5-year Strategic Plan to better define the resources needed to meet the program's vision and to best ensure the SFOM's continued accreditation with the American Association of Museums (AAM). A primary focus of the strategic plan concerned collection management. Complainant was assigned to create a De-accession Plan for the SFOM, a process that first required the curators to review the collection and to then create a list of items the SFOM would no longer be showing. (De-accession defined, is a process by which a museum relinquishes items it determines it will no longer be showing). For those items identified, Complainant was responsible for creating a release process for the

items (e.g., auction, donation to another museum, etc.). Her assignment was to define a detailed process and develop procedures for de-accessioning the items in accordance with both AAM and City guidelines.

In early 2010, Complainant was also assigned to create an SFOM Emergency Preparedness Handbook detailing the steps to be taken in handling collection items in the event of an emergency. Both the De-accession Plan and Emergency Preparedness Handbook are significant projects involving research and creation of detailed procedures. According to Summers, both projects remain unfinished.

Regarding John Hill, Summers states that Hill's assignments have always focused on aviation and exhibitions, and have involved supervising other staff. Hill was first employed with the SFOM in April of 1986. Hill was a Curator IV for 15 years before being promoted to Assistant Director of Aviation in July 2010. Since 1992, Hill has specialized in the curation of aviation related exhibits and has headed the San Francisco Airport Commission Library and Louis A. Turpin Aviation Museum. Elsa Cameron, former SFO Museum Director and Chief Curator, originally assigned this work to Hill in 1992.

Summers denies that the Museum Monthly Newsletter assignment was deliberately taken away from Complainant and given to O'Brien as a way to prepare him for promotion. While Complainant did initiate the creation of a two page newsletter in late 2009, and oversaw its content that essentially consisted of a schedule and location map of the exhibits from September 2009 through February 2011, O'Brien had already been promoted to Curator IV before he took over management of the newsletter in early 2011. Mr. O'Brien was promoted from Curator III to Curator IV in October 2010. For more information regarding the Museum Monthly Newsletter, please see Complainant's allegation of diminished job duties below.

Abe Garfield's Statement: Assistant Museums Director Abe Garfield was Complainant's immediate supervisor from August 2010 to January 2012. Garfield reports that Complainant was never denied access to training during this time. In 2011, Complainant attended a CAM conference titled, "Protecting Cultural Collections." This two-part seminar took place on March 8, 2011 and May 10, 2011. Garfield suggested Complainant attend this seminar, as he felt the information would assist Complainant in completing the SFOM Emergency Preparedness Handbook.

Garfield acknowledges that Timothy O'Brien became more actively involved with the Museum Monthly Newsletter during the time both Complainant and O'Brien reported to him. O'Brien was instrumental in expanding the newsletter's content, transitioning the two page document from a basic exhibition schedule to its current four page layout format, which includes a cover story and illustration.

Documents Regarding Internal Professional Development Opportunities

The Airport's Training Office maintains a log of all internal classes taken by Airport Commission staff. In order to participate in any training course, the participant's supervisor must approve and sign off on a course enrollment form. Complainant has completed various onsite Airport training classes ranging from computer-based training to leadership training. See Exhibit 13, Complainant's Learning Transcript. Complainant has also participated in one offsite course at UC Berkeley Extension. A review of the Airport's training log for the last 10 years indicates that in 2006, Summers approved Complainant's enrollment and tuition reimbursement request for an introduction to facilities management class at UC Berkeley Extension. See Exhibit 14, Application for Airport Tuition Reimbursement Request.

The Training Office's records indicate that in April and August 2010, Complainant was selected to participate in an Airport management program called "360ByDesign." This program is one of the first steps an employee can take in his/her professional development. The 360-degree assessment is a method of systematically collecting opinions about a participant's performance from a wide range of co-workers which can include peers, direct reports, the participant's manager, people outside of the organization, etc. The participant selects his/her raters and the information remains confidential unless voluntarily shared by the participant. Complainant has declined to participate in the 360ByDesign program.

In September 2012, SFOM staff were also invited to participate in a Leadership Development Program. Ten individuals volunteered to participate while the Complainant chose not to participate.

2. Diminished Job Duties

Complainant's Statement: Complainant's alleges the diminishment of her job duties continues to impact her potential for advancement and career development. The Museum Monthly Newsletter and Monthly Administration Activity Report are two tasks she claims were reassigned to others by management. While Complainant initiated the creation of the Museum Monthly Newsletter and originally oversaw its content, her involvement with the newsletter has been reduced to pick-up and distribution.

Complainant states that she is less involved organizationally than her Curator IV peers and others in the museum hierarchy. Complainant states that her reduced responsibilities have left her ostracized and disengaged from the SFOM staff. She no longer attends SFOM or Airport meetings (i.e., internal meetings related to exhibitions, programs, construction, or organizational development and future planning), nor does she attend museum or management conferences/seminars.

Complainant made similar allegations in her June 2008 complaint to DHR's EEO Unit. Those allegations were investigated by Silvia Castellanos, DHR's Senior EEO Programs Specialist.

Here, Complainant alleges the diminishment of her job duties is based on her gender. Complainant claims her redefined duties have adversely affected her opportunity for career advancement. In reviewing Castellanos' investigative report, it appears that a majority of Complainant's assigned projects have remained consistent. Complainant continues to perform the core functions of her position, namely facilities management and special projects. Thus, this investigation focuses only on the two assignments Complainant claims were changed after 2009, and were therefore not covered by the Castellanos report: the Museum Monthly Newsletter and creation of the Monthly Administration Activity Report. This investigation also examines Complainant's allegations of being disengaged from the SFOM staff.

Blake Summers' Statement: According to Summers, Complainant initiated creation of the SFOM Monthly Newsletter in late 2009. From its first issue in September 2009 through February 2011, Complainant oversaw content of the document. At that time, the newsletter was a simple two page monthly document created in Microsoft Word. On the front side of the document was the SFOM exhibit schedule and the back side of the document was a standard introduction about the history of the SFOM and an airport map.

The newsletter format changed in March 2011 from a monthly two page exhibit schedule and airport map, to a four page document that includes a cover story related to the current museum exhibits, graphics, as well as the regular exhibit schedule. This four page document is created by an InDesign application which is only used by the graphic personnel. Timothy O'Brien was responsible for this format change and for the expansion of the newsletter's content. O'Brien's increased involvement with this assignment was reasonable given the fact that he is responsible for overseeing, and in some cases, writing the text for the exhibits. He is also responsible for the Museums Marketing and the SFOM's webpage. See Exhibit 15, Current example of the SFOM Monthly Newsletter.

Summers states that under Complainant's direction, the two page newsletter had to go through several rounds of proofreading by staff in order to correct Complainant's grammatical mistakes and formatting issues. See Exhibit 16, Drafts of SFOM Monthly Newsletters Corrected by Staff, December 2009 – February 2011. Complainant continues to be involved with the newsletter. She is responsible for picking up the finished product from the Airport's Reprographics Unit and for distributing hard copies to the passenger information booths throughout the terminals.

Regarding generating the Monthly Administration Activity Report, Complainant was responsible for updating the report. However, in August 2010, the SFOM

transitioned to a web based information tracking system called Quality Processes Results (QPR), making the creation of the Monthly Administrative Activity Report unnecessary. Summers told Complainant that the report would be generated under the new system and that she was no longer required to provide status updates. Nevertheless, Complainant continued to submit monthly reports to her supervisor. The Administration Activity Report was not a substantial assignment. In total, updates to this report should have taken Complainant no more than 20 minutes to complete each month. Since transitioning to the QPR system, Summers has taken over responsibilities for the Monthly Administration Activity Reports.

Summers does not recall a time when Complainant was denied the ability to attend a conference or seminar related to her work. Nor has Complainant been ostracized and/or disengaged from the museum staff. She interacts daily with the SFOM staff and currently serves on various committees and attends meetings related to those committees.

Most recently, Complainant was part of the SFOM 5-year Strategic Planning Committee. This committee consisted of Museum staff and was formed to assist in the development of the SFOM's strategic initiatives. The Strategic Planning Committee met four times over a period of six months. Currently, Complainant sits on the Collection Review Committee and Oversight and Special Projects (OSP) Team. The Collection Review Committee consists of Complainant, Blake Summers, Abe Garfield, Barbara Geib, and John Hill. This committee meets four times a year to review the intake of museum objects. Finally, the OSP Team, led by John Hill, is responsible for meeting goals related to various SFOM projects, primarily in the area of collection management. This group was formed in March 2012 and is comprised of John Hill, Barbara Geib, Julie Takata (Librarian), and Complainant. The OSP Team has a standing weekly meeting which Complainant attends.

One standing meeting that Complainant does not attend is the Monday curatorial meeting related to exhibitions. This meeting is attended by SFOM staff who are involved in organizing the exhibits. Because Complainant's work does not involve exhibitions, she does not attend. Barbara Geib, Roman Korolev (Senior Preparator and Head of Crew), and Robert Harris (Curator II) are invited to sit in on the meeting once per month for exhibition scheduling purposes. When Complainant was Head of Registration (Ms. Geib's current position), she also attended this meeting on a monthly basis.

Kathie Smookler's Statement: At the time this complaint was filed, Kathie Smookler was the Executive Secretary to Blake Summers, having worked for him from August 1994 to June 2012. Smookler retired in July 2012. Smookler's job duties included proofreading the Museum Monthly Newsletter. During the time Complainant oversaw content for the newsletter, Smookler recalls having to make numerous grammatical and format corrections to the document, month after month. After Timothy O'Brien took over newsletter responsibilities, the process became much more efficient as the documents required very little editing. See Exhibit 16.

Abe Garfield's Statement: Garfield supervised Complainant from August 2010 to January 2012. At no time during his supervision of her did Garfield remove or reassign Complainant's duties. Complainant's primary ongoing tasks included: 1) monitoring temperature and humidity levels of all the museum terminal cases; 2) facilities management, including coordinating all work orders; and 3) data scrubbing. Complainant was also assigned to create the SFOM Emergency Preparedness Handbook and the De-accession Plan while under Garfield's supervision.

Complainant began submitting the Monthly Administration Activity Report to Garfield following her reassignment. Initially, Garfield accepted the reports and passed them on to Summers. After learning from Summers that he (Summers) would be taking over project update responsibilities because the reporting was an electronic web based process, Garfield directed Complainant to stop creating the report. Complainant continued to generate the report on a monthly basis for approximately 3-4 months and insisted that this function be reflected in her performance appraisal report.

Garfield has never denied Complainant the ability to attend a conference or seminar related to her work. As stated above, while under Garfield's supervision, Complainant attended a two-part disaster prevention conference in March and May 2011.

John Hill's Statement: John Hill began supervising Complainant in February 2012. While under his direction, Complainant has never been denied access to museum conferences or seminars. Hill gave Complainant permission to attend a workshop hosted by the Bay Area Earthquake Alliance on April 24, 2012. Complainant also attended an additional CAM workshop on September 24, 2012, entitled, "Are You Ready? Scenario Planning & Collaboration Among Heritage Institutions to Improve Disaster Preparedness for Collections." This seminar was originally scheduled to take place on April 16, 2012, but was postponed by the hosting group due to lack of participants.

Analysis: Allegation A: Disparate Treatment – Denial of Training, Denial of Promotion, and Diminishment of Job Duties

Denial of Training

Nothing in the facts establishes that Complainant has been denied training based on her gender. As part of the investigation, Airport training records were reviewed. These records demonstrate that Complainant participated in 25 onsite trainings between 1999 to present and that she took more onsite training courses than any other SFOM staff person during this period. See Exhibit 13, Complainant's Learning Transcript. Courses completed ranged from computer application training to leadership and management training. Complainant has also continued to participate in external courses and seminars related to her job. Her most recent approved offsite training occurred in September 2012.

Complainant was also invited to participate in various leadership development programs. In April and August 2010, she was invited to partake in a 360 Degree Assessment by the Airport's Training Office as part of her professional development. While several of the SFOM leadership staff participated, Complainant declined to participate.

The following is chart that shows training courses, seminars, conferences the Museum staff attended from 2006 - 2013 the present:

Attendance Date	Attendees(s)	Course/Conference
2006	James Garfield	Annual Expo
2006	Blake Summers	Annual Expo
2006	Julie Tashima	34th Annual Conference
2006	Sonya Knudsen	CAS Writing Course
03/24 - 30/2007	Julie Tashima	Visual Resources Association
05/13 - 17/2007	Blake Summers	AAM Annual Conference
06/26 - 29/2007	Julie Tashima	2007 Western Archives Institute
08/27 - 30/2008	Julie Takata	Society of American Archivists
04/27 - 30/2008	Dennis Sharp	AAM - Annual Conference
04/30 - 05/04/2009	Kelvin Godshall	AAM - Annual Conference
2009	Kenneth Yazzie	Toy Train Model Train demo
10/26 - 29/2009	Julie Takata	Internet Librarian 2009
2010	Blake Summers	Curator Marketing Mtg
2010	James Garfield	Curator Marketing Mtg
03/03 - 05/2010	Megan Callan	CAM Annual Conference
05/22 - 27/2010	Gina Linton	AAM Annual Conference
05/21 - 25/2011	Megan Callan	AAM Annual Meeting & Museum Expo 2011
06/14 - 15/2011	John Hill	Presenter at Americans for Arts Annual Pre Conference
08/16 - 17/2011	Angel Tsuji	Focus on Collections Care Workshop
04/13 - 15/2012	Roman Korolev	2012 PACCIN Preparator Conference
4/12/12	Julie Takata	Obstacles and opportunity workshop
04/29 - 02/2012	Barbara Geib	AAM Annual Expo
04/29 - 02/2012	Angel Tsuji	AAM Annual Expo
04/26 - 30/2012	Kenneth Yazzie	Smithsonian Mutual Concerns of Air & Space Museums conference
3/30/12	Julie Takata	CA Society of Archivists DIY Usability Testing
07/15 - 18/2012	Julie Takata	SLA Annual Conference
05/15 - 17/2012	Dennis Sharp	CAM Conference
05/15 - 17/2012	Megan Callan	CAM Conference

07/15 - 18/2012	Julie Takata	SLA Annual Conference
10/20 - 24/2012	Gina Linton	Western Museums Associate Annual Meeting
01/01 - 04/2013	Timothy O'Brien	America Cup Exhibition
01/01 - 04/2013	Abe Garfield	America Cup Exhibition
02/20 - 23/2013	Megan Callan	CA Association of Museums 2013 Conference

Attendance Date	Attendees(s)	Course/Conference
9/24/13	Sonya Knudsen	Are You Ready? Testing your disaster plan (Workshop byCAM)
9/24/13	Julie Takata	Are You Ready? Testing your disaster plan (Workshop byCAM)
9/24/13	Megan Callan	Are You Ready? Testing your disaster plan (Workshop byCAM)

The evidence establishes that John Hill and Timothy O'Brien were both promoted in 2010. The investigation, however, did not find that either party was given special assignments by management as a way to better position them for promotion. Hill's primary work for the last 20 years has been in aviation and museum exhibitions. He has also always supervised staff as part of his responsibilities. Characterizing Hill's area of specialty as "plum assignments" is therefore inaccurate.

In the case of Timothy O'Brien, the evidence supports that O'Brien was promoted in October 2010, and his regular work duties include writing descriptive text for the Museum's exhibitions. Summers' statement that O'Brien's skill and experience were appropriately used by the Museum in further refining the Museum Monthly Newsletter appears to be credible. Further, both Smookler and Summers stated that Complainant's work product on the newsletter frequently contained errors, requiring additional work on the part of staff.

Although Complainant has requested additional responsibilities, such as duties related to the budget, Summer states he did not consider this request. Managing the budget is one of Summers' core duties that he continues to be responsible for and has not delegated to anyone else.

The evidence establishes that Complainant has not been denied new assignments and projects. She was recently assigned two significant assignments - developing SFOM's De-accession Plan and SFOM's Emergency Planning Handbook. Neither project has been completed.

Denial of Promotion

As a female, Complainant is a member of a protected category, and was subjected to an adverse employment action when she was not selected for the 0922, 0923 and 0941 management positions for which she applied from 2008 to 2010. The investigation, however, did not establish that Complainant's gender was a factor in her non-selection.

Complainant has been promoted twice since she started working at the Airport. In 1997, she was promoted from a 3556 Museum Registrar to a 3558 Senior Museum Registrar; and in 1999, Blake Summers promoted Complainant to her current 3546 Curator IV position.

Complainant participated in a competitive Civil Service process for the positions of Assistant Director of Aviation, Assistant Museums Director, and SFOM Director and Chief Curator. Processes followed by Airport Human Resources during the examination and selection phases for each position were consistent with the merit system governed by Civil Service Rules. There was gender diversity among the interviewees, as well as the panel members, and the interview panel for each position was comprised of a mix of Airport staff and external professionals in the field. Interview questions were job-related.

Complainant was not the top rated candidate among the panel members. Panel members for the Assistant Director of Aviation position unanimously recommended John Hill as their top choice based on his extensive aviation experience, having fulfilled the responsibilities for the position since the opening of the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum in 2000. Abe Garfield was the top recommended candidate for the Assistant Museums Director based on his experience supervising museum work crews and curatorial staff, in addition to overseeing exhibitions.

Two out of the three panelists recommended Blake Summers as their selection for the SFOM Director and Chief Curator position, while one panelist recommended the Complainant. Summers was selected based on his demonstrated success overseeing SFOM's programs and leading the museum's staff. There is no evidence that gender played a factor in Summers' appointment, or that Complainant was not appointed because of her gender.

While Complainant claims at least one of the panel members for the Assistant Director of Aviation position had a strong personal relationship with the hired candidate, John Hill, the evidence fails to support this claim. All panel members had worked with John Hill in some professional capacity before he was interviewed for the position. None, however, claimed to have a relationship with Hill outside of work. The only panel member with a social connection to any of the candidates was Jean Caramatti, who reports having interacted with Complainant for many years through the SFO Rotary Club.

Diminished Job Duties and Limited Staff Interaction

The investigation establishes that two of Complainant's duties, creating the Museum Monthly Newsletter and generating the Monthly Administration Activity Reports, were reassigned to others. There is no evidence that gender was a factor in coming to these management decisions. Summers' explanation that O'Brien's job duties

include writing exhibition text, which naturally fits with the newsletter listing of the exhibits; coupled with Summers' and Smookler's statements that Complainant's work needed substantial corrections, provides a nondiscriminatory reason for this management decision. The evidence also establishes that because of a technological upgrade, i.e., a web-based process, it was no longer necessary for Complainant to submit Monthly Administration Activity Reports. Complainant continues to perform the core functions of her position in facilities maintenance and special projects. At no time did she suffer any change in classification, job status, or loss of pay.

The evidence shows Complainant's past and present supervisors have supported her involvement with the SFOM. Complainant continues to serve on various SFOM committees, regularly attends meetings related to those committees, and is encouraged to attend work-related seminars and conferences as opportunities arise.

B. Allegation B: Retaliation and Harassment by Blake Summers

Complainant's Statement: Complainant contends she has been subjected to ongoing harassment by Blake Summers since filing her discrimination complaint with DHR-EEO in March 2008. After filing the complaint, she was reassigned to work under Abe Garfield, Assistant Museums Director. Prior to this reassignment, Complainant reported to the SFOM Director, Blake Summers.

Complainant states Garfield lacks knowledge in facilities management and is therefore incapable of effectively evaluating her work. Because Garfield designs exhibitions manually, he also has limited computer knowledge and is unfamiliar with the File Maker Pro software used by Complainant. Complainant asserts only Blake Summers has the background to appropriately evaluate her work performance.

Since being reassigned to work under Garfield, Complainant is unable to freely converse and interact with Summers as she had in the past. Complainant contends that Garfield is clearly uncomfortable being placed in an awkward, go-between position for communication between Summers and Complainant.

Blake Summers' Statement: In August 2010, the Museum reporting structure changed in an effort to decrease the number of staff reporting directly to Summers. As part of this reorganization, all Curator IVs (Complainant included) began reporting to Abe Garfield, second in charge. These changes reduced Summers' direct reports from six to three, allowing him to focus on his other duties as Director and Chief Curator.

Summers states that Garfield does not need specific facilities maintenance knowledge or knowledge of File Maker Pro database application in order to effectively evaluate Complainant's work. As her supervisor, Mr. Garfield was responsible for

ensuring that Complainant adhered to project deadlines and that she continued to perform her ongoing assignments at a satisfactory level.

Further changes to the SFOM reporting structure occurred in early 2012, when Barbara Geib, Curator in Charge of Registration, began reporting to John Hill, Assistant Director of Aviation, while Timothy O'Brien continued to report to Abe Garfield. The primary reason for this change was SFOM's plan to implement a formal de-accession process.

Approximately 85-90% of the SFOM's permanent collection consists of aviation related items, and Hill oversees aviation. The new reporting structure gives Hill direct supervision over the individuals responsible for collection management/registration (Geib) and the de-accession plan (Complainant). Because Abe Garfield's area of expertise is in museum exhibits, Timothy O'Brien continues to report to Garfield. As Curator in Charge of Exhibitions, O'Brien is responsible for creating the label descriptions for the exhibit items and for managing the graphic artists.

Summers states he has an open door policy and is always available to the SFOM staff. He admits his direct communication with Complainant has decreased, but only because he no longer supervises her directly. Summers denies that Garfield is forced to act as the communication "go-between."

Abe Garfield's Statement: Garfield supervised Complainant, Timothy O'Brien, Barbara Geib, and Kelvin Godshall (Curator II) from August 2010 to January 2012. Garfield was able to manage Complainant's work progress through project status updates provided by Complainant and by reviewing maintenance work requests.

Complainant uses File Maker Pro for data scrubbing purposes. Continual data scrubbing ensures consistency in the way information is entered into the SFOM database. Because the software records the number of files modified by a particular user and also quantifies how long a particular user was logged in to complete a task, Garfield was able to assess Complainant's data scrubbing progress. Progress updates were provided to Garfield by the SFOM database administrator, Megan Callan, whenever requested.

Currently, Timothy O'Brien is the only Curator IV who continues to report to Garfield. Garfield is responsible for overseeing research and the visual content for the Museum's exhibits. Because he has limited involvement in the area of collection management and deaccessioning, Garfield finds the new reporting structure logical. Garfield works closely with the research curators, primarily O'Brien, to ensure the consistency between the visuals and text. With O'Brien's assistance, Garfield designs the exhibitions and interacts closely with the lenders.

Analysis: Allegation B – Retaliation and Harassment by Blake Summers

The investigation establishes that Complainant engaged in protected activity when she filed an EEO complaint against Blake Summers with DHR in June 2008. Witnesses confirm that Summers reassigned Complainant to report to Garfield in August 2010, more than two years following the filing of her complaint.

However, all the Curator IVs were assigned to Garfield, and at least one lower level Curator and Preparator also changed supervisors as part of the reporting structure changes designed to reduce the number of Summers' direct reports. Although Garfield's background is not specifically in facilities management, he was able to easily oversee Complainant's work because of his years of experience working at the Airport managing staff. He monitored projects through status updates provided by Complainant, and also reviewed maintenance work requests and received feedback from others concerning any outstanding issues.

C. Allegation C: Retaliation and Harassment by Abe Garfield

Complainant's Statement: In February 2011, Complainant met with her then supervisor, Abe Garfield, to review her 2010-2011 midyear PPAR. Complainant asserts the document failed to provide substantive feedback regarding her work progress and accomplishments, and did not include a plan for her professional development. Within the document, some of Complainant's key duties and responsibilities were also omitted. Complainant informed Garfield that the Monthly Administrative Activity Report and monthly exhibition listings (i.e., Museum Monthly Newsletter) were two ongoing and necessary job responsibilities.

Complainant also states that an October 2010 memo issued to her by Abe Garfield regarding Complainant's inappropriate use of City property should never have been referenced in her midyear report.

In previous years, Complainant's appraisal reports included the reviewer's signature (then Jackson Wong, former Airport COO). Complainant received a final copy of her 2010-2011 midyear PPAR without signature of the reviewer, Blake Summers. Complainant believed that her midyear PPAR should have been signed by the reviewer. Moreover, after submitting a rebuttal statement, Complainant never received a response from her supervisor. She believes a response was appropriate.

Abe Garfield's Statement: Garfield states that he met with Complainant on February 7, 2011 to review her 2010-2011 midyear PPAR. During the meeting, Complainant pointed out that the report failed to list the Museum Monthly Newsletter and Monthly Administration Activity Report as two of Complainant's ongoing job responsibilities. She insisted that the document be amended to include these additional duties.

Garfield did not include Monthly Administration Activity Report as one of Complainant's job duties because SFOM transitioned to the QPR system around August 2010, and these reports were generated under the new system by Summers. Complainant was informed of these changes in March 2010. Still, Complainant continued to complete the report despite repeatedly being asked not to. As a way to appease Complainant, Garfield agreed to amend Complainant's midyear PPAR to include, "Assists the Director in the preparation of routine reports and presentations," as one of her job duties. See Exhibit 17, Complainant's 2010-2011 midyear PPAR. In Complainant's annual PPAR, however, Mr. Garfield clarifies that this responsibility is no longer necessary and is now completed by the SFOM Director. See Exhibit 18, Complainant's 2010-2011 annual PPAR.

The Museum Monthly Newsletter was not listed as one of Complainant's duties and responsibilities in either her midyear or annual PPAR, but Mr. Garfield did mention Complainant's involvement in distributing the newsletter to the information kiosks. At Complainant's insistence, Garfield also added to her annual report a statement that Complainant assisted in changing the format of the newsletter to its current four page layout.

In early October 2010, Garfield became aware that Complainant had performed unauthorized work during working hours, using her work computer. Large amounts of non-work related documents, generated by Complainant from April 2009 to October 2010, were discovered in the public files. The material related to a personal project Complainant had undertaken about architecture in Hillsborough, California. The documents were discovered by another SFOM staff person who had been searching in the shared drive for SFOM outgoing loan forms.

As a result of her misuse of City time and equipment, Garfield issued a written reprimand on October 26, 2010 based on violating Airport Executive Directive 03-03 governing the use of Airport telephones, electronic equipment, and other equipment devices and material. See Exhibit 19, Written Reprimand. Garfield cited Complainant's reprimand in both her 2010-2011 midyear and annual PPARs. See Exhibits 24 and 25.

Complainant submitted a rebuttal to her midyear PPAR on March 14, 2011. Garfield inquired with Airport Human Resources regarding the need to respond to Complainant's letter. Alexander Lawrence, Human Resources Labor Relations Manager, advised Garfield that he was not required to respond. Garfield did not respond.

Blake Summers did not review Complainant's midyear PPAR, but did review Complainant's 2010-2011 annual PPAR. Summers certified his review of Complainant's final annual report on August 4, 2011.

Analysis: Allegation C – Retaliation and Harassment by Abe Garfield

The investigation establishes that Mr. Garfield knew Complainant filed a discrimination complaint against Blake Summers and that he was aware of her complaint prior to being assigned as her supervisor in August 2010. What was not established was whether Complainant suffered an adverse employment action as a result of receiving what she felt was an incomplete performance evaluation.

Garfield was not required to create a performance plan for Complainant. The purpose of the midyear meeting is to review with the employee his/her progress in the goals and performance standards that were previously set at the beginning of the performance year. The supervisor is not required to complete all comment sections within an employee's midyear PPAR. Supervisors typically highlight areas of work based on the employee's job description that s/he believes are important and relevant to the reporting period. See Exhibit 17. Comment sections allow the supervisor to note the status of particular assignments and duties. While Garfield did not provide elaborate comments within the document, he appropriately completed the appraisal form. Moreover, Garfield's completion of Knudsen's PPAR is consistent with his completion of the PPAR's of his other employees.

Garfield was not obligated to respond to Complainant's rebuttal. Rebuttal statements are placed in the submitting party's personnel file, along with the original PPAR. If an employee has concerns regarding his/her annual PPAR as completed by the supervisor, s/he may also check off the box on the report form requesting a conference with the reviewer. In the present case, Complainant did not check the box requesting a conference with the reviewer, Blake Summers, to review either her midyear or annual PPAR.

The Airport's practice concerning employee PPAR is consistent with the City's policy. Per the City's guidelines, "At the end of the review period, you and your supervisor will meet and discuss your written appraisal report. You will have an opportunity to write your own comments on your performance appraisal form or PPAR at the conclusion of the evaluation and will be asked to sign the form as an acknowledgement that you have read and discussed the appraisal with your supervisor." See Exhibit 20, CCSF Employee Handbook, Pg. 15.

Additionally, interview panel members would not have been provided Knudsen's PPARs. Candidates' PPARs are consistently not part of the promotional examination or interview process.

The investigation found that Complainant's misuse of City equipment and time was appropriately noted in her 2010-2011 midyear and annual PPARs. Complainant received an overall performance rating of 2-"Met Expectations" on her annual report. A rating of 2 indicates Complainant performed her job duties competently and effectively.

VIII. RECOMMENDATIONS

Based on the findings of this investigation, the Department recommends the following:

- Continued support from management regarding Complainant's participation in external work-related seminars and conferences.

X. ATTACHMENTS TO REPORT

Attached to this report are the following exhibits:

- Exhibit 1: November 16, 2009 Civil Service Commission minutes and determination for DHR-EEO Case No. 1343
- Exhibit 2: March 11, 2009, Notice of Filing of Discrimination Complaint for Charge No. E200809A0554-00-mpe
- Exhibit 3: February 10, 2010 DFEH Notice of Case Closure for Charge No. E200809A0554-00-mpe
- Exhibit 4: November 10, 2009, DHR Callahan's determination finding of DHR-EEO Case No. 1437
- Exhibit 5: April 16, 2012 DFEH Notice of Filing of Discrimination Complaint for Charge No. E201112M1081-00-fpse
- Exhibit 6: May 23, 2012 DFEH Notice of Case Closure for Charge No. E201112M1081-00-fpse (also applies to Charge No. E201112M1081-01-fpse and Charge No. E201112M1081-02-fpse)
- Exhibit 7: April 16, 2012 DFEH Notice of Filing of Discrimination Complaint for Charge No. E201112M081-01-fpse
- Exhibit 8: April 16, 2012 DFEH Notice of Filing of Discrimination Complaint for Charge No. E201112M1081-02-fpse
- Exhibit 9: March 31, 2011 Complainant's letter of complaint of current investigation (with attachments)
- Exhibit 10: August 14, 2011 Complainant's supplemental statement (with attachments)

- Exhibit 11: EEO Charge of Discrimination
- Exhibit 12: CAM Course Description Catalogue for moderator panel discussion
- Exhibit 13: Complainant's Learning Transcript
- Exhibit 14: Complainant's Tuition Reimbursement Information
- Exhibit 15: Current version of SFOM Monthly Newsletter (December 2012)
- Exhibit 16: Examples of newsletter drafts created by Complainant and corrected by Smookler (December 2009 – February 2011)
- Exhibit 17: Complainant's 2010-2011 Midyear PPAR with Complainant's March 2011 rebuttal
- Exhibit 18: Complainant's 2010-2011 Annual PPAR with Complainant's August 2011 rebuttal
- Exhibit 19: October 2010 Written Reprimand
- Exhibit 20: CCSF Employee Handbook, page 15

EXHIBIT 1

Meeting Information

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MINUTES
Regular Meeting
November 16, 2009

2:00 p.m.
ROOM 400, CITY HALL
1 Dr. Carlton B. Goodlett Place

CALL TO ORDER

2:08 p.m.

ROLL CALL

President Morgan R. Gorrone	Present
Vice President E. Dennis Normandy	Not Present (Notified absence)
Commissioner Joy Y. Boatwright	Present
Commissioner Donald A. Casper	Present
Commissioner Mary Y. Jung	Present

President Morgan R. Gorrone presided.

PUBLIC COMMENT ON MATTERS APPEARING ON THE AGENDA

None.

APPROVAL OF MINUTES

Special Meeting of November 2, 2009

Action: Approve. (Vote of 4 to 0)

Regular Meeting of November 2, 2009

Action: Approve. (Vote of 4 to 0)

0335-09-8

Review of request for approval of proposed personal services contracts.
 (Item No. 5)

PSC#	Department	Amount	Type of Service	Type of Approval	Duration
4187-06/07	Public Utilities Commission	Increase Amount \$6,300,000 New Amount \$13,800,000	Will provide as-needed environmental tasks for the SFPUC Water System Improvement Project (WSIP) and non-WSIP projects, such as providing specialized natural resource, environmental, and environmental planning expertise and services.	Modification	05/19/13

November 2, 2009: Postpone to the meeting of November 16, 2009 at the request of the Public Utilities Commission.

Speakers: Ivy Fine, Carol Isen and Anna Roche, Public Utilities Commission spoke on PSC #4187-06/07.

053

Action: Approve request for proposed personal services contracts. Notify the offices of the Controller and the Office of Contract Administration. (Vote of 4 to 0)

0349-09-8 Review of request for approval of proposed personal services contracts. (Item No. 6)

PSC#	Department	Amount	Type of Service	Type of Approval	Duration
4060-09/10 <i>Postpone to the meeting of 12/7/09</i>	Municipal Transportation Agency	\$6,000,000	Provide financial advisory services on an as-needed basis. MTA intends to select a pool of consultants to assist with developing a long-term financial plan to ensure funding for major capital projects. Services include financial planning, debt management, project analysis, financing document development, bond marketing, and related services.	Regular	11/01/14
4062-09/10	Mayor's Office of Housing	\$375,000	Provide lead risk assessment and analysis of privately owned single family homes and tenant occupied multi-family properties. Services also include collecting dust wipes, conducting XRF and soil sample evaluations in accordance with HUD and other Federal guidelines.	Regular	06/30/13
4063-09/10	Mayor's Office of Housing	\$300,000	Perform project monitoring for lead hazard reduction and rehab work of participating properties that include privately owned single family homes and tenant occupied multi-family properties. Services include verifying contractor compliance with City and State regulations, conducting clearance inspections in accordance with HUD & Federal guidelines, submit assessment and analytical reports to MOH.	Regular	06/30/13
4061-09/10	Mayor's Office of Economic & Workforce Development	Increase Amount \$46,000 New Amount \$95,000	Provide design development and construction documentation services for the proposed construction of a skatepark to be located at the northwest corner of Mission and Duboce Streets. Modification of the contract for additional services to complete the construction documentation of the proposed project.	Modification	12/31/11

Speakers: Steven Lee, Municipal Transportation Agency and Joe Brenner, IFPTE Local 21 spoke on PSC #4060-09/10.
Myrna Meigar, Mayor's Office of Housing and Joe Brenner, IFPTE Local 21 spoke on PSC #4063-09/10.

Action:

- (1) Postpone PSC #4060-09/10 to the meeting of December 7, 2009 at the request of IFPTE Local 21. The Commission stipulated this will be the last continuance granted. (Vote of 4 to 0)
- (2) Approve request for proposed personal services contract #4062-09/10 on the condition that: 1) the Mayor's Office of Housing (MOH) and the Department of Public Health (DPH) meet with IFPTE Local 21 to discuss the practicality and feasibility of the risk assessment and lead analysis work being performed by duly licensed employees of DPH and in compliance with HUD analysis and reporting guidelines; 2) that the MOH, DPH and IFPTE Local 21 report back to the Commission within six months concerning their discussions; and 3) Notify the offices of the Controller and the Office of Contract Administration. (Vote of 4 to 0)
- (3) Approve request for all remaining proposed personal services contracts. Notify the offices of the Controller and the Office of Contract Administration. (Vote of 4 to 0)

0350-09-1 Annual Review of Exempt and Non-Exempt Classifications at the San Francisco Municipal Transportation Agency (SFMTA). (Item No. 7)

Speakers: Karen Taylor, Municipal Transportation Agency

Action: Adopt the report. (Vote of 4 to 0)

0293-09-4 Appeal by Early Vinson of his background rejection for a 9163 Transit Operator position at the Municipal Transportation Agency. (Item No. 8)

November 2, 2009: The Commission had questions it wanted to ask appellant who failed to appear. Postpone to the meeting of November 16, 2009.

Speakers: Kathy Fowles, Municipal Transportation Agency

Action: Adopt the report. Sustain the decision of the Director of Transportation; deny the appeal by Early Vinson. (Vote of 4 to 0) Mr. Vinson failed to appear.

054

0374-08-6

Appeal by Sonya Knudsen of the Human Resources Director's decision to administratively close her complaint of discrimination. (Item No. 9)

- Speakers:** Silvia Castellanos, Department of Human Resources
Gregory Cross, SEIU Local 1021
Sonya Knudsen, Appellant
Kathleen Smookler, San Francisco Airport Museum
Blake Summers, San Francisco Airport Museum
- Action:**
- (1) Grant the appeal by Sonya Knudsen. The Commission finds that Museum Chief Curator Blake Summers did not act with a deliberate intention to discriminate under the ADA nor was his actions pretextual. Mr. Summers cannot be faulted for the choice he made, but the choice of a part-time schedule did not result in undue hardship for other employees to do their jobs or on the Airport Museum to perform its functions. Full time leave was not as effective as part-time leave. The choice of full-time leave appeared reasonable; but there was an even more reasonable choice that could have been made under the ADA. (Vote of 4 to 0)
 - (2) Insofar as allowable by the fiscal provisions of the Charter, that Ms. Knudsen's vacation and retirement account balance be adjusted to the level as if she had been working part time from November 2007 until the date of her return to full time duty. (Vote of 4 to 0)
 - (3) Amended to include the adjustment of sick leave balance, as allowable by the fiscal provisions of the Charter. (Vote of 4 to 0)

0021-09-6

Appeal by Frank Chen of the Human Resources Director's determination to dismiss his charge of discrimination. (Item No. 10)

- Speakers:** Diana Garcia, Department of Human Resources
Nicholas Zeltzer, Attorney
Frank Chen, Appellant
Dennis Doyle, Former Director, Juvenile Hall
Alfred Lam, Supporter of appellant
Linda Simon, Department of Human Resources
Oluchi Nnachi, Juvenile Probation Supervising Counselor
- Action:** Adopt the report. Sustain the decision of the Human Resources Director; deny the appeal by Frank Chen. (Vote of 4 to 0)

0096-09-7

Determination of future employability: termination-dismissal of permanent civil service appointment of Jeanette Molex, Transit Operator (Job Code 9163), San Francisco Municipal Transportation Agency. (Item No. 11)

- Speakers:** None.
- Action:** Postpone to the meeting of December 7, 2009 at the request of Spencer Smith, Attorney. (Vote of 4 to 0)

REQUEST TO SPEAK ON ANY MATTER WITHIN THE JURISDICTION OF THE CIVIL SERVICE COMMISSION (Item No. 12)

None.

COMMISSIONERS' ANNOUNCEMENTS/REQUESTS (Item No. 13)

None.

ADJOURNMENT (Item No. 14)

5:45 p.m.

At the request of President Morgan R. Gorrone, the meeting is adjourned in memory of Sergeant George "Moose" Koniaris, San Francisco Police Department who passed away on November 9, 2009.

1055

EXHIBIT 2

700.056

DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

1515 Clay Street, Suite 701, Oakland, CA 94612-1212
(510) 622-2941 TDD (800) 700-2322 (800) 700-2951
www.dfeh.ca.gov

RECEIVED
CITY & COUNTY OF SAN FRANCISCO
APR 14 2009
AIRPORT COMMISSION
EEO & DIVERSITY PROGRAMS



March 11, 2009

DOROTHY YEE
DIRECTOR EEO PROGRAMS
SAN FRANCISCO, CITY & CO. OF, SF AIRPORT MUSEUM
ONE S VAN NESS AVE., 4TH FL
SAN FRANCISCO, CA 94103

RE: E200809A0554-00-mpe/37AA904158
KNUDSEN/SAN FRANCISCO, CITY & CO. OF, SF AIRPORT MUSEUM

Dear DOROTHY YEE:

NOTICE OF FILING OF DISCRIMINATION COMPLAINT

Enclosed is a copy of a complaint filed with the Department of Fair Employment and Housing (DFEH) pursuant to Government Code section 12960. This shall constitute service in accordance with Government Code section 12962.

DFEH serves as a neutral fact-finder and represents the State of California rather than the complaining party. The merits of this complaint have not been determined. I was, however, subjected to a screening process, and the allegations, if proven, could support a finding of discrimination.

If this complaint has also been filed with the U.S. Equal Employment Opportunity Commission (EEOC); a notice is enclosed. You need not reply to EEOC unless that agency specifically requests a response.

Follow the instructions on the attached form "Response to a Complaint of Discrimination" to compose your reply.

An on-site review for purposes of an investigation may be necessary. If such a need should arise, you will be contacted.

California Government Code section 12946 requires that all employment records (or union membership and referral records) be retained for a minimum of two years. When a discrimination complaint has been served, the records must be kept until DFEH closes its inquiry and until any resulting law suit or appeal has been terminated.

Notice of Filing of Discrimination Complaint
Page Two

Further, Government Code section 12940, subdivision (f), prohibits any retaliatory action against a person because he or she has filed a complaint, has opposed any practices forbidden under the Fair Employment and Housing Act, or has assisted in any proceeding before the DFEH or the Fair Employment and Housing Commission.

California Cod of Regulations, title 2, section 7411, requires respondents to file their addresses within ten (10) days of being notified by DFEH that a complaint has been filed against them, provided DFEH notifies them of this requirement. You are hereby notified that, as a respondent, you are required to file your address with DFEH within ten (10) days of this notice. You are also required to notify DFEH in writing of any pending change of address and the effective date of such change, while the complaint is under investigation and throughout any administrative adjudication. Forms have been included for your convenience.

If you are interested in discussing a possible settlement of this complaint, we encourage you to contact the assigned consultant (listed below) immediately. This will avoid unnecessary delay and limit the accrual of back pay or other liability. All settlement discussions are confidential, and not subject to disclosure. All discussions referring to evidence or information which has a bearing on determining the merits of this complaint will not be considered part of a settlement discussion unless confidentiality is acknowledged by DFEH. If a settlement is reached which is mutually acceptable to the parties, submission of the requested information may not be necessary.

If you have any questions, please contact the consultant named below.

Sincerely,

MAXWELL NWAOPARA

Consultant
Telephone Number: (510) 622-2968

Enclosures
CERTIFIED MAIL: RETURN RECEIPT REQUESTED

* EMPLOYMENT * * *

**COMPLAINT OF DISCRIMINATION UNDER
THE PROVISIONS OF THE CALIFORNIA
FAIR EMPLOYMENT AND HOUSING ACT**

DFEH # E200809A0554-00-mpe

EEOC # 37AA904158

If dual-filed with EEOC, this form may be affected by the Privacy Act of 1974.

CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and EEOC

COMPLAINANT'S NAME (indicate Mr. or Ms.)

KNUDSEN, SONYA A. (MS.)

ADDRESS

TELEPHONE NUMBER (INCLUDE AREA CODE)

CITY STATE ZIP COUNTY COUNTY CODE

**NAMED IS THE EMPLOYER, PERSON, LABOR ORGANIZATION, EMPLOYMENT AGENCY, APPRENTICESHIP
COMMITTEE, OR STATE OR LOCAL GOVERNMENT AGENCY WHO DISCRIMINATED AGAINST ME:**

NAME

SAN FRANCISCO, CITY AND COUNTY OF, SAN FRANCISCO AIRPORT MUSEUM

ADDRESS

TELEPHONE NUMBER (INCLUDE AREA CODE)

P.O. BOX 8097

(650) 821-2000

CITY STATE ZIP COUNTY COUNTY CODE
SAN FRANCISCO CA 94128 SAN FRANCISCO 075

CAUSE OF DISCRIMINATION BASED ON (CHECK APPROPRIATE BOX(ES))

RACE SEX DISABILITY RELIGION NATIONAL ORIGIN/ANCESTRY DENIAL OF FAMILY/MEDICAL LEAVE SEXUAL ORIENTATION
 COLOR AGE MARITAL STATUS MEDICAL CONDITION (cancer or genetic characteristics) OTHER (SPECIFY)

NO. OF EMPLOYEES/MEMBERS DATE MOST RECENT OR CONTINUING DISCRIMINATION RESPONDENT CODE
10000 TOOK PLACE (month, day, and year) MAY 28, 2008 93

THE PARTICULARS ARE:

- I. On or about May 28, 2008, I was denied the promotion of CCSF 0922 Manager I. I was hired September 26, 1997, as a Curator IV, earning \$85,000.00 annually at the time of the incident.
- II. Blake Summers, Director of the San Francisco Airport Museum (SFAM), stated, "Why should I promote you? You were not here for a year."
- III. I believe that I was denied a promotion because of my disability (spinal/neck/back) for the following reasons:
 - A. On or about May 28, 2008, Blake Summers informed me of two SFAM staff promotions, one position was a CCSF 0922 Manager I for which I am qualified. I was informed that the promotions were not applicable to me because I was out of the office for a year, referring to the Family Medical Leave/Sick Leave I had taken due to my disability. I believe that I was not promoted because of my disability (spinal/back), which is discrimination on the basis of disability, which I believe to be conduct in violation of the Fair Employment & Housing Act (FEHA).

Typed and mailed for signature February 9, 2009, and March 2, 2009.

I also want this charge filed with the Federal Equal Employment Opportunity Commission (EEOC).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct of my own knowledge except as to matters stated on my information and belief, and as to those matters I believe it to be true.

Dated 3/4/2009
At San Francisco CA
City

Sonya Knudsen
COMPLAINANT'S SIGNATURE

RECEIVED

DATE FILED: MAR 09 2009

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

PERSON FILING CHARGE

SONYA KNUDSEN
 VS.
 SAN FRANCISCO, CITY & CO. OF, SF AIRPORT
 MUSEUM

THIS PERSON (CHECK ONE)

- Claims to be aggrieved
 Is filing on behalf of other person(s)

DATE OF ALLEGED VIOLATION

PLACE OF ALLEGED VIOLATION

EEOC CHARGE NUMBER
 37AA904158

FEPA CHARGE NUMBER (if known)
 E200809A0554-00-rpe

NOTICE OF CHARGE OF DISCRIMINATION IN JURISDICTIONS WHERE AN FEP AGENCY WILL INITIALLY PROCESS
(See EEOC "Rules and Regulations" for additional information)

YOU ARE HEREBY NOTIFIED THAT A CHARGE OF EMPLOYMENT DISCRIMINATION UNDER

- Title VII of the Civil Rights Act of 1964
 The Age Discrimination in Employment Act of 1967 (ADEA)
 The Americans with Disabilities Act of 1990 (ADA)

HAS BEEN RECEIVED BY

- The EEOC and sent for initial processing to _____ (FEP Agency)
 The CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and sent to the EEOC for dual filing purposes.

While EEOC has jurisdiction (upon the expiration of any deferral requirement if this is a Title VII charge) to investigate this charge, EEOC may refrain from beginning an investigation and await the issuance of the Agency's final findings and orders. These final findings and orders will be given weight by EEOC in making its own determination as to whether or not reasonable cause exists to believe that the allegations made in the charge are true.

You are therefore encouraged to cooperate fully with the Agency. All facts and evidence provided by you to the Agency in the course of its proceedings will be considered by the Commission when it reviews the Agency's final findings and orders. In many instances the Commission will take no further action, thereby avoiding the necessity of an investigation by both the Agency and the Commission. This likelihood is increased by your active cooperation with the Agency.

- As a party to the charge, you may request that EEOC review the final decision and order of the above named Agency. For such a request to be honored, you must notify the Commission in writing within 15 days of your receipt of the Agency's final decision and order. If the Agency terminates its proceedings without issuing a final finding and order, you will be contacted further by the Commission. Regardless of whether the Agency or the Commission processes the charge, the Recordkeeping and Non-Retaliation provision of Title VII and the ADEA as explained on the reverse side of this form apply.

For further correspondence on this matter, please use the charge number(s) shown.

- An Equal Pay Act investigation (29 U.S.C. 209(d)) will be conducted by the Commission concurrently with the Agency's investigation of the charge.
 Enclosure: Copy of the Charge

BASIS OF DISCRIMINATION

- RACE COLOR SEX RELIGION NATIONAL ORIGIN AGE OTHER
 DISABILITY RETALIATION

CIRCUMSTANCES OF ALLEGED VIOLATION:

DATE March 11, 2009	TYPED NAME/TITLE OF AUTHORIZED EEOC OFFICIAL MICHAEL BALDONADO, DISTRICT DIRECTOR, SAN FRANCISCO D.O.	SIGNATURE
------------------------	---	-----------

000060

DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

1515 Clay Street, Suite 701, Oakland, CA 94612

(510) 622-2973 TTY (800) 700-2320 Fax (510) 622-2952

www.dfeh.ca.gov

**PRIVACY NOTIFICATION**

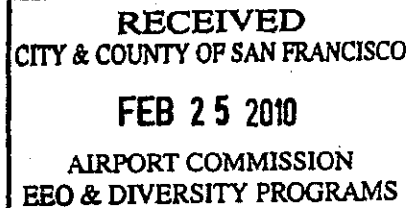
The Information Practices Act of 1977 requires this Department to provide the following information to persons who are asked by the Department of Fair Employment and Housing (DFEH) to supply information:

- The principal purpose for requesting information is to receive, investigate, and resolve complaints of discrimination.
- California Government Code section 12900, ex seq. and California Civil Code section 51 et seq. require persons seeking to file complaints with DFEH to provide sufficient information for the Department to establish jurisdiction and conduct an investigation of the allegations.
- The submission of requested information by those against whom a complaint is filed (respondent) is voluntary. However, all respondents should be aware that DFEH has the authority to subpoena those records and witnesses it deems necessary to complete the investigation.
- As authorized by law, information furnished may be transferred to the U.S. Equal Employment Opportunity Commission, the National Labor Relations Board, the U.S. Department of Labor, the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, the U.S. Department of Education, the U.S. Department of Justice, or any branch of the California State Government, or any other local or Federal agency with similar jurisdiction.
- Information furnished would also be released pursuant to a valid subpoena.
- For the purpose of seeking a determination on a complaint, the information provided may be disclosed to members of the California Fair Employment and Housing Commission and an Administrative Law Judge at a public hearing.
- As permitted by the Information Practices Act, unless compelled by a subpoena, we do not release information in complaint files relating to open cases other than non-personal information on the complaint form itself. Once a complaint is closed, individuals have the right of access to records containing personal information about them which are maintained by the Department of Fair Employment and Housing. Non-personal information, including the allegations in the complaint document itself, are disclosable to the public when a case has been closed. The official responsible for maintaining the information is the District Administrator of the office where the complaint was filed.

EXHIBIT 3

DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

4800 Stockdale Hwy, Suite. 215, Bakersfield, CA 93309
(661) 395-2729 TTY (800) 700-2320 Fax (661) 395-2972
www.dfeh.ca.gov



February 10, 2010

SONYA KNUDSEN

RE: E200809A0554-00-mpe/37AA904158
KNUDSEN/SAN FRANCISCO, CITY & CO. OF, SF AIRPORT MUSEUM

Dear SONYA KNUDSEN:

NOTICE OF CASE CLOSURE

This letter is to notify you that the above-referenced case of discrimination is being re-closed. Based upon its investigation, the Department of Fair Employment and Housing is unable to conclude that the information obtained establishes a violation of the statute. The official Department record will reflect that your case has been closed for this reason. This does not certify that the respondent is in compliance with the statutes. No finding is made as to any other issues that might be construed as having been raised by this complaint.

In the event that you decide to file a private lawsuit, it must be filed no later than March 11, 2010. The reopening of your case did NOT extend the statute of limitations. If you have any questions, please feel free to call.

Sincerely,

Mary L. Bonilla

Mary Bonilla
District Administrator

cc: Case File

Susan Kim
Assistant Manager EEO
SAN FRANCISCO, CITY & CO. OF, SF AIRPORT MUSEUM
P.O. BOX 8097
SAN FRANCISCO, CA. 94128

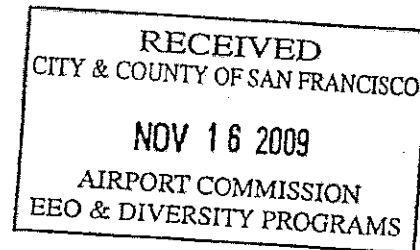
EXHIBIT 4



Gavin Newsom
Mayor

Micki Callahan
Human Resources Director

November 10, 2009



Ms. Sonya Knudsen

SUBJECT: Discrimination Complaint, EEO File # 1437

Dear Ms. Knudsen:

The San Francisco Charter, Section 10.103 and Civil Service Commission Rule 103 provide that the Human Resources Director shall review and resolve all complaints of employment discrimination. The purpose of this letter is to inform you of my determination in your complaint, EEO File # 1437, against the City and County of San Francisco, Airport Commission, San Francisco International Airport and Blake Summers, Director and Chief Curator of San Francisco Airport Museums.

Summary

On August 19, 2009, the Department of Human Resources, Equal Employment Opportunity Division (DHR/EEO) received your complaint letter alleging that you were subjected to adverse employment actions in retaliation for taking leave under the federal Family Medical Leave Act (FMLA) and for requesting reasonable accommodation under the Americans with Disabilities Act (ADA). Specifically, you allege that your fiscal year 2008/2009 Performance Plan and Appraisal Report (PPAR) contained an inappropriate reference to your medical condition that was also reflected in your Attendance rating. You further alleged that your fiscal year 2009/2010 PPAR contains additional indications of discrimination. Currently you are a 3546 Curator IV assigned to the Airport Commission, Museums Division.

Your complaint was assigned to EEO Investigator, Janie White, for review and follow up as necessary. Ms. White met with you and your Union Representative on September 17, 2009, to obtain additional information in support of your retaliation and discrimination claims. During the meeting, you failed to present facts showing that your 2008/2009 and/or 2009/2010 PPARs are adverse employment actions. In a letter dated October 5, 2009, you presented additional information supporting your belief that the PPARs constitute adverse employment actions requiring remedial action.

Retaliation Standard

- (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.

Disparate Treatment Standard

- (1) the complainant is a member of a protected category;
- (2) the complainant has suffered an adverse employment action; and
- (3) the complainant suffered an adverse employment action because of his or her membership in a protected category.

Analysis

Ms. White conducted an intake interview with you and your Union Representative to explain the investigative process, standards, and to clarify your charges. You provided information showing that you took leave under the FMLA between 2007 and the present. Taking leave under the FMLA is protected activity under federal regulations. You also identified documents supporting your belief that you have a qualifying disability. Your actual or perceived disability is a protected category under federal, state and local laws prohibiting discrimination in the workplace. However, Ms. White advised you that the information you presented failed to show that you had suffered an adverse employment action in connection with any protected activity or based on your membership in a protected category.

You acknowledged that prior to your scheduled intake interview, the department amended your 2008/2009 PPAR by removing a reference to your medical condition and upgrading your attendance rating from "Competent and Effective" to "Exceeds Standards." You shared with Ms. White that Mr. Summers tends to evaluate subordinates based on recent performance. You also allege that Mr. Summers appears very busy and does not meet with employees throughout the performance rating period. You disagreed with Mr. Summers' review of your achievements during the review period. In a rebuttal to the PPAR, you cited several achievements during the review period that you considered noteworthy, which Mr. Summers omitted. This process is consistent with Performance Plan and Appraisal guidelines in the City's Employee Handbook.

At the end of the review period you and your supervisor meet and, after a review of the draft appraisal report, sign-off on the overall performance ratings and comments. If you feel that the appraisal does not correctly evaluate your performance, you may write and attach a rebuttal.

City and County of San Francisco, Employee Handbook, p. 15.

The 2008/2009 PPAR documents show that Mr. Summers rated you Competent and Effective, or above, in all rating areas. As Ms. White explained, while you believe that Mr. Summers should have rated you "Outstanding" in several areas, satisfactory performance ratings are not adverse employment actions. The standard is based on an objective assessment rather than personal expectations.

You also alleged that goals set in your 2009/2010 PPAR fail to reflect your full range of duties and deny you opportunities to use your skills and talents. Ms. White explained to you and your representative that management has authority to plan and direct the work of subordinates, including setting goals and expectations. You believe that Mr. Summers' incomplete statement

of your job duties is an adverse employment action; however, you could not explain how the alleged action harmed you.

In a letter dated September 17, 2009, Ms. White offered you additional time to provide information in support of your retaliation and discrimination complaint. In order to ensure timely review of your complaint, Ms. White requested that you provide additional information not later than September 28, 2009. You requested an extension of time and were granted until October 6, 2009, to provide additional information showing that Mr. Summers' subjected you to an adverse employment action.

In a letter dated October 5, 2009, you again confirmed that the Airport Commission had resolved key issues raised in your August 17, 2009 complaint letter prior to your meeting with Ms. White. Nevertheless, you believe that the department subjected you to "disparate treatment and adverse impact" that is part of a pattern of conduct requiring you to "respond, pursue and request remediation." The information you shared suggests that in each instance where corrective action was required, the Department took appropriate action to protect your rights under the FMLA and under policies prohibiting discrimination and retaliation in the workplace.

You further expressed concern that Mr. Summers has used his management discretion to define your job duties in a manner that undermines your career growth and denies you promotional opportunities. The SEIU- Local 21, Collective Bargaining Agreement recognizes management's right to direct its workforce to achieve critical objectives. Supervisors may support subordinate employees' personal development; however, this support should not restrict management's ability to achieve operational goals in the workplace. The *July 1, 2006 - June 30, 2011 Collective Bargaining Agreement Between the City and County of San Francisco and SEIU Local 1021*, Article I.C., states "... nothing herein shall be construed to restrict any legal city rights concerning direction of its work force" You shared with Ms. White that Mr. Summers offered to consider your personal goals after you had achieved those currently set in your 2009/2010 PPAR. Thus, the information you provided failed to show that you were subjected to an adverse employment action in the PPAR process because of a protected category or for engaging in protected activity.

Conclusion

I agree with Ms. White's recommendation that your retaliation and discrimination complaint should be administratively closed because you have not presented sufficient facts to make a *prima facie* showing of retaliation or disparate treatment. The decision of the Human Resources Director is final, unless it is appealed to the Civil Service Commission and is reversed or modified. A request for appeal must be received by the Civil Service Commission at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102, within thirty (30) calendar days from the postmarked mailing date of this letter.

For your information, you may also file a complaint of discrimination with the U.S. Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing. Contact these agencies for filing requirements and deadlines.

Sonya Knudsen
November 10, 2009
EEO File # 1437, Page 4 of 4

Ms. White has also noted that in the past Mr. Summers has served as both the "Reporting Manager" and the "Reviewer" when evaluating your performance. Currently, Jackson Wong, Chief Operating Officer, is the designated Reviewer for PPARs prepared by Mr. Summers. Reviewers in the performance appraisal process can assist with ensuring that evaluations meet City guidelines and comply with federal, state and local laws. DHR and the Airport Commission Human Resources Division encourage the use of Reviewers in the PPAR process before and after discussing performance related matters with employees. By copy of this correspondence, the Airport Commission Human Resources Division is asked to share its recommendations on the use of Reviewers in the PPAR process with Mr. Summers.

We appreciate you bringing these issues to our attention. You may contact Linda Simon, Acting EEO Manager, at 557-4837 if you have any questions.

Sincerely,



Micki Callahan
Human Resources Director

Copy: John L. Martin, Director
~~Gloria Lott, EEO Programs Director~~ ✓
Steven Pitocchi, SEIU - Local 1021
EEO File # 1437

EXHIBIT 5



STATE OF CALIFORNIA | State and Consumer Services Agency

GOVERNOR EDMUND G. BROWN JR.

DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

DIRECTOR PHYLIS W. CHENG

(800) 884-1684 | Videophone for the DEAF (916) 226-5285

TTY: (800) 700-2320 | www.dfeh.ca.gov | email: contact.center@dfeh.ca.gov

April 16, 2012

BLAKE SUMMERS
 DIRECTOR
 SAN FRANCISCO MUSEUM
 BOX 8097
 SAN FRANCISCO, CA 94128

RE: E201112M1081-00-fpse/37AB208291
KNUDSEN/SAN FRANCISCO, CITY & CO OF, SFO INT'L AIRPORT

Dear BLAKE SUMMERS:

NOTICE OF FILING OF DISCRIMINATION COMPLAINT

Enclosed is a copy of a complaint that has been filed with the Department of Fair Employment and Housing in accordance with California Government Code sections 12960 and/or 12980. This constitutes service of the complaint pursuant to Government Code sections 12962 and/or 12986.

This agency does not request any action by you at this time. You will be notified by the Department when any further official action is taken.

Sincerely,

MAXWELL NWAOPARA

Consultant

Telephone Number: 510-285-0737

Enclosures

CERTIFIED MAIL: RETURN RECEIPT REQUESTED

DFEH-200-05 (06/98)

HEADQUARTERS

2218 Kausen Drive
 Suite 100
 Elk Grove, CA 95758
 (916) 478-7251

BAKERSFIELD

4800 Stockdale Highway
 Suite 215
 Bakersfield, CA 93309
 (661) 395-2729

FRESNO

1277 E. Alluvial Avenue
 Suite 101
 Fresno, CA 93720
 (559) 244-4760

LOS ANGELES

1055 West 7th Street
 Suite 1400
 Los Angeles, CA 90017

BAY AREA

39141 Civic Center Drive
 Suite 410
 Fremont, CA 94538
 (510) 789-1085

SAN JOSE

2570 N. First Street
 Suite 480
 San Jose, CA 95131
 (408) 325-0344

* * * **EMPLOYMENT** * * *

**COMPLAINT OF DISCRIMINATION UNDER
THE PROVISIONS OF THE CALIFORNIA
FAIR EMPLOYMENT AND HOUSING ACT**

DFEH # E201112M1081-00-epseEEOC # 37AB208291

If dual-filed with EEOC, this form may be affected by the Privacy Act of 1974.

CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and EEOC

COMPLAINANT'S NAME (Indicate Mr. or Ms.)

KNUDSEN, SONYA (MS.)

ADDRESS

TELEPHONE NUMBER (INCLUDE AREA CODE)

CITY

STATE

ZIP

COUNTY

COUNTY CODE

**NAMED IS THE EMPLOYER, PERSON, LABOR ORGANIZATION, EMPLOYMENT AGENCY, APPRENTICESHIP
COMMITTEE, OR STATE OR LOCAL GOVERNMENT AGENCY WHO DISCRIMINATED AGAINST ME:**

NAME

SAN FRANCISCO, CITY & COUNTY OF, SAN FRANCISCO INTERNATIONAL AIRPORT

ADDRESS

One South Van Ness Avenue, 4th Floor

TELEPHONE NUMBER (INCLUDE AREA CODE)

(650) 821-5042

CITY

STATE

ZIP

COUNTY

COUNTY CODE

SAN FRANCISCOCA94128SAN FRANCISCO075

CAUSE OF DISCRIMINATION BASED ON (CHECK APPROPRIATE BOX(ES))

RACE SEX DISABILITY RELIGION NATIONAL ORIGIN/ANCESTRY DENIAL OF FAMILY/MEDICAL LEAVE SEXUAL ORIENTATION
 COLOR AGE MARITAL STATUS MEDICAL CONDITION (cancer or genetic characteristics) OTHER (SPECIFY)

NO. OF EMPLOYEES/MEMBERS

30,000

DATE MOST RECENT OR CONTINUING DISCRIMINATION

TOOK PLACE (month, day, and year) FEBRUARY 13, 2012

RESPONDENT CODE

94

THE PARTICULARS ARE:

- I. From approximately August 2010 to present, I have been harassed by Blake Summers, Director, and Abe Garfield, Assistant Director. From November 2007 to present, I have been denied California Family Rights Act [CFRA] leave. From approximately May 2008 to February 23, 2010, I was denied several promotions. From approximately April 2008 to present, I have been subjected to series of retaliation. I began working for the employer on 09/25/1997. Currently, I earn \$85,000.00 per year.
- II. I believe that I have been harassed and denied several promotions due to my sex [female] and disability [neck and nerve injury] and in retaliation for requesting CFRA leave. My beliefs are based upon the following:
 - A. From approximately August 2010 to present, I have been harassed and denied the right to work in a harassment-free environment by Messrs Summers and Garfield. The harassment has been of a verbal nature and occurs at least twice per week. The harassment [details on file with DFEH] created a hostile work environment.
 - B. From approximately May 2008 to February 23, 2010, I applied for available positions of Manager I, Manager II and Manager VI for which I am qualified.

*** * * EMPLOYMENT * * ***

COMPLAINT OF DISCRIMINATION UNDER THE PROVISIONS OF THE CALIFORNIA FAIR EMPLOYMENT AND HOUSING ACT

DFEH # E201112M1081-00-fpse
EEOC # 37AB208291

COMPLAINANT'S NAME(S) (indicate Mr. or Ms.)

KNUDSEN, SONYA (MS.)

RESPONDENT'S NAME

SAN FRANCISCO, CITY & COUNTY OF, SAN FRANCISCO INTERNATIONAL AIRPORT

THE PARTICULARS ARE:

- C. Mr. Summers' reasons for denying me the positions listed above were pretextual.
- D. From approximately April 2008 to present, I have subjected to series of retaliation.
- E. I have worked for the employer more than twelve [12] months, have worked at least 1,250 hours in the 12-month period prior to my leave and worked at a location that has more than 50 employees within 75 miles.

Page 2 of 2

Typed and mailed for signature on 03/20/2012

I also want this charge filed with the Federal Equal Employment Opportunity Commission (EEOC).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct of my own knowledge except as to matters stated on my information and belief, and as to those matters I believe it to be true.

Dated 3/23/2012

Sonya Knudsen

COMPLAINANT'S SIGNATURE

At _____
City _____

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION SONYA KNUDSEN vs. SAN FRANCISCO, CITY & CO OF, SFO INT'L AIRPORT	PERSON FILING CHARGE
	THIS PERSON (CHECK ONE) <input type="checkbox"/> Claims to be aggrieved <input type="checkbox"/> Is filing on behalf of other person(s)
	DATE OF ALLEGED VIOLATION <small>Earliest</small> <small>Latest</small>
	PLACE OF ALLEGED VIOLATION
	EEOC CHARGE NUMBER 37AB208291
FEPA CHARGE NUMBER (if known) E201112M1081-00-fpsa	

NOTICE OF CHARGE OF DISCRIMINATION IN JURISDICTIONS WHERE AN FEP AGENCY WILL INITIALLY PROCESS
(See EEOC "Rules and Regulations" for additional information)

YOU ARE HEREBY NOTIFIED THAT A CHARGE OF EMPLOYMENT DISCRIMINATION UNDER

- Title VII of the Civil Rights Act of 1964
 The Age Discrimination in Employment Act of 1967 (ADEA)
 The Americans with Disabilities Act of 1990 (ADA)

HAS BEEN RECEIVED BY

- The EEOC and sent for initial processing to _____
(FEP Agency)
 The CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and sent to the EEOC for dual filing purposes.

While EEOC has jurisdiction (upon the expiration of any deferral requirement if this is a Title VII charge) to investigate this charge, EEOC may refrain from beginning an investigation and await the issuance of the Agency's final findings and orders. These final findings and orders will be given weight by EEOC in making its own determination as to whether or not reasonable cause exists to believe that the allegations made in the charge are true.

You are therefore encouraged to cooperate fully with the Agency. All facts and evidence provided by you to the Agency in the course of its proceedings will be considered by the Commission when it reviews the Agency's final findings and orders. In many instances the Commission will take no further action, thereby avoiding the necessity of an investigation by both the Agency and the Commission. This likelihood is increased by your active cooperation with the Agency.

- As a party to the charge, you may request that EEOC review the final decision and order of the above named Agency. For such a request to be honored, you must notify the Commission in writing within 15 days of your receipt of the Agency's final decision and order. If the Agency terminates its proceedings without issuing a final finding and order, you will be contacted further by the Commission. Regardless of whether the Agency or the Commission processes the charge, the Recordkeeping and Non-Retaliation provision of Title VII and the ADEA as explained on the reverse side of this form apply

For further correspondence on this matter, please use the charge number(s) shown.

- An Equal Pay Act investigation (29 U.S.C. 209(d)) will be conducted by the Commission concurrently with the Agency's investigation of the charge.
 Enclosure: Copy of the Charge

BASIS OF DISCRIMINATION

- RACE COLOR SEX RELIGION NATIONAL ORIGIN AGE OTHER
 DISABILITY RETALIATION

CIRCUMSTANCES OF ALLEGED VIOLATION:

DATE April 16, 2012	TYPED NAME/TITLE OF AUTHORIZED EEOC OFFICIAL MICHAEL BALDONADO, DISTRICT DIRECTOR, SAN FRANCISCO D.O.	SIGNATURE <i>Michael Baldonado</i>
------------------------	---	---------------------------------------



STATE OF CALIFORNIA | State and Consumer Services Agency

DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

1515 Clay Street, Suite 701, Oakland, CA 94612-2512
 (510) 622-2941 TTY (800) 700-2320 Fax (510) 622-2951
 www.dfeh.ca.gov

EDMUND G. BROWN, JR., Governor

PHYLLIS W. CHENG, Director

PRIVACY NOTIFICATION

The Information Practices Act of 1977 requires this Department to provide the following information to persons who are asked by the Department of Fair Employment and Housing (DFEH) to supply information:

- The principal purpose for requesting information is to receive, investigate, and resolve complaints of discrimination.
- California Government Code section 12900, ex seq. and California Civil Code section 51 et seq. require persons seeking to file complaints with DFEH to provide sufficient information for the Department to establish jurisdiction and conduct an investigation of the allegations.
- The submission of requested information by those against whom a complaint is filed (respondent) is voluntary. However, all respondents should be aware that DFEH has the authority to subpoena those records and witnesses it deems necessary to complete the investigation.
- As authorized by law, information furnished may be transferred to the U.S. Equal Employment Opportunity Commission, the National Labor Relations Board, the U.S. Department of Labor, the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, the U.S. Department of Education, the U.S. Department of Justice, or any branch of the California State Government, or any other local or Federal agency with similar jurisdiction.
- Information furnished would also be released pursuant to a valid subpoena.
- For the purpose of seeking a determination on a complaint, the information provided may be disclosed to members of the California Fair Employment and Housing Commission and an Administrative Law Judge at a public hearing.
- As permitted by the Information Practices Act, unless compelled by a subpoena, we do not release information in complaint files relating to open cases other than non-personal information on the complaint form itself. Once a complaint is closed, individuals have the right of access to records containing personal information about them which are maintained by the Department of Fair Employment and Housing. Non-personal information, including the allegations in the complaint document itself, are disclosable to the public when a case has been closed. The official responsible for maintaining the information is the District Administrator of the office where the complaint was filed.

EXHIBIT 6



DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

(800) 884-1684 | Videophone for the DEAF (916) 226-5285
TTY: (800) 700-2320 | www.dfeh.ca.gov | email: contact.center@dfeh.ca.gov

May 23, 2012

SONYA KNUDSEN

RE: E201112M1081-00-fpse/37AB208291
KNUDSEN/SAN FRANCISCO, CITY & CO OF, SFO INT'L AIRPORT

Dear SONYA KNUDSEN:

NOTICE OF CASE CLOSURE

The consultant assigned to handle the above-referenced discrimination complaint that was filed with the Department of Fair Employment and Housing (DFEH) has recommended that the case be closed effective May 23, 2012. Please be advised that this recommendation has been accepted.

Based upon its investigation, DFEH is unable to conclude that the information obtained establishes a violation of the statute. This does not certify that the respondent is in compliance with the statutes. No finding is made as to any other issues that might be construed as having been raised by this complaint.

This letter is also your Right-To-Sue Notice. According to Government Code section 12965, subdivision (b), a civil action may be brought under the provisions of the Fair Employment and Housing Act against the person, employer, labor organization or employment agency named in the above-referenced complaint. This is also applicable to DFEH complaints that are filed under, and allege a violation of Government Code section 12948 which incorporates Civil Code sections 51, 51.7, and 54. The civil action must be filed within one year from the date of this letter. However, if your civil complaint alleges a violation of Civil Code section 51, 51.7, or 54, you should consult an attorney about the applicable statutes of limitation. If a settlement agreement has been signed resolving the complaint, it is likely that your right to file a private lawsuit may have been waived.

HEADQUARTERS

2712 Edison Drive
Suite 100
El Cerrito, CA 94530
(415) 428-2252

BAKERSFIELD

1800 Steelville Highway
Suite 215
Bakersfield, CA 93309
(805) 395-2226

FRESNO

1277 E. Alameda Avenue
Suite 101
Fresno, CA 93720
(559) 444-4741

LOS ANGELES

1025 West 7th Street
Suite 1400
Los Angeles, CA 90017
(213) 425-6159

BAY AREA

10141 Deer Center Drive
Suite 419
Fremont, CA 94538
(510) 351-1385

SAN JOSE

470 N. First Street
Suite 420
San Jose, CA 95113
(408) 525-0144

00 076

Notice of Case Closure
Page Two

In that your case is dual filed with the United States Equal Employment Opportunity Commission (EEOC), you have a right to request EEOC perform a substantial weight review of our agency's findings. To secure this review, you must request it in writing to the State and Local Coordinator at:

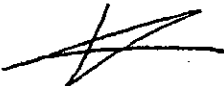
350 The Embarcadero, Suite 500, San Francisco, CA 94105, (415) 625-5600 (Northern California).

255 East Temple St., 4th Floor, Los Angeles, CA 90012, (213) 894-1000 (Southern California).

This request must be made within fifteen (15) days of your receipt of the letter closing your case. Pursuant to Government Code section 12965, subdivision (d)(1), your right to sue may be tolled during the pendency of EEOC's review of your complaint.

DFEH does not retain case files beyond three years after a complaint is filed, unless the case is still open at the end of the three-year period.

Sincerely,



Kate Riley
Regional Administrator
Oakland District

cc: Case File

BLAKE SUMMERS
DIRECTOR
SAN FRANCISCO MUSEUM
BOX 8097
SAN FRANCISCO, CA 94128

0075-077

FILING A CASE IN COURT

Your case has been closed by the Department of Fair Employment and Housing (DFEH). Should you decide to bring a civil action on your own behalf in court in the State of California under the provisions of the California Fair Employment and Housing Act (FEHA) against the person, employer, labor organization or employment agency named in your complaint, below are resources for this.

Note: If a settlement agreement has been signed resolving the complaint, you might have waived the right to file a private lawsuit.

Finding an Attorney

To proceed in Superior Court, you should contact an attorney. If you do not already have an attorney, the organizations listed below may be able to assist you:

The State Bar of California

The State Bar of California has a Lawyer Referral Services Program (LRS) which can be accessed through its Web site at www.calbar.ca.gov or by calling 1-866-442-2529 (within California) or 1-415-538-2250 (outside California).

Local Lawyer Referral Services

Your county may have a lawyer referral service. Check the Yellow Pages of your telephone book under "Attorneys."

Filing in Small Claims Court

You may be able to file a claim in small claims court. For more information, you may contact:

California Department of Consumer Affairs (DCA)

The Department of Consumer Affairs has information regarding filing claims in small claims court located on its Web site at www.dca.ca.gov. Under its "Publications" tab you can access the "Locate the Small Claims Court Guide" on the left side of the page.

You may also order a free copy of "The Small Claims Court: A Guide to Its Practical Use" by contacting the DCA Publication Hotline at 1-866-320-8685 or 1-800-952-5210, or by writing to them at: Department of Consumer Affairs; Policy and Publications Development Office; 1625 North Market Blvd., Suite N-112; Sacramento, CA; 95834.

The State Bar of California

The State Bar of California has information on "Using the Small Claims Court" under the "Public Services" section of its Web site located at www.calbar.ca.gov.

EXHIBIT 7



DEPARTMENT OF FAIR EMPLOYMENT & HOUSING
(800) 884-1684 | Videophone for the DEAF (916) 226-5285
TTY: (800) 700-2320 | www.dfeh.ca.gov | email: contact.center@dfeh.ca.gov

DIRECTOR PHYLLIS W. CHENG

12 APR 25 AM 9:06

April 16, 2012

**BLAKE SUMMERS
AS AN INDIVIDUAL**

**ONE SOUTH VAN NESS AVENUE, 4/F
SAN FRANCISCO, CA 94128**

**RE: E201112M1081-01-fpse
KNUDSEN/SUMMERS, BLAKE - AS AN INDIVIDUAL**

**RECEIVED
CITY & COUNTY OF SAN FRANCISCO
JUL 11 2012
AIRPORT COMMISSION
EEO & DIVERSITY PROGRAMS**

Dear **BLAKE SUMMERS**:

NOTICE OF FILING OF DISCRIMINATION COMPLAINT

Enclosed is a copy of a complaint that has been filed with the Department of Fair Employment and Housing in accordance with California Government Code sections 12960 and/or 12980. This constitutes service of the complaint pursuant to Government Code sections 12962 and/or 12986.

This agency does not request any action by you at this time. You will be notified by the Department when any further official action is taken.

Sincerely,

**MAXWELL NWAOPARA
Consultant
Telephone Number: 510-285-0737**

**Enclosures
CERTIFIED MAIL: RETURN RECEIPT REQUESTED**

DFEH-200-06 (06/98)

HEADQUARTERS

2218 Kausen Drive
Suite 100
Elk Grove, CA 95758
(916) 478-7251

BAKERSFIELD

4800 Stockdale Highway
Suite 215
Bakersfield, CA 93309
(661) 395-2729

FRESNO

1277 E. Altavial Avenue
Suite 101
Fresno, CA 93720
(559) 244-4760

LOS ANGELES

1055 West 7th Street
Suite 1400
Los Angeles, CA 90017
(213) 439-6799

BAY AREA

39141 Civic Center Drive
Suite 410
Fremont, CA 94538
(510) 789-1085

SAN JOSE

2570 N. First Street
Suite 480
San Jose, CA 95131
(408) 325-0344

* **EMPLOYMENT** *

COMPLAINT OF DISCRIMINATION UNDER THE PROVISIONS OF THE CALIFORNIA FAIR EMPLOYMENT AND HOUSING ACT

DFEH # E201112M1081-01-fpse
 EEOC # 37AB208291

If dual-filed with EEOC, this form may be affected by the Privacy Act of 1974.

CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and EEOC

COMPLAINANT'S NAME (indicate Mr. or Ms.)

KNUDSEN, SONYA (MS.)

ADDRESS

TELEPHONE NUMBER (INCLUDE AREA CODE)

CITY	STATE	ZIP	COUNTY	COUNTY CODE
------	-------	-----	--------	-------------

NAMED IS THE EMPLOYER, PERSON, LABOR ORGANIZATION, EMPLOYMENT AGENCY, APPRENTICESHIP COMMITTEE, OR STATE OR LOCAL GOVERNMENT AGENCY WHO DISCRIMINATED AGAINST ME:

NAME

SUMMERS, BLAKE - AS AN INDIVIDUAL

ADDRESS

TELEPHONE NUMBER (INCLUDE AREA CODE)

One South Van Ness Avenue, 4th Floor

(650) 821-5042

CITY	STATE	ZIP	COUNTY	COUNTY CODE
------	-------	-----	--------	-------------

SAN FRANCISCO

CA

94128

SAN FRANCISCO

075

CAUSE OF DISCRIMINATION BASED ON (CHECK APPROPRIATE BOXES))

RACE
 SEX
 DISABILITY
 RELIGION
 NATIONAL ORIGIN/ANCESTRY
 DENIAL OF FAMILY MEDICAL LEAVE
 SEXUAL ORIENTATION
 COLOR
 AGE
 MARITAL STATUS
 MEDICAL CONDITION (cancer or genetic characteristics)
 OTHER (SPECIFY)

NO. OF EMPLOYEES/MEMBERS

30,000

DATE MOST RECENT OR CONTINUING DISCRIMINATION

TOOK PLACE (month, day, and year) FEBRUARY 13, 2012

RESPONDENT CODE

94

THE PARTICULARS ARE:

- I. From approximately August 2010 to present, I have been harassed by Blake Summers, Director, and Abe Garfield, Assistant Director. From November 2007 to present, I have been denied California Family Rights Act [CFRA] leave. From approximately May 2008 to February 23, 2010, I was denied several promotions. From approximately April 2008 to present, I have been subjected to series of retaliation. I began working for the employer on 09/25/1997. Currently, I earn \$85,000.00 per year.

- II. I believe that I have been harassed and denied several promotions due to my sex [female] and disability [neck and nerve injury] and in retaliation for requesting CFRA leave. My beliefs are based upon the following:
 - A. From approximately August 2010 to present, I have been harassed and denied the right to work in a harassment-free environment by Messrs Summers and Garfield. The harassment has been of a verbal nature and occurs at least twice per week. The harassment [details on file with DFEH] created a hostile work environment.

 - B. From approximately May 2008 to February 23, 2010, I applied for available positions of Manager I, Manager II and Manager VI for which I am qualified.

* * * EMPLOYMENT * * *

**COMPLAINT OF DISCRIMINATION UNDER
THE PROVISIONS OF THE CALIFORNIA
FAIR EMPLOYMENT AND HOUSING ACT**

DFEH # E201112M1081-01-fpse

EEOC # 37AB208291

COMPLAINANT'S NAME(S) (indicate Mr. or Ms.)

KNUDSEN, SONYA (MS.)

RESPONDENT'S NAME

SUMMERS, BLAKE - AS AN INDIVIDUAL

THE PARTICULARS ARE:

- C. Mr. Summers' reasons for denying me the positions listed above were pretextual.
- D. From approximately April 2008 to present, I have subjected to series of retaliation.
- E. I have worked for the employer more than twelve [12] months, have worked at least 1,250 hours in the 12-month period prior to my leave and worked at a location that has more than 50 employees within 75 miles.

Page 2 of 2

Typed and mailed for signature on 03/20/2012

I also want this charge filed with the Federal Equal Employment Opportunity Commission (EEOC).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct of my own knowledge except as to matters stated on my information and belief, and as to those matters I believe it to be true.

Dated 3/23/2012

Sonya Knudsen
COMPLAINANT'S SIGNATURE

At _____
City

DFEH-300-01 (12/99) BAY:MN:ic
DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING

DATE FILED:

MAR 23 2012

STATE OF CALIFORNIA

082

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

PERSON FILE CHARGE

SONYA KNUDSEN

vs.

SUMMERS, BLAKE - AS AN INDIVIDUAL

THIS PERSON (CHECK ONE)

- Claims to be aggrieved
 Is filing on behalf of other person(s)

DATE OF ALLEGED VIOLATION

Earliest About Recent

PLACE OF ALLEGED VIOLATION

EEOC CHARGE NUMBER
37AB208291

FEP A CHARGE NUMBER (if known)
E201112M1081-01-fpse

NOTICE OF CHARGE OF DISCRIMINATION IN JURISDICTIONS WHERE AN FEP AGENCY WILL INITIALLY PROCESS
(See EEOC "Rules and Regulations" for additional information)

YOU ARE HEREBY NOTIFIED THAT A CHARGE OF EMPLOYMENT DISCRIMINATION UNDER

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 The Age Discrimination in Employment Act of 1967 (ADEA)
 The Americans with Disabilities Act of 1990 (ADA)

HAS BEEN RECEIVED BY

- The EEOC and sent for initial processing to _____ (FEP Agency)
 The CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and sent to the EEOC for dual filing purposes.

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For further correspondence on this matter, please use the charge number(s) shown.

- An Equal Pay Act investigation (29 U.S.C. 209(d)) will be conducted by the Commission concurrently with the Agency's investigation of the charge.
 Enclosure: Copy of the Charge

BASIS OF DISCRIMINATION

- RACE COLOR SEX RELIGION NATIONAL ORIGIN AGE OTHER
 DISABILITY RETALIATION

CIRCUMSTANCES OF ALLEGED VIOLATION:

DATE April 16, 2012	TYPED NAME/TITLE OF AUTHORIZED EEOC OFFICIAL MICHAEL BALDONADO, DISTRICT DIRECTOR, SAN FRANCISCO D.O.	SIGNATURE <i>Michael Baldonado</i>
------------------------	---	---------------------------------------



DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

1515 Clay Street, Suite 701, Oakland, CA 94612-2512
(510) 622-2941 TTY (800) 700-2320 Fax (510) 622-2851
www.dfeh.ca.gov

PRIVACY NOTIFICATION

The Information Practices Act of 1977 requires this Department to provide the following information to persons who are asked by the Department of Fair Employment and Housing (DFEH) to supply information:

- The principal purpose for requesting information is to receive, investigate, and resolve complaints of discrimination.
- California Government Code section 12900, ex seq. and California Civil Code section 51 et seq. require persons seeking to file complaints with DFEH to provide sufficient information for the Department to establish jurisdiction and conduct an investigation of the allegations.
- The submission of requested information by those against whom a complaint is filed (respondent) is voluntary. However, all respondents should be aware that DFEH has the authority to subpoena those records and witnesses it deems necessary to complete the investigation.
- As authorized by law, information furnished may be transferred to the U.S. Equal Employment Opportunity Commission, the National Labor Relations Board, the U.S. Department of Labor, the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, the U.S. Department of Education, the U.S. Department of Justice, or any branch of the California State Government, or any other local or Federal agency with similar jurisdiction.
- Information furnished would also be released pursuant to a valid subpoena.
- For the purpose of seeking a determination on a complaint, the information provided may be disclosed to members of the California Fair Employment and Housing Commission and an Administrative Law Judge at a public hearing.
- As permitted by the Information Practices Act, unless compelled by a subpoena, we do not release information in complaint files relating to open cases other than non-personal information on the complaint form itself. Once a complaint is closed, individuals have the right of access to records containing personal information about them which are maintained by the Department of Fair Employment and Housing. Non-personal information, including the allegations in the complaint document itself, are disclosable to the public when a case has been closed. The official responsible for maintaining the information is the District Administrator of the office where the complaint was filed.

EXHIBIT 8



DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

DIRECTOR PHYLIS W. CHENG

(800) 884-1884 | Videophone for the DEAF (916) 226-5285
TTY: (800) 700-2320 | www.dfeh.ca.gov | email: contact.center@dfeh.ca.gov

12 APR 25 AM 9:06

April 16, 2012

**ABE GARFIELD
AS AN INDIVIDUAL**

**ONE SOUTH VAN NESS AVENUE, 4/F
SAN FRANCISCO, CA 94128**

**RE: E201112M1081-02-fpse
KNUDSEN/GARFIELD, ABE - AS AN INDIVIDUAL**

Dear ABE GARFIELD:

NOTICE OF FILING OF DISCRIMINATION COMPLAINT

Enclosed is a copy of a complaint that has been filed with the Department of Fair Employment and Housing in accordance with California Government Code sections 12960 and/or 12980. This constitutes service of the complaint pursuant to Government Code sections 12962 and/or 12986.

This agency does not request any action by you at this time. You will be notified by the Department when any further official action is taken.

Sincerely,

Maxwell Nwaopara

**MAXWELL NWAOPARA
Consultant
Telephone Number: 510-285-0737**

**Enclosures
CERTIFIED MAIL: RETURN RECEIPT REQUESTED**

DFEH-200-06 (06/98)

HEADQUARTERS

2218 Kausen Drive
Suite 100
Elk Grove, CA 95758
(916) 478-7251

BAKERSFIELD

4800 Stockdale Highway
Suite 215
Bakersfield, CA 93309
(661) 395-2729

FRESNO

1277 E. Alluvial Avenue
Suite 101
Fresno, CA 93720
(559) 244-4760

LOS ANGELES

1055 West 7th Street
Suite 1400
Los Angeles, CA 90017
(213) 439-6799

BAY AREA

39141 Civic Center Drive
Suite 410
Fremont, CA 94538
(510) 789-1085

SAN JOSE

2570 N. First Street
Suite 480
San Jose, CA 95131
(408) 325-0344

01 086

* * * **EMPLOYMENT** * * *

COMPLAINT OF DISCRIMINATION UNDER THE PROVISIONS OF THE CALIFORNIA FAIR EMPLOYMENT AND HOUSING ACT

DFEH # E201112M1081-02-fpse
 EEOC # 36AB208291

If dual-filed with EEOC, this form may be affected by the Privacy Act of 1974.

CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and EEOC

COMPLAINANT'S NAME (Indicate Mr. or Ms.)
KNUDSEN, SONYA (MS.)

ADDRESS _____ TELEPHONE NUMBER (INCLUDE AREA CODE) _____

CITY _____ STATE _____ ZIP _____ COUNTY _____ COUNTY CODE _____

NAMED IS THE EMPLOYER, PERSON, LABOR ORGANIZATION, EMPLOYMENT AGENCY, APPRENTICESHIP COMMITTEE, OR STATE OR LOCAL GOVERNMENT AGENCY WHO DISCRIMINATED AGAINST ME:

NAME
GARFIELD, ABE - AS AN INDIVIDUAL

ADDRESS _____ TELEPHONE NUMBER (INCLUDE AREA CODE) _____
One South Van Ness Avenue, 4th Floor (650) 821-5042

CITY _____ STATE _____ ZIP _____ COUNTY _____ COUNTY CODE _____
SAN FRANCISCO CA 94128 SAN FRANCISCO 075

CAUSE OF DISCRIMINATION BASED ON (CHECK APPROPRIATE BOX(ES))
 RACE SEX DISABILITY RELIGION NATIONAL ORIGIN/ANCESTRY DENIAL OF FAMILY/MEDICAL LEAVE SEXUAL ORIENTATION
 COLOR AGE MARITAL STATUS MEDICAL CONDITION (cancer or genetic characteristics) OTHER (SPECIFY)

NO. OF EMPLOYEES/MEMBERS _____ DATE MOST RECENT OR CONTINUING DISCRIMINATION _____ RESPONDENT CODE _____
30,000 TOOK PLACE (month, day, and year) FEBRUARY 13, 2012 94

THE PARTICULARS ARE:

- I. From approximately August 2010 to present, I have been harassed by Blake Summers, Director, and Abe Garfield, Assistant Director. From November 2007 to present, I have been denied California Family Rights Act [CFRA] leave. From approximately May 2008 to February 23, 2010, I was denied several promotions. From approximately April 2008 to present, I have been subjected to series of retaliation. I began working for the employer on 09/25/1997. Currently, I earn \$85,000.00 per year.

- II. I believe that I have been harassed and denied several promotions due to my sex [female] and disability [neck and nerve injury] and in retaliation for requesting CFRA leave. My beliefs are based upon the following:
 - A. From approximately August 2010 to present, I have been harassed and denied the right to work in a harassment-free environment by Messrs Summers and Garfield. The harassment has been of a verbal nature and occurs at least twice per week. The harassment [details on file with DFEH] created a hostile work environment.

 - B. From approximately May 2008 to February 23, 2010, I applied for available positions of Manager I, Manager II and Manager VI for which I am qualified.

* * * EMPLOYMENT * * *

**COMPLAINT OF DISCRIMINATION UNDER
THE PROVISIONS OF THE CALIFORNIA
FAIR EMPLOYMENT AND HOUSING ACT**

DFEH # E201112M1081-02-fpse

EEOC # 37AB208291

COMPLAINANT'S NAME(S) (Indicate Mr. or Ms.)

KNUDSEN, SONYA (MS.)

RESPONDENT'S NAME

GARFIELD, ABE - AS AN INDIVIDUAL

THE PARTICULARS ARE:

- C. Mr. Summers' reasons for denying me the positions listed above were pretextual.
- D. From approximately April 2008 to present, I have subjected to series of retaliation.
- E. I have worked for the employer more than twelve [12] months, have worked at least 1,250 hours in the 12-month period prior to my leave and worked at a location that has more than 50 employees within 75 miles.

Page 2 of 2

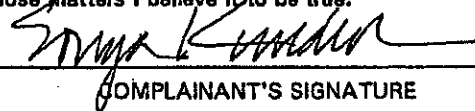
Typed and mailed for signature on 03/20/2012

I also want this charge filed with the Federal Equal Employment Opportunity Commission (EEOC).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct of my own knowledge except as to matters stated on my information and belief, and as to those matters I believe it to be true.

Dated

3/23/2012


COMPLAINANT'S SIGNATURE

At

City

DFEH-300-01 (12/99)

BAY:MN:ic

DATE FILED:

DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING

MAR 23 2012

STATE OF CALIFORNIA

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

PERSON FILING CHARGE

SONYA KNUDSEN
vs.
GARFIELD, ABE - AS AN INDIVIDUAL

THIS PERSON (CHECK ONE)

- Claims to be aggrieved
 Is filing on behalf of other person(s)

DATE OF ALLEGED VIOLATION

PLACE OF ALLEGED VIOLATION

EEOC CHARGE NUMBER
37AB208291

FEP A CHARGE NUMBER (if known)
E201112M1081-02-fps9

NOTICE OF CHARGE OF DISCRIMINATION IN JURISDICTIONS WHERE AN FEP AGENCY WILL INITIALLY PROCESS
(See EEOC "Rules and Regulations" for additional information)

YOU ARE HEREBY NOTIFIED THAT A CHARGE OF EMPLOYMENT DISCRIMINATION UNDER

- Title VII of the Civil Rights Act of 1964
 The Age Discrimination in Employment Act of 1967 (ADEA)
 The Americans with Disabilities Act of 1990 (ADA)

HAS BEEN RECEIVED BY

- The EEOC and sent for initial processing to _____ (FEP Agency)
 The CALIFORNIA DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING and sent to the EEOC for dual filing purposes.

While EEOC has jurisdiction (upon the expiration of any deferral requirement if this is a Title VII charge) to investigate this charge, EEOC may refrain from beginning an investigation and await the issuance of the Agency's final findings and orders. These final findings and orders will be given weight by EEOC in making its own determination as to whether or not reasonable cause exists to believe that the allegations made in the charge are true.

You are therefore encouraged to cooperate fully with the Agency. All facts and evidence provided by you to the Agency in the course of its proceedings will be considered by the Commission when it reviews the Agency's final findings and orders. In many instances the Commission will take no further action, thereby avoiding the necessity of an investigation by both the Agency and the Commission. This likelihood is increased by your active cooperation with the Agency.

- As a party to the charge, you may request that EEOC review the final decision and order of the above named Agency. For such a request to be honored, you must notify the Commission in writing within 15 days of your receipt of the Agency's final decision and order. If the Agency terminates its proceedings without issuing a final finding and order, you will be contacted further by the Commission. Regardless of whether the Agency or the Commission processes the charge, the Recordkeeping and Non-Retaliation provision of Title VII and the ADEA as explained on the reverse side of this form apply.

For further correspondence on this matter, please use the charge number(s) shown.

- An Equal Pay Act investigation (29 U.S.C. 209(d)) will be conducted by the Commission concurrently with the Agency's investigation of the charge.
 Enclosure: Copy of the Charge

BASIS OF DISCRIMINATION

- RACE COLOR SEX RELIGION NATIONAL ORIGIN AGE OTHER
 DISABILITY RETALIATION

CIRCUMSTANCES OF ALLEGED VIOLATION:

DATE April 16, 2012	TYPED NAME/TITLE OF AUTHORIZED EEOC OFFICIAL MICHAEL BALDONADO, DISTRICT DIRECTOR, SAN FRANCISCO D.O.	SIGNATURE <i>Michael Baldonado</i>
------------------------	---	---------------------------------------



DEPARTMENT OF FAIR EMPLOYMENT & HOUSING

1515 Clay Street, Suite 701, Oakland, CA 94612-2512
(510) 622-2941 TTY (800) 700-2320 Fax (510) 622-2851
www.dfeh.ca.gov

PRIVACY NOTIFICATION

The Information Practices Act of 1977 requires this Department to provide the following information to persons who are asked by the Department of Fair Employment and Housing (DFEH) to supply information:

- The principal purpose for requesting information is to receive, investigate, and resolve complaints of discrimination.
- California Government Code section 12900, ex seq. and California Civil Code section 51 et seq. require persons seeking to file complaints with DFEH to provide sufficient information for the Department to establish jurisdiction and conduct an investigation of the allegations.
- The submission of requested information by those against whom a complaint is filed (respondent) is voluntary. However, all respondents should be aware that DFEH has the authority to subpoena those records and witnesses it deems necessary to complete the investigation.
- As authorized by law, information furnished may be transferred to the U.S. Equal Employment Opportunity Commission, the National Labor Relations Board, the U.S. Department of Labor, the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, the U.S. Department of Education, the U.S. Department of Justice, or any branch of the California State Government, or any other local or Federal agency with similar jurisdiction.
- Information furnished would also be released pursuant to a valid subpoena.
- For the purpose of seeking a determination on a complaint, the information provided may be disclosed to members of the California Fair Employment and Housing Commission and an Administrative Law Judge at a public hearing.
- As permitted by the Information Practices Act, unless compelled by a subpoena, we do not release information in complaint files relating to open cases other than non-personal information on the complaint form itself. Once a complaint is closed, individuals have the right of access to records containing personal information about them which are maintained by the Department of Fair Employment and Housing. Non-personal information, including the allegations in the complaint document itself, are disclosable to the public when a case has been closed. The official responsible for maintaining the information is the District Administrator of the office where the complaint was filed.

EXHIBIT 9

SONYA KNUDSEN

phone:

cell:

31 March 2011

Gloria Louie
Airport EEO and Diversity Programs Director
San Francisco International Airport (SFO)
PO Box 8097
San Francisco, CA 94128



Re: City and County of San Francisco (CCSF) Discrimination Complaint filing

Dear Ms. Louie,

By means of this letter, I am filing a CCSF Discrimination Complaint against my supervisor, SFO Museum Assistant Director Abe Garfield; SFO Museum Director Blake Summers; SFO Museum; San Francisco International Airport, et al., due to discrimination, retaliation, gender bias, denial of promotion, and disparate treatment.

The above has been a continuing and ongoing issue at the SFO Museum related to previous discrimination complaints I filed with CCSF in 2008 and 2009; the claims remain outstanding. An example of a recent discriminatory action was in a CCSF Performance Plan and Evaluation Report (PPAR) and related meeting with Abe Garfield in February 2011, which necessitated filing a PPAR rebuttal submitted this month – please note attached.

Amongst areas of concern regarding my position as Curator IV, CCSF classification 3546, Curator in Charge of Administration and Special Projects at SFO Museum include, but are not limited to:

- FY10/11 assignment to SFO Museum Assistant Director Abe Garfield as new supervisor, with limited contact with SFO Museum Director and Chief Curator Blake Summers, prior supervisor
- Constricted job duties and responsibilities, impacting potential for career development and advancement both inside and outside CCSF
- SFO Museum staff promotions to management positions, all of whom are male, e.g., Abe Garfield, Kelvin Godshall, John Hill, Roman Korolev, Timothy O'Brien

In prior discrimination / retaliation complaints filed, I have been trying to work and resolve issues internally with SFO, without involving EEOC, DFEH, et al, but to no avail, and has led to further scrutiny, accountability, discrimination and retaliation in a hostile work environment.

Your attention and resolution regarding this complaint is requested. Thank you.

Yours sincerely,

Sonya Knudsen

attachment: FY11/12 CCSF PPAR and rebuttal

cc: Steve Pitocchi, SEIU Local 1021

RECEIVED CITY & COUNTY OF SAN FRANCISCO FROM: Sonya Knudsen, SFO Museum Curator in Charge of Administration / Special Projects APR 01 2011 DATE: 13 March 2011 AIRPORT COMMISSION BEO & DIVERSITY PROGRAMS RE:

De Garfield, SFO Museum Assistant Director

COPY

rebuttal to be attached to FY10/11 CCSF PPAR

The following is a rebuttal re the evaluation provided in the 7 February 2011 FY10/11 Performance Plan and Appraisal Report (PPAR):

Section II, Performance Plan – Job Description and Section III, Performance Plan – Key Objectives

- Handles maintenance of 670 West Field Road facility, writes and prosecutes SFO Maintenance scheduling requests
 Works with SFO Custodial, SFO Maintenance, and SFO Museum staff to ensure museum standards re facility and exhibition sites are being sustained. Per request of Administration, has implemented new process re Maintenance scheduling requests as follows: brings matter to their attention or is asked by them to generate work request for given need, provides written request to supervisor for review, supervisor provides request to director for signature, work request then returned to Ms. Knudsen for processing, providing request form to receptionist for faxing, copying, filing, and logging.
- Monitors the climate conditions at all the exhibitions and art storage sites throughout the terminals
 Works with SFO Museum Registration and Conservation staff, SFO Mechanical Maintenance, et al. to ensure museum standards, utilizing Central Plant computer access, recommended purchase and use of dataloggers, etc. Worked with Mechanical Maintenance and construction personnel to correct and remedy lack of HVAC in Terminal 2 boomerang exhibition case, effecting HVAC installation that would ensure RH and temperature control settings per museum standards.
- Develop user manual and work on datascrub for collections management database
 Supervisor was apprised that the user manual was an active, not static, document with ongoing need for updates, amendments, and improvements. Recent datascrub accomplishments include completion of clean-up of 'people' and 'organization' tables, with further work being addressed as deemed appropriate by FilemakerPro manager. Employee works with SFO Museum Registration and Library staff to provide user manual as an active, ongoing resource, and is in need of increased input and commentary from end users to ensure manual and datascrub activity is effective, streamlined, and progressing.
- Assists the SFO Museum Director in preparation of reports and presentations
 Supervisor had in the initial CCSF PPAR indicated that this responsibility was no longer necessary. The correction noted was due to supervisor being apprised by employee that these reports, e.g., monthly Administrative activity reports, monthly exhibition listings, were ongoing. Supervisor subsequently confirmed with Director, and has corrected the PPAR to reflect this is an ongoing job responsibility.
- Prepares Emergency Preparedness handbook specifically for SFO Museum and leads training to staff
 Employee has provided supervisor ongoing updates re work coordination with SFO Emergency Operations Group, Fire and Police, plan to train SFO Museum personnel re security access, emergency procedures, and then conduct "surprise" emergency drill with Fire department providing staff assessment and follow-up training. Employee is participating in California Connecting to Collections two-part workshop re "Protecting Cultural Collections: Disaster Prevention, Preparedness, Response & Recovery," with information to be incorporated within organizational emergency handbook.

Knudsen PPAR rebuttal, page two of two
13 March 2011

COPY

- Use of City and County property for business purposes only

Supervisor had provided employee memo in October 2010 re computer use, which surprised employee then and now as employee's job performance of essential job responsibilities was exemplary and accomplished, and matter was taken out of context. To have this matter noted on employee's PPAR is unnecessary and unwarranted.

Section IV. Appraisal Report Summary

Supervisor did not provide or note indication of employee's work progress, accomplishments, and professional growth plan. Employee provides and keeps supervisor apprised of work projects and status reports. The CCSF PPAR seems to be a document for the supervisor to provide cursory feedback and explanation of employee's work performance, project accomplishments, lacks comments of substance, if any re work progress, plan for professional development, advancement, etc., underutilizing employee's skills and experience that would benefit SFO Museum and SFO.



CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

2010

COPY

Performance Plan and Appraisal Report

I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN,SONYA	2. JOB CODE NUMBER AND TITLE 3546 Curator IV	3. STATUS <input checked="" type="checkbox"/> Permanent (PCS) <input type="checkbox"/> Provisional (TPV) <input type="checkbox"/> Permanent Exempt (PEX) <input type="checkbox"/> Temporary Exempt (TEX) <input type="checkbox"/> Temporary Civil Service (TCS) <input type="checkbox"/> Limited Tenure (Restricted Use) (TLT) <input type="checkbox"/> Non Civil Service (Restricted Use) (NCS)
4. WORK LOCATION & DIVISION Chief Operating Officer-COO- Museums	5. DEPARTMENT 27-airport commission	6. REASON FOR REPORT <input type="checkbox"/> Annual <input checked="" type="checkbox"/> Dept. Review Period <input type="checkbox"/> Probationary <input type="checkbox"/> Unscheduled
	7. REVIEW PERIOD 7/1/2010 to 6/30/2011	8. PROBATION START AND END DATE

2010-09-05

II. PERFORMANCE PLAN – JOB DESCRIPTION

REVIEW OF DUTIES & RESPONSIBILITIES BASED ON JOB DESCRIPTION

COPY

FUNCTIONAL/WORKING TITLE	
Curator in charge of Administration and Special Projects	
1. Handles the routine and daily maintenance of the facility at West Field Road.	COMMENTS:
2. Monitors the climate conditions at all the exhibitions and art storage sites through out the Terminals.	COMMENTS:
3. Write and prosecute the Maintenance scheduling requests.	COMMENTS:
4. Develop the User Manuel for the Collections Management Database.	COMMENTS: 1/10/11 On Going
5. Work on the data scrub for the Collections Management database.	COMMENTS: 1/10/11 This duty is on going and requires constant attention and maintenance.
6. Assists the Director in the preparation of the routine reports and presentations.	COMMENTS: 1/10/11
7. Prepare Emergency Preparedness Handbook specifically for the Airport Museums. Lead training to staff	COMMENTS: 1/10/11 On going
8.	COMMENTS:
9.	COMMENTS:
10.	COMMENTS:

096

COPY

11.	COMMENTS:
12. Statement of Incompatible Activities: Fully comply with the department's Statement of Incompatible Activities as approved by the Ethics Commission. Compliance includes, but is not limited to: Restrictions on Incompatible Activities; Restrictions on Use of City Resources, City Work-Product and Prestige; and Prohibition on Gifts for Assistance with City Services.	COMMENTS:
13. Use of City and County Property for Business Purposes Only: All City equipment, devices, and materials (i.e., photocopier, telephones, computers, vehicles, stationery, fax machines, etc.) must be used only for conducting City business.	COMMENTS: 1/10/11 In October of 2010 it came to my attention that Ms. Knudsen had been using her office computer for over a year on work of a personal nature. When it came to my attention I wrote a reprimand to Ms. Knudsen and spoke with her about the situation. Ms. Knudsen was made aware of the gravity of this misconduct and stated it would never happen again.
14. DSW Preparedness: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.	COMMENTS:
15. DSW Training: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.	COMMENTS:

III. PERFORMANCE PLAN – KEY OBJECTIVES

Departmental Goal #1: (specify)	
1. To assist the Director and Chief Curator in the preparation of routine reports and presentations.	REVIEW OF PERFORMANCE: 1/10/11
2. To demonstrate good observance of work hours and attendance and show only routine absence from work.	Ms. Knudsen is observant of her work hours.
3. To effectively respond to the time sensitive and changing demands of the normal workday.	REVIEW OF PERFORMANCE:

COPY

Departmental Goal #2: (specify)	
1. To develop the users manual for the collections management database.	REVIEW OF PERFORMANCE:
2. To insure the accuracy of the data as entered in the collections management database.	REVIEW OF PERFORMANCE: 1/10/11 The basic scrubbing of the people table and organizational table is complete. Further work on going.

Departmental Goal #3: (specify)	
1. To monitor the climate conditions in the exhibition spaces throughout the Airport and West Field Road.	REVIEW OF PERFORMANCE:
2. To keep the San Francisco Airport museums facilities on West Field Road in good condition and well maintained.	
3. To prepare the emergency handbook specifically for the needs of the Airport museums. Review the best practices and train the staff for natural disaster.	1/10/11 On Going
4. To prepare for the downtime in the chilled water delivery in the International Terminal.	2/7/11 ON Hold

<p>5. DSW PREPAREDNESS: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency;; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.</p>	<p style="text-align: right; font-size: 2em; opacity: 0.5;">COPY</p>
<p>2.DSW TRAINING: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.</p>	<p>REVIEW OF PERFORMANCE:</p>

IV. APPRAISAL REPORT SUMMARY

A. OVERALL PERFORMANCE RATING

The appraisal report on overall performance should include a consideration of all items in the Job Description, Departmental policies and procedures, and the Performance Plan's Key Objectives for the review period. Circle the appropriate number on the continuum.

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
Performance of job duties needs improvement; did not meet many or majority of objectives.	Performed job duties competently and effectively; met the objectives. (Meets Competent and Effective requirement)	Performed job duties with exceptional competence and effectiveness; exceeded the objectives.
1	2	3

B. COMMENTS REGARDING OVERALL PERFORMANCE

COPY

C. EMPLOYEE GUIDELINES – PERFORMANCE PLAN AND APPRAISAL REPORT

1. Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the following list of guidelines.
2. Employee has the right to read the Performance Plan and Appraisal Report.
3. Employee has the right to receive a copy of the Performance Plan and Appraisal Report.
4. Employee has the right to discuss the report with the Reporting Supervisor or Manager.
5. Employee has the right to attach a rebuttal to the Performance Appraisal Plan and Report. Unless otherwise provided in the collective bargaining agreement that applies to the employee's Job Code, the rebuttal must be presented within 5 working days of the report date. The rebuttal should only address the items presented in the report. The 5 days may be extended at the discretion of the Reviewer for up to 30 days.
6. Employee may request a conference, if requested, with the Reviewer (Reporter's supervisor or manager).

V. SIGNATURE PAGE

PERFORMANCE PLAN

COPY

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE <i>Bill [Signature]</i>	2. REVIEW DATE 8/17/10	
3. SUPERVISOR SIGNATURE <i>J. A. Garfield</i>	4. EMPLOYEE SIGNATURE <i>Blake Summers</i>	5. MEETING DATE 8/17/2010

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE	2. EMPLOYEE SIGNATURE <i>Blake Summers</i>	3. MEETING DATE 2/7/11
-------------------------	---	---------------------------

PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK LOCATION Blake Summers	2. JOB CODE NUMBER AND TITLE 0941 Director and Chief Curator	
3. I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Signature)		5. DATE

D. Reporting Supervisor/Manager

2. NAME, WORK ADDRESS James Garfield	2. JOB CODE NUMBER AND TITLE 0923 Assistant Director	
3. DATE OF CONFERENCE WITH EMPLOYEE	4. SIGNATURE	5. DATE

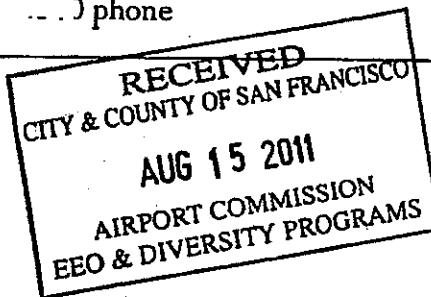
E. Employee's Statement

<input type="checkbox"/> I AGREE WITH THIS REPORT. <input type="checkbox"/> I DO NOT AGREE WITH THIS REPORT. SECT. ____ NO ____ <input checked="" type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE 2/7/11 3. SIGNATURE CERTIFIES I HAVE READ THE REPORT <i>[Signature]</i> <input type="checkbox"/> DECLINED TO SIGN DATE
--	---

EXHIBIT 10

SONYA KNUDSEN

... phone



14 August 2011

Susan Kim
Assistant Manager, EEO Programs
San Francisco International Airport
PO Box 8097
San Francisco, CA 94128

RE: 30 March 2011 CCSF Discrimination Complaint vs. SFO Museum Director and Chief Curator Mr. Blake Summers, SFO Museum Assistant Director Mr. Abe Garfield, San Francisco International Airport (SFO), City and County of San Francisco (CCSF) re gender bias, retaliation, disparate treatment, denial of promotion, performance plan and appraisal reports (PPARs), and restriction of duties and career development

Dear Ms. Kim,

I have over 28 years of museum experience, with a Masters degree in Public Administration and additional degrees in Business Administration and History. I am goal oriented, keen on continual evolution and improvement, personally and professionally, with many interests, dedicated to community service and giving back. I have much to offer an organization, many skill sets and experiences to be utilized to great advantage. And yet, I am being underutilized at the SFO Museum, and further, have noted numerous promotions both above and below my classification.

In 1997, I began employment as department head at the SFO Museum, San Francisco International Airport. In 1999, I was promoted from Senior Museum Registrar to Curator IV, in charge of Registration. In 2006, I was assigned to the position of Curator in Charge of Administration and Special Projects, moving away from collections management into an administrative role. I viewed this assignment as verification of what I had provided SFO Museum, and a means to further develop and evolve career wise. But note, this did not entail a classification change or salary increase. Mr. Summers said at the time that fiscal budget restrictions posed a problem, and such a promotion would be resented by Mr. Abe Garfield and Mr. John Hill. With proviso that a future reclassification would take place I agreed to the administrative position, and provided Mr. Summers a draft CCSF Job Analysis Questionnaire, as well as comparable positions within the city system.

In March 2007 I was in a car accident, which necessitated a CCSF-approved FMLA leave starting that month. My November 2007 request to return to work part-time with reasonable accommodations was denied by Mr. Summers. In March 2008, I filed a discrimination complaint against Mr. Summers because of his November 2007 denial of accommodations. In April 2008, I returned to work at the Airport Museum full-time, and thus began thoroughly unpleasant and adverse employment conditions, altered job duties, and continual discrimination, harassment, and retaliatory acts on the part of Mr. Summers. The terms and conditions of my employment at the Airport Museum have been altered by Mr. Summers, and are significantly different than before.

Mr. Summers is the department head of the Airport Museum. Mr. Summers is on the Airport Senior Staff, and reports directly to Airport Director Mr. John Martin and Chief Operating Officer Mr. Jackson Wong. Mr. Summers has given Mr. Garfield and Mr. Hill plum assignments and promotions, with direct reports and access to upper management. In contrast, I have not. I am far less involved organizationally than other Curator IV and above positions. Opportunities provided to Museum staff have led to added skill sets and promotions for them, whereas I am not provided such opportunities, nor have core job and supervisory responsibilities that in themselves provide means for promotion. It bears noting all SFO promotions and hires have been men, a clear indication of gender bias and preferential treatment.

SONYA KNUDSEN

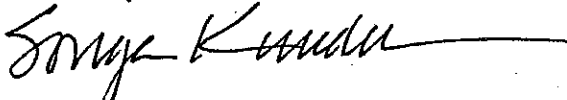
Kim letter re Knudsen 3/31/11 EEO Complaint of Discrimination
page 2/2, 14 August 2011

My primary job functions are now in facilities management and computer database clean-up, vastly different from my prior status and proactive involvement. I have been ostracized and disengaged from Museum staff. I no longer attend museum or airport meetings, whether exhibitions, programs, construction, or organizational development and future planning. I have not attended museum or management conferences and seminars for years, with minimal peer interaction. I have hit a wall and a glass ceiling. There is a clear message that I no longer have an integral role in the Airport Museum, and my future is limited.

I can't just consult with and converse with Mr. Summers like I did in the past, nor is that possible any more. I have a new supervisor, Assistant Director Garfield, who clearly is uncomfortable being placed in such an awkward, go-between position. And this is exacerbated further in that Mr. Garfield has no knowledge or expertise in facilities management or computers. Mr. Summers retaliatory harassment has affected the terms and conditions of my employment.

I respectfully request the SFO EEO address and remedy concerns brought forth, and pursue promotion of me to the position of Manager I, Assistant Director of Administration and Special Projects, retroactive to 2008, with closer involvement and participation in administration and operations at the Airport Museum. Thank you.

Yours sincerely,



Sonya Knudsen

attachments: SFO Museum promotions for Curator IV positions and above after 2008 (1 page)
Listing of SFO Museum staff promotions after 2008 (1 page)
CCSF Performance Appraisal Reports for Knudsen, from 2006 to present, with applicable rebuttals (39 pages)
Overview listing of PAR and CCSF-defined Knudsen job duties (2 pages)
Knudsen memo to Summers, dated 7/21/09, re SFAM goals (2 pages).

cc: Steven Pilocchi, SEIU Local 1021

SFO Museum staff promotions post 2008

SFO Museum staff name	Promotive Position	SFO Museum title
Blake Summers	0941 - Manager VI	Director and Chief Curator
Abe Garfield	0922 - Manager I	Assistant Director, Exhibitions
Abe Garfield	0923 - Manager II	Assistant Director, Exhibitions
John Hill	0922 - Manager I	Assistant Director, Aviation
Timothy O'Brien	3546 - Curator IV	Curator in Charge, Exhibitions
Dennis Sharp	3544 - Curator III	Assistant Curator, Aviation
Kelvin Godshall	3542 - Curator II	Assistant Curator, Exhibitions
Robert Harris	3542 - Curator II	Assistant Curator, Graphic Arts
Tomo Hiroshiko	3554 - Associate Museum Registrar	Associate Museum Registrar, Aviation
Roman Korolev	3544 - Curator III	Chief Preparator
Thai Bui	3522 - Senior Museum Preparator	Senior Museum Preparator
Chad Anderson	3522 - Senior Museum Preparator	Senior Museum Preparator
Martins Blutzma	3520 - Museum Preparator	Museum Preparator
Sean Szenpanik	3520 - Museum Preparator	Museum Preparator

Recent SFO Museum staff promotions at and above Curator IV, CCSF 3546

SFO Museum staff name	Previous position	Promotive Position	Promotive Year
Blake Summers	0940 - Manager V	0941 - Manager VI	2008
Abe Garfield	3547 - Curator V	0922 - Manager I	2006
Abe Garfield	0922 - Manager I	0923 - Manager II	2009
John Hill	3546 - Curator IV	0922 - Manager I	2010
Timothy O'Brien	3544 - Curator III	3546 - Curator IV	2010
Sonya Knudsen	3558 - Senior Museum Registrar	3546 - Curator IV	1999

TO: Blake Summers, SFAM Director and Chief Curator

FROM: Sonya Knudsen, SFAM Curator in Charge of Administration / Special Projects

DATE: 21 July 2009

RE: SFAM goals

As discussed on 13 July, as Curator in Charge of Administration and Special Projects my skills and experience can be used to aid and provide you the means of addressing and realizing core SFAM needs. In addition to current responsibilities, per your request, the following are suggested supplemental areas from which can you designate those you would like me to prioritize for FY09/10 and future years:

Administration

- Assist you with SFAM budget preparation and monitoring, inclusive of contracts, vendor coordination, invoice processing.
- Assist you with SFAM succession and promotional planning, staff career training, educational, peer support, and mentoring opportunities.
- Attend SFO and SFAM Senior Staff and applicable administrative, commission, board, construction, et al. meetings as your assistant and/or representative.

Bay Area Outreach and Collaborations

- Contact, engage, and foster relationships and collaborations with Bay Area museums, historical societies, clubs, private collectors for participation and involvement in SFAM program.
- Assist SFAM staff re exhibition management with lenders, e.g., contracts, research and label copy obligations.
- Assist you re SFAM / SFO website upgrades, brochure and poster projects, in coordination with SFAM staff, SFO Administration, Marketing and Communications, vendors, et al.

SFAM Promotion

- Expand speaking engagements and involvement with Bay Area clubs and schools, e.g., Rotary, Lyons, Burlingame-Hillsborough Newcomers Club, non-profits, high schools, universities, work and school career days, et al.
- Organize and participate in panels and sessions at museum / aviation / facility / management conferences and seminars, e.g., American Association of Museums, California Association of Museums, "Aviation" Mutual Concerns, International Facility Management Association, Municipal Management Association of Northern California, American Management Association, Stanford and UC Berkeley, et al.
- Oversee and manage applicable SFAM receptions, exhibition opening, and outreach events, acting as liaison with participants and providers, e.g., similar to what was done for Russel Wright and Model Train exhibitions, potentially for Pacific Coast League Baseball exhibition, et al.
- Provide assistance and host functions, public tours, school events, et al., showcasing SFAM program, ALM, SFO, et al.
- Host table and participate in SFO Employee Appreciation Day event, and other SFO-organized events.

SFAM Goals

Knudsen pg. 2/2, 7/21/09

Facility Management

- Continue to establish, sustain, and foster local peer collaborations and information exchange similar to those of the SFO Mechanical Maintenance deY HVAC behind-the-scenes tour, FAMSF Conservation and Accounting, et al.
- Provide you assistance re management of ALM facility, events, functions, receptions, et al., especially as Gabe will be marrying in October with a related absence.
- Provide you assistance re Terminal 2 construction and related SFAM exhibition site expansion and upgrade projects, inclusive of Connector galleries, Kids' Spots, Aquarium, et al., in coordination with applicable personnel, e.g., SFAM, SFO, contractors, vendors, CA Academy of Sciences, Exploratorium, et al.
- Assist you and provide recommendations, coordination, and project management re SFAM's WFR and SFO site upgrades and expanded and optimized space utilization, e.g., WFR Host Food Lockers, Garage, Electrical Room, ALM, T3 North Office and Storage.

Risk Management

- Work with you, SFAM staff, and SFO Risk Management on pertinent projects, e.g., permanent collection and SF Art Commission appraisals, SFAM facilities and sites, insurance brokers, underwriters, and consultants, et al.
- Attend SFO Safety and Health meetings, disseminate and provide SFAM staff education, ensure safe working conditions.

Collection Management

- Assist you in preparation and prioritization re SFAM permanent collection inventory and appraisal, Aviation and Non-Aviation.
- Assist you to establish Master deaccession plan for Non-Aviation permanent collection, in conjunction with SFO Legal and Bay Area appraisal and public auction firms.
- Work with you to expand volunteer, high school and college intern program, with volunteer and intern assistance re permanent collection projects, e.g., inventory, photography, deaccessioning.

City
and
County
of
San Francisco

Performance Appraisal Report

Identification

553535733

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN, SONYA		2. CLASS No AND TITLE 3558 SENIOR MUSEUM REGISTRAR		3. STATUS PROB PERM	
4. WORK LOCATION & DIVISION MUSEUMS		5. DEPARTMENT	6. REASON FOR REPORT FINAL PROB		7. 1ST DATE IN CLASS 11.17.97
		8. PERIOD OF REPORT FROM: 11 17 97 TO: 5.16 98		9. PROBATION ENDS 5.16.98	

1. Duties and Responsibilities/Performance Criteria

Department head of Registration, supervising two Museum Registrars and two Associate Registrars responsible for planning, directing and managing the collections management activities, inclusive of the Aviation Museum, Children's Museum, Treasure Island Museum and other related San Francisco International Airport permanent collections.

- responsible for registration planning, directing and managing the 40+ exhibitions per year within Airport venues
- manages exhibition and permanent collection program, developing and utilizing computerization, inventory and catalogue documentation
- prepares, administers and summarizes budget
- liaison to auction houses, dealers, galleries, museums, private collectors, scholars, public and vendors
- coordinates, schedules, and supervises packing, transport, customs clearance, installation, deinstallation and storage of objects
- initiates pertinent paperwork (loan contracts, incoming/outgoing receipts, insurance, condition reports, correspondence, etc.)
- assigns and arranges couriers when required for shipment
- responsible for overseeing budget for shipping and arranging necessary clearances with HRC
- preparation for acquiring Treasure Island Collection
- involved in recruiting and hiring Registration staff

DEFINITIONS OF RATINGS

Use the following definitions to identify employee's level of performance when rating factors in Sections 11, III and IV

COMPETENT AND EFFECTIVE

Performs assigned duties at an acceptable level through demonstrated application of skills.

EXCEEDS STANDARDS

Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.

OUTSTANDING

Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."

DEVELOPMENT NEEDED

Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.

UNACCEPTABLE

Even under close direction, performance does not demonstrate the ability and, or willingness to produce required results.

ii. Performance Factors *(Required for all employees)*

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. ATTENDANCE AND PUNCTUALITY				
GOOD OBSERVANCE OF WORKING HOURS; ONLY ROUTINE ABSENCE FROM WORK <input type="checkbox"/>	VERY PUNCTUAL AND DEPENDABLE <input type="checkbox"/>	EXTREMELY PUNCTUAL AND DEPENDABLE <input checked="" type="checkbox"/>	HIGH RATE OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>	EXCESSIVE AND PERSISTENT PATTERN OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>
2. KNOWLEDGE OF JOB				
WELL-INFORMED ON IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	WELL-INFORMED ON ALL PHASES OF THE JOB <input type="checkbox"/>	EXCEPTIONAL KNOWLEDGE AND UNDERSTANDING OF THE JOB <input checked="" type="checkbox"/>	LACKS KNOWLEDGE OF SOME IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	INSUFFICIENT KNOWLEDGE TO PERFORM THE ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
3. QUANTITY OF WORK PERFORMED				
QUANTITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input checked="" type="checkbox"/>	QUANTITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUANTITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
4. QUALITY OF WORK PERFORMED				
QUALITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input checked="" type="checkbox"/>	QUALITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUALITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
5. EFFECTIVENESS IN WORKING WITH OTHERS				
WORKS EFFECTIVELY WITH OTHERS <input type="checkbox"/>	WORKS EFFECTIVELY WITH OTHERS UNDER DIFFICULT CIRCUMSTANCES <input checked="" type="checkbox"/>	ACTIVELY PROMOTES GOOD RELATIONS WITH OTHERS <input type="checkbox"/>	OCCASIONALLY HAS DIFFICULTY IN WORKING WITH OTHERS <input type="checkbox"/>	SERIOUS INATTENTION TO NEEDS OF OTHERS AND/OR CONTINUED CONFLICT WITH OTHERS <input type="checkbox"/>
6. ADAPTABILITY TO WORK SITUATION				
EFFECTIVELY ADAPTS TO DAY-TO-DAY DEMANDS OF THE JOB <input type="checkbox"/>	PERFORMS WELL EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS <input type="checkbox"/>	PERFORMS EFFECTIVELY IN CRISIS SITUATIONS <input checked="" type="checkbox"/>	PERFORMANCE CONSISTENTLY DECLINES IN OTHER THAN ROUTINE SITUATIONS <input type="checkbox"/>	DOES NOT ADAPT TO ROUTINE DEMANDS OF THE JOB <input type="checkbox"/>
7. USE OF MATERIALS AND EQUIPMENT				
ROUTINELY CONSERVES MATERIALS AND/OR MAINTAINS EQUIPMENT <input type="checkbox"/>	OBTAINS MAXIMUM UTILIZATION OF MATERIALS AND/OR EQUIPMENT <input type="checkbox"/>	DEVELOPS IMPROVED TECHNIQUES FOR THE USE OF MATERIALS AND/OR EQUIPMENT <input checked="" type="checkbox"/>	OCCASIONALLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>	UNACCEPTABLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>
8. SAFETY				
ROUTINELY OBSERVES ALL SAFETY PRACTICES <input type="checkbox"/>	IDENTIFIES AND REPORTS SAFETY HAZARDS <input type="checkbox"/>	CONSISTENTLY IDENTIFIES SAFETY HAZARDS AND INITIATES CORRECTIVE ACTION <input checked="" type="checkbox"/>	OCCASIONALLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>	SERIOUSLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>

iii. Managerial Factors *(Required for all supervisory personnel)*

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. COMMUNICATING				
USUALLY COMMUNICATES CLEARLY AND PRODUCES EFFECTIVE LEVEL OF UNDERSTANDING <input type="checkbox"/>	FREQUENTLY USES LANGUAGE SKILLS TO PROMOTE OPTIMAL LEVEL OF CLARITY AND UNDERSTANDING <input type="checkbox"/>	CONSISTENTLY USES LANGUAGE SKILLS TO MANAGE INTERPERSONAL PROBLEMS EFFECTIVELY <input checked="" type="checkbox"/>	SOMETIMES FAILS TO COMMUNICATE CLEARLY RESULTING IN MISUNDERSTANDING AND/OR CONFUSION <input type="checkbox"/>	SERIOUS AND/OR PERSISTENT PROBLEMS USING LANGUAGE SKILLS <input type="checkbox"/>
2. PLANNING				
DEVELOPS NECESSARY GOALS AND PLANS AND EVALUATES RESULTS <input type="checkbox"/>	IDENTIFIES POTENTIAL PROBLEMS AND DEVELOPS CONTINGENCY PLANS <input type="checkbox"/>	PLANS CREATIVELY TO OPTIMIZE USE OF ALL RESOURCES <input checked="" type="checkbox"/>	POOR ATTENTION TO PLANNING AND/OR INEFFICIENT USE OF RESOURCES <input type="checkbox"/>	SERIOUS INATTENTION TO PLANNING AND/OR EXTREMELY WEAK IN UTILIZING RESOURCES <input type="checkbox"/>
3. DECISION MAKING				
USUALLY DEMONSTRATES SOUND EVALUATION OF FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	DEMONSTRATES EXCEPTIONAL ABILITY TO SOLVE DIFFICULT PROBLEMS <input checked="" type="checkbox"/>	CONSISTENTLY DEMONSTRATES ABILITY TO SOLVE PROBLEMS OF A HIGHLY COMPLEX NATURE <input type="checkbox"/>	SOMETIMES OVERLOOKS AND/OR MISJUDGES BASIC FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	SERIOUS INATTENTION TO DECISION MAKING; DECISIONS PRODUCE POOR RESULTS <input type="checkbox"/>
4. DIRECTING AND MOTIVATING EMPLOYEES				
EFFECTIVELY DIRECTS THE WORK OF EMPLOYEES <input type="checkbox"/>	MOTIVATES EMPLOYEES TO ACHIEVE HIGH PERFORMANCE <input type="checkbox"/>	IDENTIFIES EMPLOYEE POTENTIAL AND PROVIDES OPPORTUNITIES FOR OPTIMAL PERFORMANCE <input checked="" type="checkbox"/>	HAS DIFFICULTY IN DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>
5. TRAINING AND DEVELOPING EMPLOYEES				
MAKES PROVISIONS FOR EMPLOYEES TO ACQUIRE NECESSARY JOB SKILLS AND KNOWLEDGE <input type="checkbox"/>	ENCOURAGES EMPLOYEES IN CAREER DEVELOPMENT <input type="checkbox"/>	ACTIVELY PROVIDES EMPLOYEE TRAINING AND DEVELOPMENT OPPORTUNITIES <input checked="" type="checkbox"/>	SOMETIMES FAILS TO PROVIDE NEEDED TRAINING OR JOB INFORMATION TO EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO EMPLOYEE TRAINING NEEDS <input type="checkbox"/>

IV. Overall Evaluation

Competent and Effective Exceeds Standards Outstanding Development Needed Unacceptable

V. Comments *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary)*

Organizing registration records for SFO Collection. In coordination with Assistant Director, developing and maintaining exhibition schedule to 2001. Has made excellent start in this work and developed a good graph for this and it is being used as an Airport model.

Assessing registration needs, weaknesses and strengths. Developing plan for the growing registration department and its expanded needs. Ms. Knudsen has established relations with the Fine Arts Museums database.

Coordinate large and sensitive shipments, i.e. return to National Museum of American Indian, incoming Goosedale Model Aviation Collection from England with expertise.

Review and improve data base for collections/start digitalization of collections.

B. Employee Strengths:

Sonya Knudsen is an employee and leader of exceptional ability. Her strength and knowledge is a great asset to the department and will help to train less experienced staff. Ms. Knudsen's concern for the program is greatly appreciated and will become more valuable as she learns the restrictions of Civil Service and the exact mode of operation and duties of other staff members.

C. Work Plan for Next Report Period:

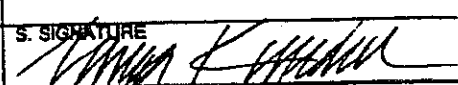
Catalogue SFO Collection. Prepare for visit of AAM Accreditation Committee. Prepare for Treasure Island, hire the two vacant Registration positions. Work with Fine Arts Museums of San Francisco.

Employee is still adjusting to CCSF rules and regulations and finds them cumbersome. Needs to respond to unusual needs and procedures of the Airport Museum, in contrast to traditional museums. Encourage Registration staff to professionally interact with other curatorial, design, and technical staff.

D. Recommendations:

Increase understanding of Museums operations within Airport environment. Upgrade to Registrar at Step II, which is equitable. Waiver of "Z" category. To handle overall cataloguing of collection.


VI. Reporting Manager

1. NAME, WORK ADDRESS SONYA KNUDSEN 1766 El Camino Real Burlingame, CA 94010	2. CLASS NO. AND TITLE 3558, Sr. Museum Registrar	4. CONFERENCE REPORT WITH (Managers Signature)
	3. DATE OF REPORT 4/27/98	5. SIGNATURE 

VII. Employee's Statement *(See Handbook for Statement of Employee Rights)*

1. <input checked="" type="checkbox"/> I agree with this report. <input type="checkbox"/> I do not agree with this report. Sect. No. _____ <input type="checkbox"/> I request a conference with the Reviewer. <input type="checkbox"/> Rebuttal attached.	2. DATE OF COUNSELING INTERVIEW 5/11/98
	3. SIGNATURE CERTIFIES I HAVE READ REPORT

VIII. Reviewer's Certification

1. NAME, WORK ADDRESS ELSA CAMERON 1766 El Camino Real Burlingame, CA 94010	2. CLASS NO. AND TITLE 3561, Director & Chief Curator	4. DATE OF CONFERENCE INITIALS OF THOSE PRESENT
	3. DATE OF REVIEW 4/27/98	6. SIGNATURE 
5. <input type="checkbox"/> I certify that I have reviewed this report. <input type="checkbox"/> I have taken the following action:		

City and County of San Francisco
Performance Appraisal Report

*Reed
4/7/98
nm*

Identification

566238627

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN, SONYA		2. CLASS No AND TITLE 3558 SENIOR MUSEUM REGISTRAR		3. STATUS PROB PERM	
4. WORK LOCATION & DIVISION MUSEUMS		5. DEPARTMENT	6. REASON FOR REPORT 90DAY		
		8. PERIOD OF REPORT FROM: 11 17 97 TO: 2 16 98		7. 1ST DATE IN CLASS 11.17.97	
				9. PROBATION ENDS 5.16.98	

1. Duties and Responsibilities/Performance Criteria

- Department head of Registration, supervising two Museum Registrars and two Associate Registrars responsible for planning, directing and managing the collections management activities, inclusive of the Aviation Museum, Children's Museum, Treasure Island Museum and other related San Francisco International Airport permanent collections.
- responsible for registration planning, directing and managing the 40+ exhibitions per year within Airport venues
 - manages exhibition and permanent collection program, developing and utilizing computerization, inventory and catalogue documentation
 - prepares, administers and summarizes budget
 - liaison to auction houses, dealers, galleries, museums, private collectors, scholars, public and vendors
 - coordinates, schedules, and supervises packing, transport, customs clearance, installation, deinstallation and storage of objects
 - initiates pertinent paperwork (loan contracts, incoming/outgoing receipts, insurance, condition reports, correspondence, etc.)
 - assigns and arranges couriers when required for shipment
 - responsible for overseeing budget for shipping and arranging necessary clearances with HRC
 - preparation for acquiring Treasure Island Collection
 - involved in recruiting and hiring Registration staff

DEFINITIONS OF RATINGS

Use the following definitions to identify employee's level of performance when rating factors in Sections 11, III and IV

COMPETENT AND EFFECTIVE	Performs assigned duties at an acceptable level through demonstrated application of skills.
EXCEEDS STANDARDS	Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.
OUTSTANDING	Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."
DEVELOPMENT NEEDED	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
UNACCEPTABLE	Even under close direction, performance does not demonstrate the ability and, or willingness to produce required results.

II. Performance Factors *(Required for all employees)*

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. ATTENDANCE AND PUNCTUALITY				
GOOD OBSERVANCE OF WORKING HOURS, ONLY ROUTINE ABSENCE FROM WORK <input type="checkbox"/>	VERY PUNCTUAL AND DEPENDABLE <input type="checkbox"/>	EXTREMELY PUNCTUAL AND DEPENDABLE <input checked="" type="checkbox"/>	HIGH RATE OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>	EXCESSIVE AND PERSISTENT PATTERN OF LATENESS AND/OR ABSENCE FROM WORK <input type="checkbox"/>
2. KNOWLEDGE OF JOB				
WELL-INFORMED ON IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	WELL-INFORMED ON ALL PHASES OF THE JOB <input type="checkbox"/>	EXCEPTIONAL KNOWLEDGE AND UNDERSTANDING OF THE JOB <input checked="" type="checkbox"/>	LACKS KNOWLEDGE OF SOME IMPORTANT PHASES OF THE JOB <input type="checkbox"/>	INSUFFICIENT KNOWLEDGE TO PERFORM THE ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
3. QUANTITY OF WORK PERFORMED				
QUANTITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input checked="" type="checkbox"/>	QUANTITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUANTITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUANTITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
4. QUALITY OF WORK PERFORMED				
QUALITY OF WORK MEETS ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK OFTEN EXCEEDS JOB REQUIREMENTS <input checked="" type="checkbox"/>	QUALITY OF WORK CONSISTENTLY EXCEEDS JOB REQUIREMENTS <input type="checkbox"/>	QUALITY OF WORK DOES NOT MEET JOB REQUIREMENTS IN SOME AREAS <input type="checkbox"/>	QUALITY OF WORK FAILS TO MEET ESSENTIAL JOB REQUIREMENTS <input type="checkbox"/>
5. EFFECTIVENESS IN WORKING WITH OTHERS				
WORKS EFFECTIVELY WITH OTHERS <input type="checkbox"/>	WORKS EFFECTIVELY WITH OTHERS UNDER DIFFICULT CIRCUMSTANCES <input checked="" type="checkbox"/>	ACTIVELY PROMOTES GOOD RELATIONS WITH OTHERS <input type="checkbox"/>	OCCASIONALLY HAS DIFFICULTY IN WORKING WITH OTHERS <input type="checkbox"/>	SERIOUS INATTENTION TO NEEDS OF OTHERS AND/OR CONTINUED CONFLICT WITH OTHERS <input type="checkbox"/>
6. ADAPTABILITY TO WORK SITUATION				
EFFECTIVELY ADAPTS TO DAY-TO-DAY DEMANDS OF THE JOB <input type="checkbox"/>	PERFORMS WELL EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS <input type="checkbox"/>	PERFORMS EFFECTIVELY IN CRISIS SITUATIONS <input checked="" type="checkbox"/>	PERFORMANCE CONSISTENTLY DECLINES IN OTHER THAN ROUTINE SITUATIONS <input type="checkbox"/>	DOES NOT ADAPT TO ROUTINE DEMANDS OF THE JOB <input type="checkbox"/>
7. USE OF MATERIALS AND EQUIPMENT				
ROUTINELY CONSERVES MATERIALS AND/OR MAINTAINS EQUIPMENT <input type="checkbox"/>	OBTAINS MAXIMUM UTILIZATION OF MATERIALS AND/OR EQUIPMENT <input type="checkbox"/>	DEVELOPS IMPROVED TECHNIQUES FOR THE USE OF MATERIALS AND/OR EQUIPMENT <input checked="" type="checkbox"/>	OCCASIONALLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>	UNACCEPTABLY WASTEFUL AND/OR CARELESS <input type="checkbox"/>
8. SAFETY				
ROUTINELY OBSERVES ALL SAFETY PRACTICES <input type="checkbox"/>	IDENTIFIES AND REPORTS SAFETY HAZARDS <input type="checkbox"/>	CONSISTENTLY IDENTIFIES SAFETY HAZARDS AND INITIATES CORRECTIVE ACTION <input checked="" type="checkbox"/>	OCCASIONALLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>	SERIOUSLY DISREGARDS SAFETY PRACTICES <input type="checkbox"/>

III. Managerial Factors *(Required for all supervisory personnel)*

Competent/Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. COMMUNICATING				
USUALLY COMMUNICATES CLEARLY AND PRODUCES EFFECTIVE LEVEL OF UNDERSTANDING <input type="checkbox"/>	FREQUENTLY USES LANGUAGE SKILLS TO PROMOTE OPTIMAL LEVEL OF CLARITY AND UNDERSTANDING <input type="checkbox"/>	CONSISTENTLY USES LANGUAGE SKILLS TO MANAGE INTERPERSONAL PROBLEMS EFFECTIVELY <input checked="" type="checkbox"/>	SOMETIMES FAILS TO COMMUNICATE CLEARLY RESULTING IN MISUNDERSTANDING AND/OR CONFUSION <input type="checkbox"/>	SERIOUS AND/OR PERSISTENT PROBLEMS USING LANGUAGE SKILLS <input type="checkbox"/>
2. PLANNING				
DEVELOPS NECESSARY GOALS AND PLANS AND EVALUATES RESULTS <input type="checkbox"/>	IDENTIFIES POTENTIAL PROBLEMS AND DEVELOPS CONTINGENCY PLANS <input type="checkbox"/>	PLANS CREATIVELY TO OPTIMIZE USE OF ALL RESOURCES <input checked="" type="checkbox"/>	POOR ATTENTION TO PLANNING AND/OR INEFFICIENT USE OF RESOURCES <input type="checkbox"/>	SERIOUS INATTENTION TO PLANNING AND/OR EXTREMELY WEAK IN UTILIZING RESOURCES <input type="checkbox"/>
3. DECISION MAKING				
USUALLY DEMONSTRATES SOUND EVALUATION OF FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	DEMONSTRATES EXCEPTIONAL ABILITY TO SOLVE DIFFICULT PROBLEMS <input checked="" type="checkbox"/>	CONSISTENTLY DEMONSTRATES ABILITY TO SOLVE PROBLEMS OF A HIGHLY COMPLEX NATURE <input type="checkbox"/>	SOMETIMES OVERLOOKS AND/OR MISJUDGES BASIC FACTORS IN ROUTINE MATTERS <input type="checkbox"/>	SERIOUS INATTENTION TO DECISION MAKING, DECISIONS PRODUCE POOR RESULTS <input type="checkbox"/>
4. DIRECTING AND MOTIVATING EMPLOYEES				
EFFECTIVELY DIRECTS THE WORK OF EMPLOYEES <input type="checkbox"/>	MOTIVATES EMPLOYEES TO ACHIEVE HIGH PERFORMANCE <input type="checkbox"/>	IDENTIFIES EMPLOYEE POTENTIAL AND PROVIDES OPPORTUNITIES FOR OPTIMAL PERFORMANCE <input checked="" type="checkbox"/>	HAS DIFFICULTY IN DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO DIRECTING AND/OR MOTIVATING EMPLOYEES <input type="checkbox"/>
5. TRAINING AND DEVELOPING EMPLOYEES				
MAKES PROVISIONS FOR EMPLOYEES TO ACQUIRE NECESSARY JOB SKILLS AND KNOWLEDGE <input type="checkbox"/>	ENCOURAGES EMPLOYEES IN CAREER DEVELOPMENT <input type="checkbox"/>	ACTIVELY PROVIDES EMPLOYEE TRAINING AND DEVELOPMENT OPPORTUNITIES <input checked="" type="checkbox"/>	SOMETIMES FAILS TO PROVIDE NEEDED TRAINING OR JOB INFORMATION TO EMPLOYEES <input type="checkbox"/>	SERIOUS INATTENTION TO EMPLOYEE TRAINING NEEDS <input type="checkbox"/>

IV. Overall Evaluation

Competent and Effective <input type="checkbox"/>	Exceeds Standards <input type="checkbox"/>	Outstanding <input checked="" type="checkbox"/>	Development Needed <input type="checkbox"/>	Unacceptable <input type="checkbox"/>
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V. Comments *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary)*

Organizing registration records for SFO Collection. In coordination with Assistant Director, developing and maintaining exhibition schedule to 2001. Has made excellent start in this work and developed a good graph for this and it is being used as an Airport model.

Assessing registration needs, weaknesses and strengths. Developing plan for the growing registration department and its expanded needs. Ms. Knudsen has established relations with the Fine Arts Museums database.

Coordinate large and sensitive shipments, i.e. return to National Museum of American Indian, incoming Goosedale Model Aviation Collection from England with expertise.

Review and improve data base for collections/start digitalization of collections.

Must prepare Exhibitors collection for AAM - by cataloging & research.

B. Employee Strengths:

Sonya Knudsen is an employee and leader of exceptional ability. Her strength and knowledge is a great asset to the department and will help to train less experienced staff. Ms. Knudsen's concern for the program is greatly appreciated and will become more valuable as she learns the restrictions of Civil Service and the exact mode of operation and duties of other staff members.

C. Work Plan for Next Report Period:

Catalogue SFO Collection. Prepare for visit of AAM Accreditation Committee. Prepare for Treasure Island, hire the two vacant Registration positions. Work with Fine Arts Museums of San Francisco.

D. Recommendations:

Increase understanding of Museums operations within Airport environment. Upgrade to Registrar at Step II, which is equitable Waiver of 'Z' category.

VI. Reporting Manager

1. NAME, WORK ADDRESS <i>Pamela Koe</i>	2. CLASS No. AND TITLE	4. CONFERENCE REPORT WITH (Managers Signature) <i>4/3/98</i>
	3. DATE OF REPORT	5. SIGNATURE <i>Pamela Koe</i>

VII. Employee's Statement *(See Handbook for Statement of Employee Rights)*

1. <input type="checkbox"/> I agree with this report. <input type="checkbox"/> I do not agree with this report. Sect. <u> </u> No. <u> </u>	2. DATE OF COUNSELING INTERVIEW <i>4/3/98</i>
<input type="checkbox"/> I request a conference with the Reviewer.	3. SIGNATURE CERTIFIES I HAVE READ REPORT <i>[Signature]</i>
<input type="checkbox"/> Rebuttal attached.	

VIII. Reviewer's Certification

1. NAME, WORK ADDRESS <i>[Signature]</i>	2. CLASS No AND TITLE	4. DATE OF CONFERENCE INITIALS OF THOSE PRESENT
	3. DATE OF REVIEW	5. SIGNATURE <i>[Signature]</i>
5. <input type="checkbox"/> I certify that I have reviewed this report.		
<input type="checkbox"/> I have taken the following action:		

**City
and
County
of
San
Francisco**

Performance Appraisal Report

RECEIVED
S.F. INT'L AIRPORT
04 SEP -3 AM 10:47
AIRPORTS COMMISSION
PERSONNEL & STAFF
DEVELOPMENT

ENTERED

Identification

1 Last Name, First Name, Middle Initial Knudsen, Sonya	2 Class No and Title 3548 Curator IV		3 Status PEX
4 Work Location and Division Chief Operating Officer Museum	5 Department AIRPORT COMMISSION	6 Reason for Report Annual	7 1 st Date in Class 11/29/1999
	8 Period of Report From 1/1/2003 to 6/30/2004		9. Probation Ends

I. Duties and Responsibilities / Performance Criteria

Curator in Charge of Registration. Responsible for the supervision of all of the Registrars and Interns. Responsible for the planning, directing, and management of the Collection Management activities for the permanent collections (Aviation and Education). Responsible for all objects on loan for exhibitions; this includes but is not limited to loan agreement forms, incoming and outgoing receipts, safety and security of objects, proper handling, shipping, and packing requirements, condition reports, storage, installation, and deinstallation.

Liaison with the City Risk Manager.

Liaison with the Fine Arts Museums of San Francisco Conservation Lab.

Consults with the Director and Chief Curator of development of the new collections database.

As one of the Readers, proofs all label copy for exhibitions and brochures.

Project Manager for the move to the new facility; coordinates and supervises the packing and transportation of approximately 15,000 objects, supervises the as-needed staff hired for the project, orders shelving and packing material for the move as required.

Responsible for the deaccessioning of collection objects, per the recommendation of the Collections Review Committee.

Works and collaborates with other SFAM Staff, Interns, Volunteers, Airport personnel, private collectors, museums, and outside vendors.

A member of the Airport Museums Senior Staff, the Collections Review Committee, and the Operational Scheduling Committee.

Definition of Ratings

Use the following definitions to identify employee's level of performance when rating factors in Sections II, III and IV.

Competent and Effective	Performs assigned duties in an acceptable level through demonstrated application of skills.
Exceeds Standards	Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.
Outstanding	Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."
Development Needed	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
Unacceptable	Even under close direction, performance does not demonstrate the ability and/or willingness to produce required results.

II. Performance Factors (Required for all employees)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Attendance and Punctuality				
Good observance of work hours; only routine absence from work <input type="checkbox"/>	Very punctual and dependable <input type="checkbox"/>	Extremely punctual and dependable <input checked="" type="checkbox"/>	High rate of lateness and/or absence from work <input type="checkbox"/>	Excessive and persistent pattern of lateness and/or absence from work <input type="checkbox"/>
2. Knowledge of Job				
Well-informed on important phase of the job <input type="checkbox"/>	Well-informed on all phases of the job <input checked="" type="checkbox"/>	Exceptional knowledge and understanding of the job <input type="checkbox"/>	Lacks knowledge of some important phases of the job <input type="checkbox"/>	Insufficient knowledge to perform the essential job requirements <input type="checkbox"/>
3. Quantity of Work Performed				
Quantity of work meets essential job requirements <input type="checkbox"/>	Quantity of work often exceeds job requirements <input checked="" type="checkbox"/>	Quantity of work consistently exceeds job requirements <input type="checkbox"/>	Quantity of work does not meet job requirements in some areas <input type="checkbox"/>	Quantity of work fails to meet essential job requirements <input type="checkbox"/>
4. Quality of Work Performed				
Quality of work meets essential job requirements <input type="checkbox"/>	Quality of work often exceeds job requirement <input checked="" type="checkbox"/>	Quality of work consistently exceeds job requirements <input type="checkbox"/>	Quality of work does not meet job requirements in some areas <input type="checkbox"/>	Quality of work fails to meet essential job requirements <input type="checkbox"/>
5. Effectiveness in Working with Others				
Work effectively with others <input type="checkbox"/>	Works effectively with others under difficult circumstances <input type="checkbox"/>	Actively promotes good relations with others <input type="checkbox"/>	Occasionally has difficulty in working with others <input checked="" type="checkbox"/>	Serious inattention to needs of others and/or continued conflict with others <input type="checkbox"/>
6. Adaptation to Work Situations				
Effectively adapts to day-to-day demands of the job <input checked="" type="checkbox"/>	Performs well even under pressure in difficult situations <input type="checkbox"/>	Performs effectively in crisis situations <input type="checkbox"/>	Performance consistently declines in other than routine situations <input type="checkbox"/>	Does not adapt to routine demands of the job <input type="checkbox"/>
7. Use of Materials and Equipment				
Routinely conserves materials and/or maintains equipment <input type="checkbox"/>	Obtains maximum utilization of materials and/or equipment <input type="checkbox"/>	Develops improved techniques for the use of materials and/or equipment <input checked="" type="checkbox"/>	Occasionally wasteful and/or careless <input type="checkbox"/>	Unacceptably wasteful and/or careless <input type="checkbox"/>
8. Safety				
Routinely observes all safety practices <input type="checkbox"/>	Identifies and reports safety hazards <input type="checkbox"/>	Consistently identifies safety hazards and initiates corrective action <input checked="" type="checkbox"/>	Occasionally disregards safety practices <input type="checkbox"/>	Seriously disregards safety practices <input type="checkbox"/>
III. Managerial Factors (Required for all supervisory personnel)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Communicating				
Usually communicates clearly and produces effective level of understanding <input type="checkbox"/>	Frequently uses language skills to promote optimal level of clarity and understanding <input type="checkbox"/>	Consistently uses language skills to manage interpersonal problems effectively <input type="checkbox"/>	Sometimes fails to communicate clearly resulting in misunderstanding and/or confusion <input checked="" type="checkbox"/>	Serious and/or persistent problems using language skills <input type="checkbox"/>
2. Planning				
Develops necessary goals and plans and evaluates results <input type="checkbox"/>	Identifies potential problems and develops contingency plans <input checked="" type="checkbox"/>	Plans creatively to optimize use of all resources <input type="checkbox"/>	Poor attention to planning and/or inefficient use of resources <input type="checkbox"/>	Serious inattention to planning and/or extremely weak in utilizing resources <input type="checkbox"/>
3. Decision Making				
Usually demonstrates sound evaluation of factors in routine matters <input checked="" type="checkbox"/>	Demonstrates exceptional ability to solve difficult problems <input type="checkbox"/>	Consistently demonstrates ability to solve problems of a highly complex nature <input type="checkbox"/>	Sometimes overlooks and/or misjudges basic factors in routine matters <input type="checkbox"/>	Serious inattention to decision making; Decisions produce poor results <input type="checkbox"/>
4. Directing and Motivating Employees				
Effectively directs the work of employees <input checked="" type="checkbox"/>	Motivates employees to achieve high performance <input type="checkbox"/>	Identifies employee potential and provides opportunities for optimal performance <input type="checkbox"/>	Has difficulty in directing and/or motivating employees <input type="checkbox"/>	Serious inattention to directing and/or motivating employees <input type="checkbox"/>
5. Training and Developing Employees				
Makes provisions for employees to acquire necessary job skills and knowledge <input type="checkbox"/>	Encourages employees in career development <input checked="" type="checkbox"/>	Actively provides employee training and development opportunities <input type="checkbox"/>	Sometimes fails to provide needed training or job information to employees <input type="checkbox"/>	Serious inattention to employee training needs <input type="checkbox"/>
IV. Overall Evaluation				
Competent and Effective <input type="checkbox"/>	Exceeds Standards <input checked="" type="checkbox"/>	Outstanding <input type="checkbox"/>	Development Needed <input type="checkbox"/>	Unacceptable <input type="checkbox"/>

V. Comments. *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary.)*

Ms. Knudsen has lost staff but has not let the schedule slip. She has personally picked up the slack in her department and the Registration Department is functionally smoothly.

B. Employee Strengths: Works well with little supervision; hard worker; motivated.

C. Work Plan for Next Report Period: Complete move to 670 McDonnell Road; deaccession objects from the collection; quickly get exhibit area up and functioning again after the move.

D. Recommendations: Improve communications.

VI. Reporting Manager		
1 Name, Work Address Blake Summers 1766 El Camino Real Burlingame	2 Class No and Title 0933, Director and Chief Curator	3 Conference Report With (Manager's Signature)
	4 Date of Report 08-30-04	5 Signature <i>[Signature]</i>
VII. Employee's Statement <i>(See Handbook for Statement of Employee Rights)</i>		
1 <input checked="" type="checkbox"/> I agree with this report.	2 Date of Counseling Interview 9/11/04	
<input type="checkbox"/> I do not agree with this report. Section _____ Number _____	3 Signature certifies that I have read report <i>[Signature]</i>	
<input type="checkbox"/> I request a conference with the Reviewer.		
<input type="checkbox"/> Rebuttal Attached.		
VIII. Reviewer's Certification		
1 Name, Work Address Blake Summers 1766 El Camino Real Burlingame, CA	2 Class No and Title 0933, Director and Chief Curator	3 Date of Conference Initials of those Present
	4 Date of Report 08-31-04	
5 <input checked="" type="checkbox"/> I certify I have reviewed the report	6 Signature <i>[Signature]</i>	
<input type="checkbox"/> I have taken the following action:		

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San
Francisco**

Performance Appraisal Report

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05 AUG 31 AM 11:02
AIRPORT COMMISSION
HUMAN RESOURCES

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Identification

1 Last Name, First Name, Middle Initial Knudsen, Sonya	2 Class No and Title 3546 Curator IV		3 Status PEX
4 Work Location and Division Chief Operating Officer Museum	5 Department AIRPORT COMMISSION	8 Reason for Report Annual	7 1 st Date in Class 11/29/99
	8 Period of Report From 07/01/04 to 06/30/05		9 Probation Ends

2007

I. **Duties and Responsibilities / Performance Criteria**

Curator in Charge of Registration. Responsible for the supervision of the registrars and interns. Responsible for the planning, directing, and management of the Collection Management activities for the permanent collections (Aviation and Education). Responsible for all objects on loan for exhibitions; this includes but is not limited to loan agreement forms, incoming and outgoing receipts, safety and security of objects, proper handling, shipping and packing requirements, condition reports, storage, installation and deinstallation.

Liaison with the City Risk Manager.

Liaison with the Fine Arts Museums of San Francisco Conservation Lab.

Consults with the Director and chief Curator of development of the new collections database.

As one of the Readers, proofs all label copy for exhibitions and brochures.

Responsible for the deaccessioning of collection objects, per the recommendation of the collections Review Committee.

Works and collaborates with other SFAM staff, interns, volunteers, airport personnel, private collectors, museums, and outside vendors.

A member of the Airport Museums Senior Staff, the Collections Review Committee, and the Operational Scheduling Committee.

Definition of Ratings

Use the following definitions to identify employee's level of performance when rating factors in Sections II, III and IV.

Competent and Effective	Performs assigned duties in an acceptable level through demonstrated application of skills.
Exceeds Standards	Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.
Outstanding	Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."
Development Needed	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
Unacceptable	Even under close direction, performance does not demonstrate the ability and/or willingness to produce required results.

II. Performance Factors (Required for all employees)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Attendance and Punctuality				
Good observance of work hours; only routine absence from work <input type="checkbox"/>	Very punctual and dependable <input type="checkbox"/>	Extremely punctual and dependable <input checked="" type="checkbox"/>	High rate of lateness and/or absence from work <input type="checkbox"/>	Excessive and persistent pattern of lateness and/or absence from work <input type="checkbox"/>
2. Knowledge of Job				
Well-informed on important phase of the job <input type="checkbox"/>	Well-informed on all phases of the job <input checked="" type="checkbox"/>	Exceptional knowledge and understanding of the job <input type="checkbox"/>	Lacks knowledge of some important phases of the job <input type="checkbox"/>	Insufficient knowledge to perform the essential job requirements <input type="checkbox"/>
3. Quantity of Work Performed				
Quantity of work meets essential job requirements <input type="checkbox"/>	Quantity of work often exceeds job requirements <input type="checkbox"/>	Quantity of work consistently exceeds job requirements <input checked="" type="checkbox"/>	Quantity of work does not meet job requirements in some areas <input type="checkbox"/>	Quantity of work fails to meet essential job requirements <input type="checkbox"/>
4. Quality of Work Performed				
Quality of work meets essential job requirements <input type="checkbox"/>	Quality of work often exceeds job requirement <input type="checkbox"/>	Quality of work consistently exceeds job requirements <input checked="" type="checkbox"/>	Quality of work does not meet job requirements in some areas <input type="checkbox"/>	Quality of work fails to meet essential job requirements <input type="checkbox"/>
5. Effectiveness in Working with Others				
Work effectively with others <input checked="" type="checkbox"/>	Works effectively with others under difficult circumstances <input type="checkbox"/>	Actively promotes good relations with others <input type="checkbox"/>	Occasionally has difficulty in working with others <input type="checkbox"/>	Serious inattention to needs of others and/or continued conflict with others <input type="checkbox"/>
6. Adaptation to Work Situations				
Effectively adapts to day-to-day demands of the job <input type="checkbox"/>	Performs well even under pressure in difficult situations <input checked="" type="checkbox"/>	Performs effectively in crisis situations <input type="checkbox"/>	Performance consistently declines in other than routine situations <input type="checkbox"/>	Does not adapt to routine demands of the job <input type="checkbox"/>
7. Use of Materials and Equipment				
Routinely conserves materials and/or maintains equipment <input type="checkbox"/>	Obtains maximum utilization of materials and/or equipment <input type="checkbox"/>	Develops improved techniques for the use of materials and/or equipment <input checked="" type="checkbox"/>	Occasionally wasteful and/or careless <input type="checkbox"/>	Unacceptably wasteful and/or careless <input type="checkbox"/>
8. Safety				
Routinely observes all safety practices <input type="checkbox"/>	Identifies and reports safety hazards <input type="checkbox"/>	Consistently identifies safety hazards and initiates corrective action <input checked="" type="checkbox"/>	Occasionally disregards safety practices <input type="checkbox"/>	Seriously disregards safety practices <input type="checkbox"/>
III. Managerial Factors (Required for all supervisory personnel)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Communicating				
Usually communicates clearly and produces effective level of understanding <input checked="" type="checkbox"/>	Frequently uses language skills to promote optimal level of clarity and understanding <input type="checkbox"/>	Consistently uses language skills to manage interpersonal problems effectively <input type="checkbox"/>	Sometimes fails to communicate clearly resulting in misunderstanding and/or confusion <input type="checkbox"/>	Serious and/or persistent problems using language skills <input type="checkbox"/>
2. Planning				
Develops necessary goals and plans and evaluates results <input type="checkbox"/>	Identifies potential problems and develops contingency plans <input type="checkbox"/>	Plans creatively to optimize use of all resources <input checked="" type="checkbox"/>	Poor attention to planning and/or inefficient use of resources <input type="checkbox"/>	Serious inattention to planning and/or extremely weak in utilizing resources <input type="checkbox"/>
3. Decision Making				
Usually demonstrates sound evaluation or factors in routine matters <input checked="" type="checkbox"/>	Demonstrates exceptional ability to solve difficult problems <input type="checkbox"/>	Consistently demonstrates ability to solve problems of a highly complex nature <input type="checkbox"/>	Sometimes overlooks and/or misjudges basic factors in routine matters <input type="checkbox"/>	Serious inattention to decision making; Decisions produce poor results <input type="checkbox"/>
4. Directing and Motivating Employees				
Effectively directs the work of employees <input checked="" type="checkbox"/>	Motivates employees to achieve high performance <input type="checkbox"/>	Identifies employee potential and provides opportunities for optimal performance <input type="checkbox"/>	Has difficulty in directing and/or motivating employees <input type="checkbox"/>	Serious inattention to directing and/or motivating employees <input type="checkbox"/>
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Makes provisions for employees to acquire necessary job skills and knowledge <input type="checkbox"/>	Encourages employees in career development <input checked="" type="checkbox"/>	Actively provides employee training and development opportunities <input type="checkbox"/>	Sometimes fails to provide needed training or job information to employees <input type="checkbox"/>	Serious inattention to employee training needs <input type="checkbox"/>
IV. Overall Evaluation				
Competent and Effective <input type="checkbox"/>	Exceeds Standards <input checked="" type="checkbox"/>	Outstanding <input type="checkbox"/>	Development Needed <input type="checkbox"/>	Unacceptable <input type="checkbox"/>

V. Comments. *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary.)*

Ms. Knudsen has lost staff but has not let the schedule slip. She has personally picked up the slack in her department and the registration department is functioning smoothly.

Ms. Knudsen coordinated the move from El Camino Real to 670 West Field Road. She has worked closely with the crafts to help expedite the construction and completion of the move and quickly to get the work area ready for staff.

B. Employee Strengths:

Works well with little supervision; hard worker, motivated.

C. Work Plan for Next Report Period:

Begin deaccessioning objects from the collection. Keep up schedule of exhibitions for the next year

D. Recommendations:

Work with Director on new database. Work toward completion of inventory of collection and implement bar code readers.

VI. Reporting Manager		
1 Name, Work Address Blake Summers San Francisco Airport Museums	2 Class No and Title 0933 Manager V	3 Conference Report With (Manager's Signature)
	4 Date of Report 8/29/05	5 Signature <i>[Signature]</i>
VII. Employee's Statement (See Handbook for Statement of Employee Rights)		
<input checked="" type="checkbox"/> I agree with this report. <input type="checkbox"/> I do not agree with this report. Section _____ Number _____ <input type="checkbox"/> I request a conference with the Reviewer. <input type="checkbox"/> Rebuttal Attached		2 Date of Counseling Interview 8/29/05 3 Signature certifies that I have read report <i>[Signature]</i>
VIII. Reviewer's Certification		
1 Name, Work Address Blake Summers San Francisco Airport Museums	2 Class No and Title 0933 Manager V	3 Date of Conference Initials of those Present
	4 Date of Report 8 29 05	
5 <input type="checkbox"/> I certify I have reviewed the report <input type="checkbox"/> I have taken the following action	6 Signature <i>[Signature]</i>	

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Performance Appraisal Report

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05 AUG 18 PM 4:04
AIRPORT COMMISSION
HUMAN RESOURCES

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Identification

1 Last Name, First Name, Middle Initial Knudsen, Sonya	2 Class No and Title 3546 Curator IV		3 Status PEX
4 Work Location and Division Chief Operating Officer Museums	5 Department AIRPORT COMMISSION	6 Reason for Report Annual	7 1 st Date in Class 11/29/1999
8 Period of Report From 7/1/2005 to 6/30/2006		9 Probation Ends	

6-13-1

125

I. Duties and Responsibilities / Performance Criteria

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Liaison with the City Risk Manager.

Liaison with the Fine Arts Museums of San Francisco Conservation Lab.

Consults with the Director and Chief Curator of development of the new collections database.

As one of the Readers, proofs all label copy for exhibitions and brochures.

Responsible for the deaccessioning of collections objects, per the recommendation of the Collections Review Committee.

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Development Needed	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
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ii. Performance Factors (Required for all employees)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
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2. Knowledge of Job				
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4. Quality of Work Performed				
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5. Effectiveness in Working with Others				
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6. Adaptation to Work Situations				
Effectively adapts to day-to-day demands of the job <input type="checkbox"/>	Performs well even under pressure in difficult situations <input checked="" type="checkbox"/>	Performs effectively in crisis situations <input type="checkbox"/>	Performance consistently declines in other than routine situations <input type="checkbox"/>	Does not adapt to routine demands of the job <input type="checkbox"/>
7. Use of Materials and Equipment				
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8. Safety				
Routinely observes all safety practices <input type="checkbox"/>	Identifies and reports safety hazards <input type="checkbox"/>	Consistently identifies safety hazards and initiates corrective action <input checked="" type="checkbox"/>	Occasionally disregards safety practices <input type="checkbox"/>	Seriously disregards safety practices <input type="checkbox"/>
iii. Managerial Factors (Required for all supervisory personnel)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Communicating				
Usually communicates clearly and produces effective level of understanding <input checked="" type="checkbox"/>	Frequently uses language skills to promote optimal level of clarity and understanding <input type="checkbox"/>	Consistently uses language skills to manage interpersonal problems effectively <input type="checkbox"/>	Sometimes fails to communicate clearly resulting in misunderstanding and/or confusion <input type="checkbox"/>	Serious and/or persistent problems using language skills <input type="checkbox"/>
2. Planning				
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3. Decision Making				
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5. Training and Developing Employees				
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IV. Overall Evaluation				
Competent and Effective <input type="checkbox"/>	Exceeds Standards <input checked="" type="checkbox"/>	Outstanding <input type="checkbox"/>	Development Needed <input type="checkbox"/>	Unacceptable <input type="checkbox"/>

V. Comments. *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary.)*

Despite our inability to fill vacant positions during the last fiscal year Ms Knudsen and her staff have managed to patch together the registration department and continue the program continuity to bring in objects to keep the exhibition schedule moving ahead.

Ms Knudsen has continued to focus on her work with the facilities maintenance staff to help oversee the various construction projects in the Airport Museums West Field Rd facility. Some of these projects include the re-roofing of the building, the replacement of floor tiles on the mezzanine and the lights for the parking lot. By doing so Ms Knudsen has minimized the impact on the Airport Museums staff and expedited the construction process. Ms Knudsen has also worked on maintaining the Kid's Spot in Terminal 3, by bringing the Exploritorium staff together with the facilities maintenance staff.

B. Employee Strengths:


Ms Knudsen works well independently without my having to micro-manage her time. Sonya is a very hard worker and will always go the extra mile to complete the necessary tasks. She is very motivated.

C. Work Plan for Next Report Period:


Ms Knudsen should work with the staff and our interns to continue to update the permanent collection inventory. This is an ongoing process and needs constant upkeep. We should also continue the process of deaccessioning the objects from the permanent collection as deemed necessary by the collections review committee.

D. Recommendations:


VI. Reporting Manager

1 Name, Work Address Blake Summers San Francisco Airport Museums	2 Class No and Title 0933 Manager V	3 Conference Report With (Manager's Signature)
	4 Date of Report 8/16/2006	5 Signature 

VII. Employee's Statement (See Handbook for Statement of Employee Rights)

1 <input checked="" type="checkbox"/> I agree with this report. <input type="checkbox"/> I do not agree with this report. Section _____ Number _____ <input type="checkbox"/> I request a conference with the Reviewer. <input type="checkbox"/> Rebuttal Attached	2 Date of Counseling Interview 8/16/06
	3 Signature certifies that I have read report 

VIII. Reviewer's Certification

1 Name, Work Address Blake Summers San Francisco Airport Museums	2 Class No and Title 0933 Manager V	3 Date of Conference Initials of those Present
	4 Date of Report 8-14-2006	
5 <input checked="" type="checkbox"/> I certify I have reviewed the report <input type="checkbox"/> I have taken the following action:	6 Signature 	

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Performance Appraisal Report



Identification

1 Last Name, First Name, Middle Initial Knudsen, Sonya	2 Class No and Title 3546 Curator IV		3 Status PEX
4 Work Location and Division Chief Operating Officer Museums	5 Department AIRPORT COMMISSION	6 Reason for Report Annual	7 1 st Date in Class 11/29/1999
8 Period of Report From 7/1/2006 to 6/30/2007		9 Probation Ends	

Inter-Office Memorandum



San Francisco International Airport

Date: October 21, 2009
To: Veronica Davis
Human Resources
From: Gale Eavis *GE*
Airport Museums
Subject: **PAR 08/09 and PAR 09/10 attachments – Sonya Knudsen**

Per your request, please find attached the following for Sonya Knudsen, 3546 Curator IV.

- Rebuttal to be attached to FY 08/09 CCSF Performance Evaluation Report
- Amendment to be attached to FY 09/10 CCSF PPAR.

Thank you.

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San Francisco International Airport
Inter-Office Memorandum
Subject: attachments



TO: Blake Summers, SFAM Director and Chief Curator
FROM: Sonya Knudsen, SFAM Curator in Charge of Administration / Special Projects *SK*
DATE: 16 August 2009
RE: rebuttal to be attached to FY08/09 CCSF Performance Evaluation Report

Re our 29 and 30 July 2009 meetings to review and discuss my FY08/09 CCSF Performance Evaluation Report (PAR), while your overall report rating of "Exceeds Standards" acknowledges my contributions and value to the San Francisco Airport Museums (SFAM), I do not agree with particular sections noted below and submit this rebuttal to be attached to my FY08/09 PAR.

Section I, Duties and Responsibilities / Performance Criteria

While FY08/09 duties listed provide indication of facility management responsibilities crucial to SFAM operations, there have also been administration and special projects responsibilities. Some examples include:

- In addition to "scrubbing" data in FilemakerPro exhibition and permanent collection databases, an essential accomplishment was providing an overall assessment report re the structure, field content and SFAM staff usage of both databases to aid the outside vendor, Soliant, resulting in a time-sensitive, seamless migration into a new, combined collection management database.
- Acting as liaison and mentor for newly hired Assistant Registrar for San Francisco Art Commission permanent collection and pertinent SFO personnel, inclusive of Maintenance and Duty Managers.
- Working with SFO Risk Manager to provide Airport Commission packet re recommendation report for outside assessment and appraisals of San Francisco Art Commission and San Francisco Airport Museums permanent and exhibition collections, in adherence to CCSF, AAM, and ASA standards.

Sector II, Performance Factors, #1: Attendance and Punctuality

I have been at SFAM since 1997 and in all my PARs, from the first one in FY97/98 up to FY05/06, the last one on file, I have always had a rating of "Outstanding" for Attendance and Punctuality. Your initial FY08/09 rating of "Competent and Effective" then was surprising, and your comments indicated that I was marked down two levels because of FMLA leave absences, related medical appointments, and once a week attendance to Burlingame Rotary lunch meetings, comparing my attendance to pre-FMLA and to your own example of dental appointments scheduled every six months.

FY08/09 attendance criteria then seems to be that I had more absences than in prior years, but reduced work hours was due to the necessity of CCSF-approved FMLA leave and related medical appointments. After I explained that FMLA absences and related medical appointments were not applicable to attendance criteria, and that I worked hours beyond my compressed schedule to offset medical appointments that could not be scheduled after hours as well as once-a-week attendance at Burlingame Rotary lunch meetings, you upgraded my rating to "Exceeds Standards," a rating I still think inappropriate, seemingly a demotion from prior PAR ratings, and not performance based.

Section II, Performance Factors #5: Effectiveness in Working with Others

When I requested an example for the criteria in rating my effectiveness in working with others, you referred to my involvement with SFAM staff. My core administrative and facility management responsibilities are more closely tied to you and somewhat independent from SFAM staff, with far more interaction and collaborations with SFO personnel, e.g., Facilities, Maintenance, Engineering, Risk Management,

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Emergency Operations, Fire, Police, et al. Because I have established and sustained positive and constructive relationships with SFO personnel, I am able to streamline completion of SFAM projects and expand peer support. Some examples include:

- Worked with SFO Storeroom, Pavement and Grounds, and Carpentry department personnel to transfer all SFAM exhibition, archives and office material due to closure of SFO Spruce warehouse to SFAM West Field Road facility, expanding into unused building quadrant with shelving installation and seismic precautions beforehand, accomplished at record and timely pace, the first SFO department to be completely out of Spruce well before FOM deadline.
- Established consistent HVAC computer and manual monitoring of relative humidity and temperature levels for ITB exhibition galleries and West Field Road facility, collaborating with SFO Mechanical Maintenance and FAMSF Conservation re baseline needs, upgrades and improvements.

Section III, Managerial Factors #3: Decision Making

When I requested an example for the criteria in rating my decision making, you referred to the monthly administrative reports I provide to you at the end of each month for submittal to Airport Administration, saying that ideally you should not have to provide me amendments or edits before forwarding it. I agree but as mentioned, in preparing these reports for your sign-off, I am dependent on being privy to key information and communication re SFAM program activities. Since my April 2008 FMLA return, I am no longer involved in SFAM exhibition staff meetings and it is time consuming to seek out individuals for information needed, and to clarify information posted on Excel and FilemakerPro files. This gathered information is often contradictory or outdated, thus the need on my part to request clarification and definitive word from you as department head. The same is true re being assigned a project, with direction and expectation that I complete it as best deemed appropriate with minimal guidance or instruction from you, only then to be told when well into a project of your requirements or preferences. As we both agreed in our PAR discussion, I am capable, proactive, goal and results-oriented, without need for excessive direction or instruction in completion of job responsibilities, but additional communication, interaction, and feedback from you and SFAM staff will be of benefit to ensure that projects are accomplished in a streamlined, timely manner.

Section V, Comments

As the SFAM Curator in Charge of Administration and Special Projects, I am a responsible, hard-working, and conscientious professional, continuously seek to improve my work performance, refine and expand my skills, take initiative to branch out and be of aid with other work and staff needs, with dedication in being an invaluable and noteworthy employee and contributor to SFAM and SFO. My FMLA-related absences and medical status does not alter such a commitment, nor are there health concerns that affect my work performance, contributions, or product, thus mention of such is inappropriate and out of place.

My comprehensive skills, education, and experience can be used to aid and provide you the means of addressing and realizing core SFAM administrative and operational needs, capitalizing on my public administration and project management proficiencies, especially those pertaining to SFAM program personnel and budget management, as well as community outreach. FY09/10 work plan on file can be amended accordingly, incorporating as applicable goals suggested in Knudsen memo of 21 July 2009.

Below is a listing of notable FY08/09 projects accomplished, supplementing those provided above:

- Proofread and edited SFAM exhibition introductory panel and label copy materials provided by curators.
- Assisted Curator in Charge of Registration and Senior Museum Registrar with misc. projects and assignments pertaining to FilemakerPro and Excel exhibition and permanent collection databases, schedules, reports, risk management, and logs.

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AIRPORT ADMINISTRATION

- SFAM participant and host in Russel Wright reception for exhibition lenders at Aviation Library and Museum and Terminal 3 exhibition gallery site, as well as coordinated event set-up with primary Wright lender, security aspects, and wheelchair accommodations with TSA / Covenant.
- Expanded community outreach and collaborations, e.g., on Board of Directors and Community Service Chair at Rotary Club of Burlingame; speaking engagements at Burlingame Lyons Club, Rotary Clubs of SFO, Burlingame and San Carlos; mentored and assisted Burlingame Historical Society re opening of Burlingame Hillsborough History Museum and establishment of exhibitions and museum collection management program.
- Responsible for ongoing facility and security management and administration re SFAM facilities, storage and exhibition sites at SFO, Spruce warehouse, and West Field Road facility, collaborating with SFO personnel, inclusive of FOM, Duty Managers, Electronic Tech, Communications Center, Emergency Operations, Police and Fire, and outside agencies.
- Organized SFO Mechanical Maintenance behind-the-scenes tour of de Young Museum and meeting with FAMSF Mechanical and Conservation personnel re viewing and discussion re state-of-the-art HVAC computerized system that is relative humidity based, rather than industry standard temperature.
- On emergency call for after-hour needs, e.g., security alarm calls for SFAM exhibition sites and storage facilities; San Francisco Art Commission ceiling sculpture leak, coordinating clean-up with SFO Duty Managers, Custodial, and deinstallation with SFAM staff, SFO Pavement & Grounds.
- Scheduled and supervised SFO Custodial weekend floor cleaning and sealing maintenance at 670 West Field Road facility

cc: Veronica Davis, SFO/HR

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San
Francisco

Performance Appraisal Report

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Identification

1. Last Name, First Name, Middle Initial Knudsen, Sonya		2. Class No. and Title 3546 Curator IV		3. Status PEX
4. Work Location and Division COO Museums		5. Department AIRPORT COMMISSION	6. Reason for Report Annual	7. Date in Class 11/29/1999
		8. Period of Report From 7/1/2008 to 6/30/2009		9. In. Budget L. S.

I. Duties and Responsibilities / Performance Criteria

Sonya Knudsen, Curator in Charge of Administration and Special Projects:

- Responsible for computer database maintenance, i.e., "scrubbing" of the Collections Database.
- Facilities manager for 30,000 sq. ft. office/storage facility and 25 exhibition and storage sites.
- Responsible for scheduling routine maintenance for the San Francisco Airport Museums West Field Road facility as well as the Airport terminal galleries and storage facilities.
- Identifies and schedules emergency maintenance as necessary.
- Responsible for the security alarm systems, and interfaces and coordinates alarm maintenance with FOM Electricians.
- Schedules and monitors quarterly weekend floor cleaning and sealing maintenance at 670 West Field Road facility.
- Responsible for the daily monitoring of climatic conditions in all galleries throughout the Airport terminals.
- Liaison with the Airport Fire Marshall and coordinates safety inspections for 670 West Field Road facility.
- Responsible for creating the monthly activity report for the Director and Chief Curator.
- Acts as a member of the Airport Museums' Collections Review Committee.
- Related duties as required/requested by Director and Chief Curator.

Definition of Ratings

Use the following definitions to identify employee's level of performance when rating factors in Sections II, III and IV

Competent and Effective	Performs assigned duties in an acceptable level through demonstrated application of skills.
Exceeds Standards	Performs assigned duties in a manner indicating exceptional understanding of essential functions. Results achieved are often better than expected of performance rated "Competent and Effective," but not of such uniqueness as to warrant an "Outstanding" rating.
Outstanding	Performs assigned duties in a manner demonstrating mastery at every level of major responsibility. Results achieved are well beyond the level of performance rated "Exceeds Standards."
Development Needed	Performance in one or more areas does not meet the requirement for a "Competent and Effective" rating. Improvement is required if acceptable results are to be achieved.
Unacceptable	Even under close direction, performance does not demonstrate the ability and/or willingness to produce required results.

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HUMAN RESOURCES

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II. Performance Factors (Required for all employees)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Attendance and Punctuality				
Good observance of work hours, only routine absence from work	Very punctual and dependable	Extremely punctual and dependable	High rate of lateness and/or absence from work	Excessive and persistent pattern of lateness and/or absence from work
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Knowledge of Job				
Well-informed on important phase of the job	Well-informed on all phases of the job	Exceptional knowledge and understanding of the job	Lacks knowledge of some important phases of the job	Insufficient knowledge to perform the essential job requirements
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Quantity of Work Performed				
Quantity of work meets essential job requirements	Quantity of work often exceeds job requirements	Quantity of work consistently exceeds job requirements	Quantity of work does not meet job requirements in some areas	Quantity of work fails to meet essential job requirements
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Quality of Work Performed				
Quality of work meets essential job requirements	Quality of work often exceeds job requirement	Quality of work consistently exceeds job requirements	Quality of work does not meet job requirements in some areas	Quality of work fails to meet essential job requirements
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Effectiveness in Working with Others				
Work effectively with others	Works effectively with others under difficult circumstances	Actively promotes good relations with others	Occasionally has difficulty in working with others	Serious inattention to needs of others and/or continued conflict with others
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Adaptation to Work Situations				
Effectively adapts to day-to-day demands of the job	Performs well even under pressure in difficult situations	Performs effectively in crisis situations	Performance consistently declines in other than routine situations	Does not adapt to routine demands of the job
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Use of Materials and Equipment				
Routinely conserves materials and/or maintains equipment	Obtains maximum utilization of materials and/or equipment	Develops improved techniques for the use of materials and/or equipment	Occasionally wasteful and/or careless	Unacceptably wasteful and/or careless
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Safety				
Routinely observes all safety practices	Identifies and reports safety hazards	Consistently identifies safety hazards and initiates corrective action	Occasionally disregards safety practices	Seriously disregards safety practices
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Managerial Factors (Required for all supervisory personnel)				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
1. Communicating				
Usually communicates clearly and produces effective level of understanding	Frequently uses language skills to promote optimal level of clarity and understanding	Consistently uses language skills to manage interpersonal problems effectively	Sometimes fails to communicate clearly resulting in misunderstanding and/or confusion	Serious and/or persistent problems using language skills
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Planning				
Develops necessary goals and plans and evaluates results	Identifies potential problems and develops contingency plans	Plans creatively to optimize use of all resources	Poor attention to planning and/or inefficient use of resources	Serious inattention to planning and/or extremely weak in utilizing resources
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Decision Making				
Usually demonstrates sound evaluation of factors in routine matters	Demonstrates exceptional ability to solve difficult problems	Consistently demonstrates ability to solve problems of a highly complex nature	Sometimes overlooks and/or misjudges basic factors in routine matters	Serious inattention to decision making. Decisions produce poor results
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Directing and Motivating Employees				
Effectively directs the work of employees	Motivates employees to achieve high performance	Identifies employee potential and provides opportunities for optimal performance	Has difficulty in directing and/or motivating employees	Serious inattention to directing and/or motivating employees
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Training and Developing Employees				
Makes provisions for employees to acquire necessary job skills and knowledge	Encourages employees in career development	Actively provides employee training and development opportunities	Sometimes fails to provide needed training or job information to employees	Serious inattention to employee training needs
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Overall Evaluation				
Competent and Effective	Exceeds Standards	Outstanding	Development Needed	Unacceptable
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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V. Comments. *Must be completed according to instructions.*

A. Facts/Specific Performance Documentation: *Adequate and accurate documentation is required. (Attach additional pages as necessary.)*

Ms. Knudsen has been helpful and dedicated with the maintenance and "scrubbing" of the Airport Museums' newly designed Collections Database system. She has continuously displayed her best efforts this past reporting period, despite her recurring health concerns. Ms. Knudsen has done an excellent job of maintaining the facility at 670 West Field Road, and has developed and maintained a good-working relationship with the various departments at FOM.

B. Employee Strengths: Eagerly accepts and completes all assignments and diligently approaches all tasks that she is responsible for. Ms. Knudsen identifies potential maintenance issues/repairs at the 670 West Field Road helping to avoid emergency assistance. She is well connected with the many varied Maintenance departments and successfully uses those relationships in maintaining the Airport Museums facility.

C. Work Plan for Next Report Period: Please see the new 09/10 Appraisal Report.

D. Recommendations:

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HUMAN RESOURCES

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VI. Reporting Manager					
1 Name, Work Address Blake Summers 670 West Field Rd.		2 Class No and Title 0941 Director and Chief Curator		3 Conference Report With (Manager's Signature)	
		4 Date of Report 7.29.09		5 Signature <i>[Signature]</i>	
VII. Employee's Statement (See Handbook for Statement of Employee Rights)					
1 <input type="checkbox"/> I agree with this report. <i>sect I, sect II #51,5</i>		2 Date of Counseling Interview 7/30/09			
<input checked="" type="checkbox"/> I do not agree with this report. Section <i>sect III #3</i>		3 Signature certifies that I have read report <i>[Signature]</i>			
<input type="checkbox"/> I request a conference with the Reviewer <i>sect V</i>					
<input checked="" type="checkbox"/> Rebuttal <i>FOR DISCUSS WITHIN 30 DAYS</i>					
VIII. Reviewer's Certification					
1 Name, Work Address		2 Class No and Title		3 Date of Conference (Initials of those Present)	
		4 Date of Report			
5 <input type="checkbox"/> I certify I have reviewed the report			6 Signature		
<input type="checkbox"/> I have taken the following action					



CITY AND COUNTY OF SAN FRANCISCO
 DEPARTMENT OF HUMAN RESOURCES

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 AIRPORT COMMISSION
 HUMAN RESOURCES

Performance Plan and Appraisal Report

I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL Knudsen, Sonya	2. JOB CODE NUMBER AND TITLE 3546 Curator IV	3. STATUS PEX
4. WORK LOCATION & DIVISION COO Museums	5. DEPARTMENT Airport Commission	6. REASON FOR REPORT Annual
	7. REVIEW PERIOD 7/1/2009 to 6/30/2010	8. PROBATION START AND END DATE



II. EXPLANATIONS OF SECTIONS

- I. **EMPLOYEE IDENTIFICATION INFORMATION** — Basic information about the employee, his/her status, and the review period.
- II. **EXPLANATION OF SECTIONS** — Basic information about what should be included in each section of the Performance Plan and Appraisal Report.
- III. **PERFORMANCE PLAN: JOB DESCRIPTION** — A list of the duties and responsibilities based on the job description. Comments may include clarification of job description items, address mid-year progress, and appraise the performance of the duties and responsibilities. If appropriate, the job description may be a source of Key Objectives for the review period.
- IV. **PERFORMANCE PLAN: KEY OBJECTIVES** — Most important objectives for the review period and comments regarding the appraisal of the performance of the objectives.
- V. **APPRAISAL REPORT SUMMARY**

A. Overall Performance Rating — Reporting Supervisor's/Manager's rating of the employee's overall performance over the appraisal review period. The purpose of the continuum line is to give supervisors a way to show employees how the supervisor sees their overall performance across the scale.

B. Comments Regarding Overall Performance — Narrative explanation of the rating of overall performance during the appraisal report review period.

- | | | |
|--|--------------------------------------|--|
| ◆ Demonstration of DHR values | ◆ Attendance And Punctuality | ◆ Effectiveness Of Working With Others |
| ◆ Overall Performance of Job Description | ◆ Quantity Of Work Performed | ◆ Use Of Materials And Equipment |
| ◆ Results of Performance Objectives | ◆ Quality Of Work Performed | ◆ Safety |
| ◆ Knowledge Of Job | ◆ Adaptability To The Work Situation | ◆ Performance Plans |
| ◆ Employee's Strengths | | |
| ◆ Achievements | | |

In addition to the areas above, the following areas may be addressed for supervisors/managers:

- | | | |
|----------------------------------|---------------------------------|-------------------|
| ◆ Communication | ◆ Planning | ◆ Decision Making |
| ◆ Directing and Motivating Staff | ◆ Training and Developing Staff | |

C. Employee Guidelines — Guidelines for employees regarding the Performance Plan and Appraisal Report.

VI. SIGNATURE PAGE

- A. Performance Plan/Key Objectives Sign-Off** — Signatures of the supervisor and the employee, the date they met to finalize the plan, the signature of the reviewer, and the date of the review.
- B. Mid-Period Performance Review Meeting** — Signatures of the supervisor and the employee and the date they met to review progress on the plan.
- C. Reviewer's Certification** — Information regarding the reviewer of the report. This is the person who directly supervises the reporting supervisor/manager.
- D. Reporting Supervisor/Manager** — Information regarding the reviewer of the report. This is the person who directly supervises the employee's performance.
- E. Employee's Statement** — Employee's opportunity to respond to the PPA Report using a checklist, signature and date. Signing the report only certifies that the employee has read it. It does not indicate, unless marked, that the employee agrees with the report.

III. PERFORMANCE PLAN – JOB DESCRIPTION

REVIEW OF DUTIES & RESPONSIBILITIES BASED ON JOB DESCRIPTION

FUNCTIONAL/WORKING TITLE	
Curator in Charge of Administration and Special Projects	
1. Handles the routine and daily maintenance of the facility at West field Rd.	COMMENTS:
2. Monitors the climate conditions at all the exhibition and art storage sites through out the Terminals.	COMMENTS:
3. Write and prosecute the Maintenance scheduling requests.	COMMENTS:
4. Develop the User Manual for the Collections Management Database.	COMMENTS:
5. Work on the data scrub for the Collections Management database.	COMMENTS:
6. Assists the Director in the preparation of routine reports and presentations.	COMMENTS:
7. Prepare Emergency Preparedness Handbook. Lead training of staff.	COMMENTS:
8.	COMMENTS:
9.	COMMENTS:

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IV. PERFORMANCE PLAN – KEY OBJECTIVES

Departmental Goal #1: (specify) To provide a broad range of exhibitions and programs for the traveling public, to humanize the Airport, and to create an ambiance in the Airport which reflects the sophistication and cultural diversity of the City and County of San Francisco and the entire Bay Area.	
1. To assist the Director and Chief Curator in the preparation of routine reports and presentations.	REVIEW OF PERFORMANCE: 2/24/10 Sonya has completed the monthly report for Museums for the last six months. 6/30/10 Sonya has completed the monthly reports for the year.
2. To demonstrate good observance of work hours and attendance, and has shown only routine absence from work.	REVIEW OF PERFORMANCE:
3. To effectively respond to the time sensitive and changing demands of the normal workday.	REVIEW OF PERFORMANCE:

Departmental Goal #2: (specify) To apply new technology to exhibition building and display, as well as record keeping and tracking to remain State-of-the-Art in all aspects of the Museum field.	
1. To review and recommend the implement Bar Code system for inventory purposes.	REVIEW OF PERFORMANCE: 2/24/10 Bar Coding has been reviewed and rejected by the staff.
2. To develop the users manual for the collections management database.	REVIEW OF PERFORMANCE: 2/24/10 continue working on the user manual and making changes as the database evolves. Look to implement the staffs comments and concerns re the manual. 6/30/10 Sonya should finish the user manual continue to make updates to improve and to reflect improvements in the database.
3. To insure the accuracy of the data as entered in the collections management database.	REVIEW OF PERFORMANCE: 2/24/10 Sonya has cleaned large sections of the database. Continue with this into sections like people and org. 6/30/10 Sonya should continue with the data scrub trying to achieve a base level.

Departmental Goal #3: (specify) To provide the required museum infrastructure for the protection of staff and collections.	
1. To monitor the climate conditions in the exhibition spaces throughout the Airport and at West Field Rd.	REVIEW OF PERFORMANCE: 2/24/10 Sonya has done a good job in collecting data. Continue to monitor and work with Mechanical Maintenance to improve the climate conditions. Purchase dataloggers for future climate monitoring. 6/30/10 Sonya should continue her good work

	monitoring the climate control systems. Sonya helped get the climate control system back on track in the T2 cases.
2. To keep the San Francisco Airport Museums facilities on West Field Rd. in good condition and well maintained.	REVIEW OF PERFORMANCE: 2/24/10 Sonya has done a good job with the facilities maintenance. 6/30/10 Sonya has done a good job working with Mike from electrical on the lights in the storage areas.
3. To prepare the emergency handbook specifically for the needs of the Airport Museums. Review the best practices and train the staff for natural disaster.	REVIEW OF PERFORMANCE: 6/30/10 Sonya will begin again to work on the emergency handbook with the help of the Airport. Mike Ahearn and Bill Wilkerson

Departmental Goal #4: (specify) To find Creative uses of digital technology to permit SFAM to become a highly accessible educational and arts institution.

1. To provide exhibition material for information booths, personnel, and kiosks.	REVIEW OF PERFORMANCE: 6/30/10 Sonya has worked with staff to produce a monthly exhibition calendar. Sonya has provide the calendar to the AML as a PDF for distribution.
2.	REVIEW OF PERFORMANCE:

V. APPRAISAL REPORT SUMMARY

A. OVERALL PERFORMANCE RATING

The appraisal report on overall performance should include a consideration of all items in the Job Description, Departmental policies and procedures, and the Performance Plan's Key Objectives for the review period. Check the box under the appropriate number on the continuum.

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
Performance of job duties needs improvement; did not meet many or majority of objectives.	Performed job duties competently and effectively; met the objectives. (Meets Competent and Effective requirement)	Performed job duties with exceptional competence and effectiveness; exceeded the objectives.
1 ————— 2 ————— 3 ————— 4 ————— 5 ————— 6 ————— 7 ————— 8 ————— 9		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. COMMENTS REGARDING OVERALL PERFORMANCE

C. EMPLOYEE GUIDELINES -- PERFORMANCE PLAN AND APPRAISAL REPORT

1. Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the following list of guidelines.
2. Employee has the right to read the Performance Plan and Appraisal Report.
3. Employee has the right to receive a copy of the Performance Plan and Appraisal Report.
4. Employee has the right to discuss the report with the Reporting Supervisor or Manager.
5. Employee has the right to attach a rebuttal to the Performance Appraisal Plan and Report. Unless otherwise provided in the collective bargaining agreement that applies to the employee's Job Code, the rebuttal must be presented within 5 working days of the report date. The rebuttal should only address the items presented in the report. The 5 days may be extended at the discretion of the Reviewer for up to 30 days.
6. Employee may request a conference, if requested, with the Reviewer (Reporter's supervisor or manager).

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VI. SIGNATURE PAGE

PERFORMANCE PLAN

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE	2. REVIEW DATE	
3. SUPERVISOR SIGNATURE	4. EMPLOYEE SIGNATURE	5. MEETING DATE

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE	2. EMPLOYEE SIGNATURE	3. MEETING DATE
-------------------------	-----------------------	-----------------

PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK ADDRESS	2. JOB CODE NUMBER AND TITLE	
3. <input type="checkbox"/> I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Print/Type)		4. SIGNATURE & DATE

D. Reporting Supervisor/Manager

1. NAME, WORK ADDRESS Blake Summers	2. JOB CODE NUMBER AND TITLE 0941	3. DATE OF CONFERENCE WITH EMPLOYEE 7/29/10
		4. SIGNATURE & DATE

E. Employee's Statement

1. <input type="checkbox"/> I AGREE WITH THIS REPORT. <input type="checkbox"/> I DO NOT AGREE WITH THIS REPORT: SECT. ____ NO. ____ <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE
	3. SIGNATURE CERTIFIES I HAVE READ THE REPORT <input type="checkbox"/> DECLINED TO SIGN. DATE:

SONYA KUDOSW

CITY & COUNTY OF SAN FRANCISCO • DEPARTMENT OF HUMAN RESOURCES
PERFORMANCE PLAN AND APPRAISAL REPORT

VI. SIGNATURE PAGE

PERFORMANCE PLAN

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE <i>Bill S...</i>	2. REVIEW DATE 7-29-09	
3. SUPERVISOR SIGNATURE <i>Bill S...</i>	4. EMPLOYEE SIGNATURE <i>Sonya Kudosw</i>	5. MEETING DATE 7/29/09

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE	2. EMPLOYEE SIGNATURE	3. MEETING DATE
-------------------------	-----------------------	-----------------

PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK ADDRESS	2. JOB CODE NUMBER AND TITLE 0955 COO
3. <input checked="" type="checkbox"/> I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Print/Type) <i>Jackson Wang</i>	4. SIGNATURE & DATE <i>Bill S...</i> 7 29 10

D. Reporting Supervisor/Manager

1. NAME, WORK ADDRESS <i>Blake Summers</i>	2. JOB CODE NUMBER AND TITLE 0741	3. DATE OF CONFERENCE WITH EMPLOYEE 7 29 10
		4. SIGNATURE & DATE <i>Bill S...</i>

E. Employee's Statement

1. <input checked="" type="checkbox"/> I AGREE WITH THIS REPORT <input type="checkbox"/> I DO NOT AGREE WITH THIS REPORT. SECT ____ NO ____ <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE
3. SIGNATURE CERTIFIES I HAVE READ THE REPORT <i>Sonya Kudosw</i> <input type="checkbox"/> DECLINED TO SIGN DATE 7/29/10	

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Hand delivered to SFO/HR 8/27/2010

TO: Blake Summers, Director and Chief Curator
San Francisco Airport Museums

FROM: Sonya Knudsen, Curator in Charge of Administration and Special Projects
San Francisco Airport Museums *SK*

DATE: 26 August 2010

RE: Addendum to FY09/10 Performance Assessment Report (PAR)

RECEIVED
SAN FRANCISCO AIRPORT
10 AUG 30 AM 8:50
HUMAN RESOURCES
ADMINISTRATION

What follows supplements the year-end FY09/10 Performance Assessment Report (PAR) provided at our 29 July 2010 meeting, with Alex Lawrence of SFO / HR in attendance.

Throughout our meeting, both you and Mr. Lawrence were very clear that the SFO PAR rating system of one to nine was actually one to six, with any rating above six near impossible to achieve and cause for scrutiny and justification if used. Further, that my rating of five indicated that I capably performed my essential job responsibilities. Regarding my query as to how such a rating had been established and the lack of commentary, the explanation provided was that commentary was reserved for a sub-standard performance and need for improvement.

Lacking a mid-year assessment, this year end summary was a means of receiving indication from you of my work performance. The FY09/10 PAR report does not contain substantive detail or commentary, or recommendations for further career evolution. Mr. Lawrence said such is provided in an ongoing dialogue throughout the year between supervisor and employee, which I look forward this year in being implemented between my newly assigned supervisor, Abe Garfield, Assistant Director of Exhibitions, and myself.

In our meeting it was never explained how or clarified why I received a FY09/10 PAR rating of five, not six, or for that matter, a rating of nine. This was especially curious as all previous PARs I have received gave me an overall rating of "Exceeds Standards." Both you and Mr. Lawrence said that the FY09/10 rating I received indicated that I ably and competently fulfilled my core job responsibilities.

The initiative I took throughout FY09/10 is testament to my many accomplishments, but such was not commented upon in the FY09/10 PAR nor reflected in the rating. For instance, as the Museum's facilities manager overseeing HVAC aspects for SFO exhibition sites, I worked closely with SFO Mechanical Maintenance and outside contractors (e.g., Johnson Controls) to remedy a crucial oversight in Terminal 2 now under construction, ensuring that the exhibition site (boomerang case and five free-standing cases nearby) met museum standards and that a stand-alone HVAC system fulfilled stable temperature and relative humidity requirements. Other examples include expanded involvement and dialogue with the Airport's Emergency Operations, Communications, Fire, and Police departments pertaining to the museum's sites, pertinent emergency planning and education between involved entities, supplementing the newly created museum's emergency manual. The computer database style manual I produced is now a source of reference for museum staff, and it remains a dynamic work in process, with intent to engage all staff members input and contain core information and reference material.

cc: Alex Lawrence, SFO/HR
Veronica Davis, SFO/HR Analyst for Museums (for Knudsen personnel file)

TO: Blake Summers, SFAM Director and Chief Curator
FROM: Sonya Knudsen, SFAM Curator in Charge of Administration / Special Projects *SK*
DATE: 16 August 2009
RE: amendment to be attached to FY09/10 CCSF PPAR

Re our brief meeting on 29 July, with follow-up discussion on 30 July, to review and discuss my FY9/10 performance plan, the job description, goals and objectives outlined can be accomplished but I suggest a broadening of core job responsibilities that would better enrich the SFAM program, and utilize my skills and talents. Please note the attached Knudsen memo submitted on 13 July 2009 for examples.

My intent is two-fold: 1) to contribute, be of value and aid to you and SFAM; 2) to refine and gather more skills and experience for further career promotions and opportunities at SFAM and SFO.

Before you became the SFAM Director and Chief Curator in April 1999 and your most recent May 2009 promotion from Manager V to Manager VI, you were the Assistant Director of Administration and Special Projects. In 1999, you promoted me from Curator in Charge of Registration to Curator in Charge of Administration and Special Projects in name only. At that time, you were hesitant to give me the Assistant Director title and associated monetary adjustment due to budget restraints and your concerns as to the response from the Assistant Director and the Curator in Charge of Aviation, but gave indication that a promotion would occur. The Assistant Director will always be my superior in seniority and salary. The Curator in Charge of Aviation and I are both Curator IV. The difference is that I consistently fulfill my job duties and projects on time.

By means of this memo, I am formally requesting that I be placed on a career pathway for promotion, and suggest that my duties and responsibilities reflect and include administrative and management functions akin to your previous Manager V and Assistant Director capacities. With your recent promotion to Manager VI, key responsibilities can be delegated to me given my administrative functions and placement within the SFAM organizational structure. I am on the CCSF listing, ranked #1 for the Manager VI position, as you are aware. I am qualified and able to do more for the organization, and through your leadership, guidance, and mentorship, such can be capitalized on to great advantage to you, SFAM, and SFO.

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TO: Blake Summers, SFAM Director and Chief Curator

FROM: Sonya Knudsen, SFAM Curator in Charge of Administration / Special Projects

DATE: 21 July 2009

RE: SFAM goals

As discussed on 13 July, as Curator in Charge of Administration and Special Projects my skills and experience can be used to aid and provide you the means of addressing and realizing core SFAM needs. In addition to current responsibilities, per your request, the following are suggested supplemental areas from which can you designate those you would like me to prioritize for FY09/10 and future years:

Administration

- Assist you with SFAM budget preparation and monitoring, inclusive of contracts, vendor coordination, invoice processing.
- Assist you with SFAM succession and promotional planning, staff career training, educational, peer support, and mentoring opportunities.
- Attend SFO and SFAM Senior Staff and applicable administrative, commission, board, construction, et al. meetings as your assistant and/or representative.

Bay Area Outreach and Collaborations

- Contact, engage, and foster relationships and collaborations with Bay Area museums, historical societies, clubs, private collectors for participation and involvement in SFAM program.
- Assist SFAM staff re exhibition management with lenders, e.g., contracts, research and label copy obligations.
- Assist you re SFAM / SFO website upgrades, brochure and poster projects, in coordination with SFAM staff, SFO Administration, Marketing and Communications, vendors, et al.

SFAM Promotion

- Expand speaking engagements and involvement with Bay Area clubs and schools, e.g., Rotary, Lyons, Burlingame-Hillsborough Newcomers Club, non-profits, high schools, universities, work and school career days, et al.
- Organize and participate in panels and sessions at museum / aviation / facility / management conferences and seminars, e.g., American Association of Museums, California Association of Museums, "Aviation" Mutual Concerns, International Facility Management Association, Municipal Management Association of Northern California, American Management Association, Stanford and UC Berkeley, et al.
- Oversee and manage applicable SFAM receptions, exhibition opening, and outreach events, acting as liaison with participants and providers, e.g., similar to what was done for Russel Wright and Model Train exhibitions, potentially for Pacific Coast League Baseball exhibition, et al.
- Provide assistance and host functions, public tours, school events, et al., showcasing SFAM program, ALM, SFO, et al.
- Host table and participate in SFO Employee Appreciation Day event, and other SFO-organized events.

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Facility Management

- Continue to establish, sustain, and foster local peer collaborations and information exchange similar to those of the SFO Mechanical Maintenance deY HVAC behind-the-scenes tour, FAMSF Conservation and Accounting, et al.
- Provide you assistance re management of ALM facility, events, functions, receptions, et al., especially as Gabe will be marrying in October with a related absence.
- Provide you assistance re Terminal 2 construction and related SFAM exhibition site expansion and upgrade projects, inclusive of Connector galleries, Kids' Spots, Aquarium, et al., in coordination with applicable personnel, e.g., SFAM, SFO, contractors, vendors, CA Academy of Sciences, Exploratorium, et al.
- Assist you and provide recommendations, coordination, and project management re SFAM's WFR and SFO site upgrades and expanded and optimized space utilization, e.g., WFR Host Food Lockers, Garage, Electrical Room, ALM, T3 North Office and Storage.

Risk Management

- Work with you, SFAM staff, and SFO Risk Management on pertinent projects, e.g., permanent collection and SF Art Commission appraisals, SFAM facilities and sites, insurance brokers, underwriters, and consultants, et al.
- Attend SFO Safety and Health meetings, disseminate and provide SFAM staff education, ensure safe working conditions.

Collection Management

- Assist you in preparation and prioritization re SFAM permanent collection inventory and appraisal, Aviation and Non-Aviation.
- Assist you to establish Master deaccession plan for Non-Aviation permanent collection, in conjunction with SFO Legal and Bay Area appraisal and public auction firms.
- Work with you to expand volunteer, high school and college intern program, with volunteer and intern assistance re permanent collection projects, e.g., inventory, photography, deaccessioning.

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Hand delivered to SFO HR Mon, 14 March 2011

TO: Abe Garfield, SFO Museum Assistant Director
FROM: Sonya Knudsen, SFO Museum Curator in Charge of Administration / Special Projects *JK*
DATE: 13 March 2011
RE: rebuttal to be attached to FY10/11 CCSF PPAR

The following is a rebuttal re the evaluation provided in the 7 February 2011 FY10/11 Performance Plan and Appraisal Report (PPAR):

Section II, Performance Plan – Job Description and Section III, Performance Plan – Key Objectives

- Handles maintenance of 670 West Field Road facility, writes and prosecutes SFO Maintenance scheduling requests
Works with SFO Custodial, SFO Maintenance, and SFO Museum staff to ensure museum standards re facility and exhibition sites are being sustained. Per request of Administration, has implemented new process re Maintenance scheduling requests as follows: brings matter to their attention or is asked by them to generate work request for given need, provides written request to supervisor for review, supervisor provides request to director for signature, work request then returned to Ms. Knudsen for processing providing request form to receptionist for faxing, copying, filing, and logging.
- Monitors the climate conditions at all the exhibitions and art storage sites throughout the terminals
Works with SFO Museum Registration and Conservation staff, SFO Mechanical Maintenance, et al. to ensure museum standards, utilizing Central Plant computer access, recommended purchase and use of dataloggers, etc. Worked with Mechanical Maintenance and construction personnel to correct and remedy lack of HVAC in Terminal 2 boomerang exhibition case, effecting HVAC installation that would ensure RH and temperature control settings per museum standards.
- Develop user manual and work on datascrub for collections management database
Supervisor was apprised that the user manual was an active, not static, document with ongoing need for updates, amendments, and improvements. Recent datascrub accomplishments include completion of clean-up of 'people' and 'organization' tables, with further work being addressed as deemed appropriate by FilemakerPro manager. Employee works with SFO Museum Registration and Library staff to provide user manual as an active, ongoing resource, and is in need of increased input and commentary from end users to ensure manual and datascrub activity is effective, streamlined, and progressing.
- Assists the SFO Museum Director in preparation of reports and presentations
Supervisor had in the initial CCSF PPAR indicated that this responsibility was no longer necessary. The correction noted was due to supervisor being apprised by employee that these reports, e.g., monthly Administrative activity reports, monthly exhibition listings, were ongoing. Supervisor subsequently confirmed with Director, and has corrected the PFAR to reflect this is an ongoing job responsibility.
- Prepares Emergency Preparedness handbook specifically for SFO Museum and leads training to staff
Employee has provided supervisor ongoing updates re work coordination with SFO Emergency Operations Group, Fire and Police, plan to train SFO Museum personnel re security access, emergency procedures, and then conduct "surprise" emergency drill with Fire department providing staff assessment and follow-up training. Employee is participating in California Connecting to Collections two-part workshop re "Protecting Cultural Collections: Disaster Prevention, Preparedness, Response & Recovery," with information to be incorporated within organizational emergency handbook.

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Knudsen PPAR rebuttal, page two of two
13 March 2011

- Use of City and County property for business purposes only
Supervisor had provided employee memo in October 2010 re computer use, which surprised employee then and now as employee's job performance of essential job responsibilities was exemplary and accomplished, and matter was taken out of context. To have this matter noted on employee's PPAR is unnecessary and unwarranted.

Section IV, Appraisal Report Summary

Supervisor did not provide or note indication of employee's work progress, accomplishments, and professional growth plan. Employee provides and keeps supervisor apprised of work projects and status reports. The CCSF PPAR seems to be a document for the supervisor to provide cursory feedback and explanation of employee's work performance, project accomplishments, lacks comments of substance, if any re work progress, plan for professional development, advancement, etc., underutilizing employee's skills and experience that would benefit SFO Museum and SFO.

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CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

2010

Performance Plan
and
Appraisal Report

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I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN,SONYA	2. JOB CODE NUMBER AND TITLE 3546 Curator IV	3. STATUS <input checked="" type="checkbox"/> Permanent (PCS) <input type="checkbox"/> Provisional (TPV) <input type="checkbox"/> Permanent Exempt (PEX) <input type="checkbox"/> Temporary Exempt (TEX) <input type="checkbox"/> Temporary Civil Service (TCS) <input type="checkbox"/> Limited Tenure (Restricted Use) (TLT) <input type="checkbox"/> Non Civil Service (Restricted Use) (NCS)
4. WORK LOCATION & DIVISION Chief Operating Officer-COO- Museums	5. DEPARTMENT 27-airport commission	6. REASON FOR REPORT <input type="checkbox"/> Annual <input checked="" type="checkbox"/> Dept. Review Period <input type="checkbox"/> Probationary <input type="checkbox"/> Unscheduled
	7. REVIEW PERIOD 7/1/2010 to 6/30/2011	8. PROBATION START AND END DATE

II. PERFORMANCE PLAN – JOB DESCRIPTION

REVIEW OF DUTIES & RESPONSIBILITIES BASED ON JOB DESCRIPTION

FUNCTIONAL/WORKING TITLE	
Curator in charge of Administration and Special Projects	
1. Handles the routine and daily maintenance of the facility at West Field Road.	COMMENTS:
2. Monitors the climate conditions at all the exhibitions and art storage sites through out the Terminals.	COMMENTS:
3. Write and prosecute the Maintenance scheduling requests.	COMMENTS:
4. Develop the User Manuel for the Collections Management Database.	COMMENTS: 1/10/11 On Going
5. Work on the data scrub for the Collections Management database.	COMMENTS: 1/10/11 This duty is on going and requires constant attention and maintenance.
6. Assists the Director in the preparation of the routine reports and presentations.	COMMENTS: 1/10/11
7. Prepare Emergency Preparedness Handbook specifically for the Airport Museums. Lead training to staff	COMMENTS: 1/10/11 On going
8.	COMMENTS:
9.	COMMENTS:
10.	COMMENTS:

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 PERFORMANCE PLAN AND APPRAISAL REPORT

11.	COMMENTS:
12. Statement of Incompatible Activities: Fully comply with the department's Statement of Incompatible Activities as approved by the Ethics Commission. Compliance includes, but is not limited to: Restrictions on Incompatible Activities; Restrictions on Use of City Resources, City Work-Product and Prestige; and Prohibition on Gifts for Assistance with City Services.	COMMENTS:
13. Use of City and County Property for Business Purposes Only: All City equipment, devices, and materials (i.e., photocopier, telephones, computers, vehicles, stationery, fax machines, etc.) must be used only for conducting City business.	COMMENTS: 1/10/11 In October of 2010 it came to my attention that Ms. Knudsen had been using her office computer for over a year on work of a personal nature. When it came to my attention I wrote a reprimand to Ms. Knudsen and spoke with her about the situation. Ms. Knudsen was made aware of the gravity of this misconduct and stated it would never happen again.
14. DSW Preparedness: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.	COMMENTS: COPY
15. DSW Training: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.	COMMENTS:

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III. PERFORMANCE PLAN – KEY OBJECTIVES

Departmental Goal #1: (specify)	
1. To assist the Director and Chief Curator in the preparation of routine reports and presentations.	REVIEW OF PERFORMANCE: 1/10/11
2. To demonstrate good observance of work hours and attendance and show only routine absence from work.	Ms. Knudsen is observant of her work hours.
3. To effectively respond to the time sensitive and changing demands of the normal workday.	REVIEW OF PERFORMANCE:

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Departmental Goal #2: (specify)	
1. To develop the users manual for the collections management database.	REVIEW OF PERFORMANCE:
2. To insure the accuracy of the data as entered in the collections management database.	REVIEW OF PERFORMANCE: 1/10/11 The basic scrubbing of the people table and organizational table is complete. Further work on going.

Departmental Goal #3: (specify)	
1. To monitor the climate conditions in the exhibition spaces throughout the Airport and West Field Road.	REVIEW OF PERFORMANCE:
2. To keep the San Francisco Airport museums facilities on West Field Road in good condition and well maintained.	
3. To prepare the emergency handbook specifically for the needs of the Airport museums. Review the best practices and train the staff for natural disaster.	1/10/11 On Going
4. To prepare for the downtime in the chilled water delivery in the International Terminal.	2/7/11 ON Hold

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PERFORMANCE PLAN AND APPRAISAL REPORT

5. DSW PREPAREDNESS: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency;; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.	
2.DSW TRAINING: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.	REVIEW OF PERFORMANCE:

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IV. APPRAISAL REPORT SUMMARY

A. OVERALL PERFORMANCE RATING

The appraisal report on overall performance should include a consideration of all items in the Job Description, Departmental policies and procedures, and the Performance Plan's Key Objectives for the review period. Circle the appropriate number on the continuum.

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
Performance of job duties needs improvement; did not meet many or majority of objectives.	Performed job duties competently and effectively; met the objectives. (Meets Competent and Effective requirement)	Performed job duties with exceptional competence and effectiveness; exceeded the objectives.
1	2	3

B. COMMENTS REGARDING OVERALL PERFORMANCE

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C. EMPLOYEE GUIDELINES – PERFORMANCE PLAN AND APPRAISAL REPORT

1. Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the following list of guidelines.
2. Employee has the right to read the Performance Plan and Appraisal Report.
3. Employee has the right to receive a copy of the Performance Plan and Appraisal Report.
4. Employee has the right to discuss the report with the Reporting Supervisor or Manager.
5. Employee has the right to attach a rebuttal to the Performance Appraisal Plan and Report. Unless otherwise provided in the collective bargaining agreement that applies to the employee's Job Code, the rebuttal must be presented within 5 working days of the report date. The rebuttal should only address the items presented in the report. The 5 days may be extended at the discretion of the Reviewer for up to 30 days.
6. Employee may request a conference, if requested, with the Reviewer (Reporter's supervisor or manager).

V. SIGNATURE PAGE

PERFORMANCE PLAN

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE <i>bl Summers</i>	2. REVIEW DATE <i>8 17 10</i>	
3. SUPERVISOR SIGNATURE <i>J. A. Garfield</i>	4. EMPLOYEE SIGNATURE <i>Blake Summers</i>	5. MEETING DATE <i>8/17/2010</i>

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE	2. EMPLOYEE SIGNATURE <i>Blake Summers</i>	3. MEETING DATE <i>2/7/11</i>
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PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK LOCATION Blake Summers	2. JOB CODE NUMBER AND TITLE 0941 Director and Chief Curator
---	---

3. I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Signature)	5. DATE
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D. Reporting Supervisor/Manager

2. NAME, WORK ADDRESS James Garfield	2. JOB CODE NUMBER AND TITLE 0923 Assistant Director
---	---

3. DATE OF CONFERENCE WITH EMPLOYEE	4. SIGNATURE	5. DATE
-------------------------------------	--------------	---------

E. Employee's Statement

1. <input type="checkbox"/> I AGREE WITH THIS REPORT. <input type="checkbox"/> I DO NOT AGREE WITH THIS REPORT. SECT ____ NO ____ <input checked="" type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE <i>2/7/11</i> 3. SIGNATURE CLERK HAS READ THE REPORT <i>Blake Summers</i> <input type="checkbox"/> DECLINED TO SIGN DATE
--	---

2/7/11
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Kruidsen SFO Museum duties listing from CCSF

duties	FY05/06	SK2007 preFMLA	FY06/07	FY07/08	SK2008 postFMLA	REASSIGN	FY08/09	FY09/10	0FY10/11
Responsible for the supervision of the registrars and interns.	X	N/A	NO PAR	NO PAR	N/A		N/A	N/A	N/A
Exhibition Schedule updates on Excel	X	X	NO PAR	NO PAR		X	N/A	N/A	N/A
Exhibition Schedule updates on Filemaker Pro	X	X	NO PAR	NO PAR		X	N/A	N/A	N/A
Responsible for the planning, directing, and management of the Collection Management activities for the permanent collections (Aviation and Education).	X	PARTIAL	NO PAR	NO PAR	PARTIAL	X	N/A	N/A	N/A
Permanent Collection appraisals and RFQ	X	X	NO PAR	NO PAR	X	X	N/A	N/A	N/A
SFAM Collection Management Policy	?	?	NO PAR	NO PAR	?	?	?	?	?
AAM accreditation preparation	?	?	NO PAR	NO PAR	?	?	?	?	?
Responsible for all objects on loan for exhibitions, this includes but is not limited to loan agreement forms, incoming and outgoing receipts, safety and security of objects, proper handling, shipping and packing requirements, condition reports, storage, installation and deinstallation.	X	N/A	NO PAR	NO PAR	N/A	N/A	N/A	N/A	N/A
Terminal 2 exhibition galleries ramp-up			NO PAR	NO PAR	X	X	PARTIAL	PARTIAL	PARTIAL
Resolve SkyFlights insurance claim		X	NO PAR	NO PAR	X		X	N/A	N/A
Responsible for the deaccessioning of collection objects, per the recommendation of the Collections Review Committee.	X	X	NO PAR	NO PAR	X	X	X	N/A	N/A
Spruce St storage/inventory relocation to WFR	X	X	NO PAR	NO PAR	X		X	N/A	N/A
Works and collaborates with other SFAM staff, interns, volunteers, airport personnel, private collectors, museums, and outside vendors.	X	X	NO PAR	NO PAR	PARTIAL	X	PARTIAL	PARTIAL	PARTIAL
Liaison with the City Risk Manager.	X	X	NO PAR	NO PAR	PARTIAL	X	N/A	N/A	N/A
Monthly insurance report to Risk Management	X	X	NO PAR	NO PAR		X	N/A	N/A	N/A
Liaison and invoicing Fine Arts Museums of San Francisco Conservation lab.	X	X	NO PAR	NO PAR		X	N/A	N/A	N/A
Liaison with SF Arts Commission, installation, maintenance	X	X	NO PAR	NO PAR		X	N/A	N/A	N/A
Liaison with the Airport Fire Marshall and coordinates safety inspections for 670 West Field Road facility.	X	X	NO PAR	NO PAR	X		X	X	X
SFO Emergency Operations Group	X	X	NO PAR	NO PAR	X		X	X	X
Prepare Emergency Preparedness Handbook. Lead training of staff.	X	X	NO PAR	NO PAR	X		X	X	X
ChemPack Emergency Procedural Plan	X	X	NO PAR	NO PAR	X		X	X	X
Proofreads all label copy for exhibitions and brochures.	X	X	NO PAR	NO PAR	PARTIAL	X	PARTIAL	PARTIAL	PARTIAL
To provide exhibition material for information booths, personnel, and kiosks	X	X	NO PAR	NO PAR	X	X	PARTIAL	PARTIAL	PARTIAL
Consults with the Director and Chief Curator of development of the new collections database.	X	X	NO PAR	NO PAR	PARTIAL	X	N/A	N/A	N/A
Data migration into new FilemakerPro database	X	X	NO PAR	NO PAR	PARTIAL	X	PARTIAL	PARTIAL	PARTIAL
Review and recommend the implement Bar Code system for inventory purposes.	N/A	N/A	NO PAR	NO PAR	N/A		X	X	N/A
Responsible for computer database maintenance, i.e., scrubbing of the collection dbase	X	X	NO PAR	NO PAR	X	X	X	X	X
Develop the User Manual for the Collections Management Database.	X	X	NO PAR	NO PAR	X		X	X	X
Facilities manager for 30,000 sq.ft. office/storage facility and its 25 exhibition and storage sites	X	X	NO PAR	NO PAR	X		X	X	X
Re-carpeting of WFR registration area	?	?	?	?	?		?	?	?
Responsible for scheduling routine maintenance for the San Francisco Airport Museums West Field Road facility as well as the Airport terminal galleries and storage facilities	X	X	NO PAR	NO PAR	X	X	X	X	X
Kids Spot repairs	X	X	NO PAR	NO PAR	X	X	N/A	N/A	N/A
ITB wall case lights improvements, timers	X	X	NO PAR	NO PAR	X	X	N/A	N/A	N/A
Identifies and schedules emergency maintenance as necessary	X	X	NO PAR	NO PAR	X		X	X	X
Responsible for the security alarm systems, and interfaces and coordinates alarm maintenance with FOM Electricians.	X	X	NO PAR	NO PAR	X		X	X	X

Knudsen SFO Museum duties listing from CCSF

Schedules and monitors quarterly weekend floor cleaning and sealing maintenance at 670 West Field Road facility.	X	X	NO PAR	NO PAR	X		X	X	X
Repainting WFR	N/A	N/A	NO PAR	NO PAR	N/A		X	N/A	N/A
Responsible for the daily monitoring of climate conditions at 670 WFR all galleries / airport terminal galleries	X	X	NO PAR	NO PAR	X		X	X	X
To prepare for the downtime in the chilled water delivery to the Int. Terminal	X	X	NO PAR	NO PAR	X		X	X	X
Related Duties as required/requested by Director and Chief Curator.	X	X	NO PAR	NO PAR	X		X	X	X
Responsible for creating the monthly activity report for the Director and Chief Curator	X	X	NO PAR	NO PAR	X		X	X	N/A
Assists the Director in the preparation of routine reports and presentations.	X	X	NO PAR	NO PAR	X		X	N/A	N/A
Employee orientation packet/security alarm/keys	PARTIAL	PARTIAL	NO PAR	NO PAR	PARTIAL		PARTIAL	PARTIAL	PARTIAL
Acts as a member of the Airport Museums Collection Review Committee.	X	X	NO PAR	NO PAR	X		X	X	X
Member of the Airport Museums Senior Staff, Collections Review Committee, and Operational Scheduling Committee	X	X	NO PAR	NO PAR	X	PARTIAL	PARTIAL	PARTIAL	PARTIAL
Note: job duties listed in CCSF Performance Appraisal Reports and provided by CCSF and SFO									

EXHIBIT 11



San Francisco International Airport
Office of Equal Employment Opportunity & Diversity Programs

CHARGE OF DISCRIMINATION

1. Name of Complainant Sonya Knudsen

Address

Work Phone: (650) 821-6726

Home Phone:

2. Respondent Department San Francisco International Airport

Worksite Airport Museum

Telephone No.: (650) 821-6700

Address P.O. Box 8097 San Francisco, CA 94128

3. Complainant's Current Employment Status: (underline one) Classification: 3546 Curator IV

PEX PCS TCS LT NCS PV PC TE PROB Not a City Employee

4. Basis of Discrimination (specify)

- Race:
Color:
Religion:
Creed:
[X] Sex:
National Origin:
Ethnicity:
Age:
Disability/Medical Condition:
Political Affiliation:
Sexual Orientation:
Ancestry:
Marital or Domestic Partner Status:
Gender Identity:
Parental Status:
Other Non-Merit Factors:
[X] Retaliation:

5. Issue complained of:

- Denial of Employment
[X] Denial of Training
[X] Denial of Promotion
Denial of Reasonable Accommodation
Termination
Lay-off
Constructive Discharge
Disciplinary Action
[X] Harassment
Work Assignment
Sexual Harassment
Compensation
Other (please specify):

6. Has the Complainant filed the complaint with any other local, state or federal agency? Yes [X] No []
If yes, please specify: Complainant indicates that she filed a complaint with DFEH regarding the same allegations presented in this complaint.

7. Has the Complainant filed a grievance or lawsuit? Yes [] No [X]
If yes, please specify:

8. Is the Complainant represented by a Union or an Attorney? Yes No

Name: Steven Pitocchi Organization: SEIU Local 1021

Address: 350 Rhode Island Street, Suite 100 S. Bldg., San Francisco, CA 94103
Phone No.: (510) 350-0653

9. Describe specifically and in detail the circumstances of the alleged discrimination. Please include the date(s) of adverse employment action(s).

Complainant alleges that she has been subjected to gender discrimination in the form of denial of promotion and denial of training by the Department. Complainant further alleges that she has been subjected to retaliation in the form of harassment by San Francisco Airport Museum (SFAM) Director and Chief Curator, Blake Summers and Abe Garfield, Assistant Director of SFAM.

Disparate Treatment - Denial of Promotion and Denial of Training

1. Recent SFAM staff promotions to management positions have gone to men, demonstrating a pattern of gender bias within the SFAM.
2. Despite repeatedly requesting additional training and opportunities for new assignments to further her professional growth, Complainant has been denied such training/new assignments. Opportunities, however, have been provided to male SFAM staff, leading to added skill sets and promotions.
 - a. By giving John Hill "plum assignments" involving aviation, exhibitions, and supervision of staff, Mr. Hill was able to meet the standards of the supplemental work sample required for the Manager I position applied for by Complainant (and now held by Mr. Hill). The Department failed to provide Complainant with these same opportunities.
3. Complainant's diminished job duties and responsibilities continue to impact her potential for advancement and career development.
 - a. Complainant's primary job functions are in facilities management and computer database clean-up, different from her prior status and proactive involvement.
 - b. Complainant is being underutilized at the SFAM and is far less involved organizationally than other Curator IV and above positions.
 - c. Complainant has been ostracized and disengaged from the SFAM staff.
 - d. Complainant no longer attends museum or Airport meetings (e.g., exhibitions, programs, construction, or organizational development and future planning).
 - e. Complainant has not attended museum or management conferences and seminars for years, and has minimal peer interaction.
4. Blake Summers previously implied he would seek a promotive position for Complainant and failed to follow through.
5. Unfair hiring practices exhibited by the Department.
 - a. Complainant believes a particular panel member should have been excused during the Manager I hiring process based on that individual's personal relationship with John Hill, the awarded candidate.

Retaliation and Harassment by Blake Summers

6. Decision to reassign Complainant to Abe Garfield, SFAM Assistant Director, in August 2010.
 - a. Reporting to Mr. Garfield leaves Complainant limited contact with Mr. Summers; Complainant is no longer able to consult and converse with Mr. Summers.
 - b. Mr. Garfield is incapable of fully evaluating Complainant's work as her supervisor. Complainant states Mr. Garfield has no knowledge or expertise in facilities management or computers.

Retaliation and Harassment by Abe Garfield

- 7. Discriminatory acts with regard to Complainant's 2010/2011 midyear Performance Plan and Appraisal Report (PPAR).
 - a. Complainant's 2010/2011 midyear PPAR unnecessarily refers to an October 2010 memo she received by her supervisor regarding her inappropriate use of City equipment.
 - b. Complainant's then supervisor, Abe Garfield, failed to fully complete sections in her midyear PPAR. Comment sections lacked substantive feedback regarding her work progress, accomplishments to date, and plan for professional development, advancement, etc.
 - c. Complainant received a final copy of her midyear PPAR without the reviewer's signature (i.e., signature of Blake Summers). In years prior, the reviewer's signature (then Jackson Wong, former Airport COO), had been included in the report copy Complainant received.
 - d. Original version of Complainant's midyear PPAR included misstatements by Mr. Garfield. Specifically, Complainant informed Mr. Garfield that reports and presentations (i.e., monthly administrative activity reports and monthly exhibition listings) are both necessary and are an ongoing job responsibility.
 - e. Complainant received no response from her supervisor after submitting her midyear report rebuttal statement, dated March 13, 2011.

10. Has the Complainant taken any action to resolve this issue(s)? If yes, please specify.

Complainant has filed previous discrimination complaints in an effort to bring about corrective action.

11. Remedy or corrective action desired by Complainant:

- 1. Cease and desist workplace harassment and retaliation.
- 2. Promotion to the position of Manager I, with change of title to "Assistant Director of Administration and Special Projects." Promotion to be made retroactive to 2008.
- 3. Closer involvement and participation in administration and operations at the SFAM.

Completed by:

EEO Staff Signature

Date

Complainant's Signature

Date

EXHIBIT 12

organizing principles and "corporate culture." What kind of internal environment do you need to keep pace with the changing external environment? How do you stimulate innovative thinking? Do you have staff willing to make changes? This session will focus on the leadership of three organizations and the decisions necessary for creating a culture that embraces change.

SESSION 1B: So What About Barcoding? – Salons K-M

Moderator: Sonya Knudsen, Curator in Charge, Administration and Special Projects, San Francisco Airport Museums. Presenters: Robert Futernick, Associate Director, Fine Arts Museums of San Francisco; Dana Neitzel, Curator, San Mateo Historical Association; Russell Hartman, Senior Collections Manager, California Academy of Sciences. This will be an overview and discussion of barcoding technology, the merits and disadvantages of using it in museums and historical societies regarding collection and risk management (permanent collection, loans, exhibitions), photography, inventory, cataloguing, and deaccessioning. What are the costs, resources needed, staffing requirements, short and long term aspects, practicality vs. encumbrance?

SESSION 1C: The Emerging Digital Museum – Salons F-G

Moderator: Mark Hayward, Creative Director, Educational Experiences, BRC Imagination Arts. Presenters: Mira Cohen, Director of Education, Ronald Reagan Presidential Library and Museum; John Maccabee, CEO, CityMystery; Ben Dickow, Creative Director, Lexington. Today's popular and academic literature is filled with a broad spectrum of opinions about how technology is changing our culture. This follow up to the successful AAM session will investigate how trends in digital learning and communications are changing museum goers and how our understanding of these changes might influence the design of museum experiences. Prospective attendees are encouraged to visit and contribute to an ongoing blog (<http://emergingdigitalmuseum.blogspot.com/>).

12:00 PM – 1:30 PM DIRECTOR'S LUNCHEON

Sponsored by Townsend Public Affairs

Is Your Museum a 21st Century Organization?

With Helen Weschler, Senior Program Officer, Institute of Museum and Library Services

San Jose Ballroom (Lobby Level)

Join us for lunch and learn about the Institute of Museum and Library Services' (IMLS) *Museums, Libraries, and 21st Century Skills* initiative.

This national project, with practical tools and resources, underscores the critical role our nation's museums and libraries play in helping citizens build such 21st

Townsend
PUBLIC AFFAIRS, INC.

EXHIBIT 13

User Manager: Learning Transcript**User Account: 23854 (SONYA KNUDSEN)****Learning Transcript**

Displaying records 1-25 of a total of 25.

Course Name	Class Name	Completion Status	Registration Date	Completion Date	Course CEU	Registration Status	Grade
Sexual Harassment Prevention For Management	Sexual Harassment Prevention For Management - 10/21/1999	Completed	10/20/1999 5:00:00 PM	10/20/1999 5:00:00 PM	0	Enrolled	Passed
Module III: Examining the Supervisor's Handbook	Module III: Examining the Supervisor's Handbook - 2/28/2001	Completed	2/27/2001 4:00:00 PM	2/27/2001 4:00:00 PM	0	Enrolled	Passed
Module IV: Understanding the ADA	Module IV: Understanding the ADA - 3/14/2001	Completed	3/13/2001 4:00:00 PM	3/13/2001 4:00:00 PM	0	Enrolled	Passed
Module V: Developing Performance Standards	Module V: Developing Performance Standards - 3/14/2001	Completed	3/13/2001 4:00:00 PM	3/13/2001 4:00:00 PM	0	Enrolled	Passed
Injury & Illness Prevention for Supervisors	Injury & Illness Prevention for Supervisors - 3/14/2001	Completed	3/13/2001 4:00:00 PM	3/13/2001 4:00:00 PM	0	Enrolled	Passed
Module VI: Implementing Performance Standards	Module VI: Implementing Performance Standards - 3/28/2001	Completed	3/27/2001 4:00:00 PM	3/27/2001 4:00:00 PM	0	Enrolled	Passed
Module VII: Leading Your Team	Module VII: Leading Your Team - 4/11/2001	Completed	4/10/2001 5:00:00 PM	4/10/2001 5:00:00 PM	0	Enrolled	Passed
Module VIII: Analyzing the Work Products	Module VIII: Analyzing the Work Products - 4/25/2001	Completed	4/24/2001 5:00:00 PM	4/24/2001 5:00:00 PM	0	Enrolled	Passed
Module IX: Evaluating Performance	Module IX: Evaluating Performance - 4/25/2001	Completed	4/24/2001 5:00:00 PM	4/24/2001 5:00:00 PM	0	Enrolled	Passed
Module X: Taking Corrective Action (Part 1)	Module X: Taking Corrective Action (Part 1) - 5/9/2001	Completed	5/8/2001 5:00:00 PM	5/8/2001 5:00:00 PM	0	Enrolled	Passed
Module I: Defining Leadership	Module I: Defining Leadership - 5/17/2001	Completed	5/16/2001 5:00:00 PM	5/16/2001 5:00:00 PM	0	Enrolled	Passed

Course Name	Class Name	Completion Status	Registration Date	Completion Date	Course CEU	Registration Status	Grade
Module II: Ensuring a Harassment-Free Workplace	Module II: Ensuring a Harassment-Free Workplace - 5/17/2001	Completed	5/16/2001 5:00:00 PM	5/16/2001 5:00:00 PM	0	Enrolled	Passed
Module XI: Taking Corrective Action (Part 2)	Module XI: Taking Corrective Action (Part 2) - 5/23/2001	Completed	5/22/2001 5:00:00 PM	5/22/2001 5:00:00 PM	0	Enrolled	Passed
Module XII: Managing Workplace Diversity	Module XII: Managing Workplace Diversity - 6/13/2001	Completed	6/12/2001 5:00:00 PM	6/12/2001 5:00:00 PM	0	Enrolled	Passed
Back Injury Prevention	Back Injury Prevention - 6/20/2001	Completed	6/19/2001 5:00:00 PM	6/19/2001 5:00:00 PM	0	Enrolled	Passed
Behind the Wheel Driver	Behind the Wheel Driver - 5/15/2002	Completed	5/14/2002 5:00:00 PM	5/14/2002 5:00:00 PM	0	Enrolled	Passed
Time Management	Time Management - 8/31/2005	Completed	8/30/2005 5:00:00 PM	8/30/2005 5:00:00 PM	0	Enrolled	Passed
Mandatory Harassment Prevention for Senior/Management	Mandatory Harassment Prevention for Senior/Management - 11/2/2005	Completed	11/1/2005 4:00:00 PM	11/1/2005 4:00:00 PM	0	Enrolled	Passed
Speakers Bureau	Speakers Bureau - 1/31/2007	Completed	1/30/2007 4:00:00 PM	1/30/2007 4:00:00 PM	0	Enrolled	Passed
Office Ergonomics - Improve Your Position at Work	Office Ergonomics - Improve Your Position at Work - 9/26/2008	Completed	9/25/2008 5:00:00 PM	9/25/2008 5:00:00 PM	0	Enrolled	Passed
Outlook 2007 (Introduction)	Outlook 2007 (Introduction) - 1/21/2009	Completed	1/20/2009 4:00:00 PM	1/20/2009 4:00:00 PM	0	Enrolled	Passed
Intermediate Excel 2007	Intermediate Excel 2007 - 11/17/2009	Completed	11/16/2009 4:00:00 PM	11/16/2009 4:00:00 PM	0	Expired	Passed
Intermediate Excel 2007	Intermediate Excel 2007 - 11/18/2009	Completed	11/17/2009 4:00:00 PM	11/17/2009 4:00:00 PM	0	Enrolled	Passed
Sexual Harassment Prevention	Sexual Harassment Prevention - 12/30/2009	Completed	12/29/2009 4:00:00 PM	12/29/2009 4:00:00 PM	0	Enrolled	Passed
Avoiding the Mousetrap	Avoiding the Mousetrap - 1/6/2010	Completed	1/5/2010 4:00:00 PM	1/5/2010 4:00:00 PM	0	Enrolled	Passed

EXHIBIT 14

Airport Commission * San Francisco International Airport * City and County of San Francisco

APPLICATION for AIRPORT TUITION REIMBURSEMENT PROGRAM

<u>Sonya Knudsen</u>		<u>3/6/2006</u>
Full Name	Social Security Number	Date of this Request
<u>Museums</u>	<u>9/26/1997</u>	<u>650.821.6726</u>
Airport Division/Section	Start Work Date at Airport	Work Phone Number

CSC Class Number/Title: 3546, Curator IV

Titles of Course(s): (Attach course description(s) with start & end dates)	Course Start Date	Course End Date	Tuition
<u>Facilities Management: Operations and</u>	<u>3/22/2006</u>	<u>5/24/2006</u>	<u>\$ 575.00</u>
			\$ _____

Employees are encouraged to apply to the Department of Human Resources before submitting applications to the Airport Tuition Reimbursement Program. I have submitted an application to DHR's Tuition Reimbursement Program during the current fiscal year:

YES NO _____ (please explain why not).

Total cost requested for reimbursement: \$ 500.00 (\$500 maximum)

Describe how the course(s) will assist you in your current position or promotional opportunities:

refine current skills as facilities manager of office/storage facility and Airport
exhibition/storage sites and provide opportunity to enhance promotional
possibilities (e.g. FOM Maintenance Planner position)

Sonya Knudsen 3/6/06 [Signature] 3/8/06
Employee Signature Date Supervisor Signature Date

[Signature] 3/8/06 _____
Section Head Signature Date Deputy Director Signature Date

Approved for enrollment: [Signature] _____
Training Manager or Designee Date

Approved for reimbursement: _____
Training Manager or Designee Date

Grade report and proof of tuition payment are attached: _____

Facilities Management

Classroom course information: (510) 642-4231
 busmgmt-info@unex.berkeley.edu
 www.unex.berkeley.edu/business

Information Session**Certificate in
Facilities Management**

Instructors and staff will be available to answer questions about the curriculum. To reserve a space, please call (510) 642-4111.

Jan. 12: Thurs., 7-8 pm

San Francisco; Downtown Center, 425 Market St.,
8th Floor (enter on Fremont St.)

No fee (EDP 323469)

Introduction to Facilities Management

X420 (2 semester units in Architecture)

Today, the decision-making responsibilities of facilities management professionals and their staffs cover a wide range of business, management, and technical areas. The field demands knowledge and skills in finance, planning, project design and implementation, administration, operations and maintenance, and human resource development. This course provides you with an overview of facilities management. You develop an understanding of the knowledge and skills needed, the decision-making processes, and the function of a facilities manager within the total organization.

Jon E. Martens, B.S., CFM, CFMJ (EDP 323451)
 Sa 9a-3p Jan 14-Feb 18 SF-DTC \$575

**Facilities Management:
Operations and Maintenance**

X420.1 (2 semester units in Architecture)

Understanding how a facility, its occupants, and its equipment operate and are serviced and maintained is essential for a facility manager. This course provides you with an overview of the skills and methods facilities managers use in areas such as budgeting, staffing, alterations, and building systems operations.

Prerequisite: Introduction to Facilities Management X420.

Craig A. Steele, B.A. (EDP 323519)
 W 6:30-9:30p Mar 22-May 24 SF-DTC \$575

**Facilities Management:
Risk and Business Continuity**

X462 (2 semester units in Architecture)

This course provides an insider's view of what is required to protect vital organizational assets and personnel and maintain critical business operations during a disaster. You discuss risk identification for property, personnel, processes, and products as an integral part of contingency planning for disasters. Attention is directed to defining the role of the facilities manager and to providing a better understanding of the planning process from a participative role.

Jon E. Martens, B.S., CFM, CFMJ (EDP 323527)
 M 6:30-9:30p Mar 20-May 22 SF-DTC \$575

**Indoor Air Quality and HVAC**

This course is designed for individuals with responsibility or interest in investigating and resolving indoor air quality complaints in the built environment.

For course schedule, see page 87.

Construction Materials and Methods

In this course, you explore the implications of design realities, material capabilities, code limitations, and regulations on the construction process.

For course schedule, see page 85.

Courses of Related Interest

Courses in construction management, pages 85-86

Courses in HVAC, pages 86-87

Courses in mold management, page 88

Courses by Date

To see a list of courses starting soon, go to
<http://www.unex.berkeley.edu/cat/crlist.html>.

CERTIFICATE**Facilities
Management**

This program provides the knowledge, tools, and skills needed for successful facilities management along with a thorough understanding of and practical experience in the critical business decision-making process of the facilities manager. An International Facility Management Association (IFMA) Recognized Program.

Please note that you may take as many individual courses as you wish without enrolling in the full certificate program.

Program requirements

The curriculum consists of eight required courses for a total of 18 units and 270 instructional hours.

Required courses

We recommend taking courses in the following listed sequence:

- 1. Introduction to Facilities Management X420
- 2. Facilities Management: Operations and Maintenance X420.1
- 3. Facilities Planning and Design X421 (offered future term)
- 4. Facilities Construction and Project Management X420.2 (offered future term)
- 5. Facilities Management: Strategic Planning and Organization X420.3 (offered future term)
- 6. Facilities Management: Systems and Technology X422.3 (offered future term)
- 7. Facilities Management: Commercial Real Estate X461 (offered future term)
- 8. Facilities Management: Risk and Business Continuity X462

IFMA credit may be applied to continuing education requirements for CFMs. Contact IFMA for guidelines: www.ifma.org.

For program information please visit www.unex.berkeley.edu/cert/facmgmt.html; for specific questions e-mail busmgmt-info@unex.berkeley.edu or call (510) 642-4234.



IFMA credit may be applied to continuing education requirements for CFMs. Contact IFMA for guidelines: www.ifma.org.

December 20, 2006

TO: Lyn Cipriano
DHR Accounting
Department of Human Resources

FROM: Gloria Louie
Airport Commission – EEO, Diversity and Training Office

RE: Department of Human Resources Employee Development
Fund – Local 790 Reimbursement Request for Sonya
Knudsen

I am submitting documents of completion for the Employee Development Fund Reimbursement for Local 790 member, Sonya Knudsen for a UC Berkeley extension course entitled, "Facilities Management".

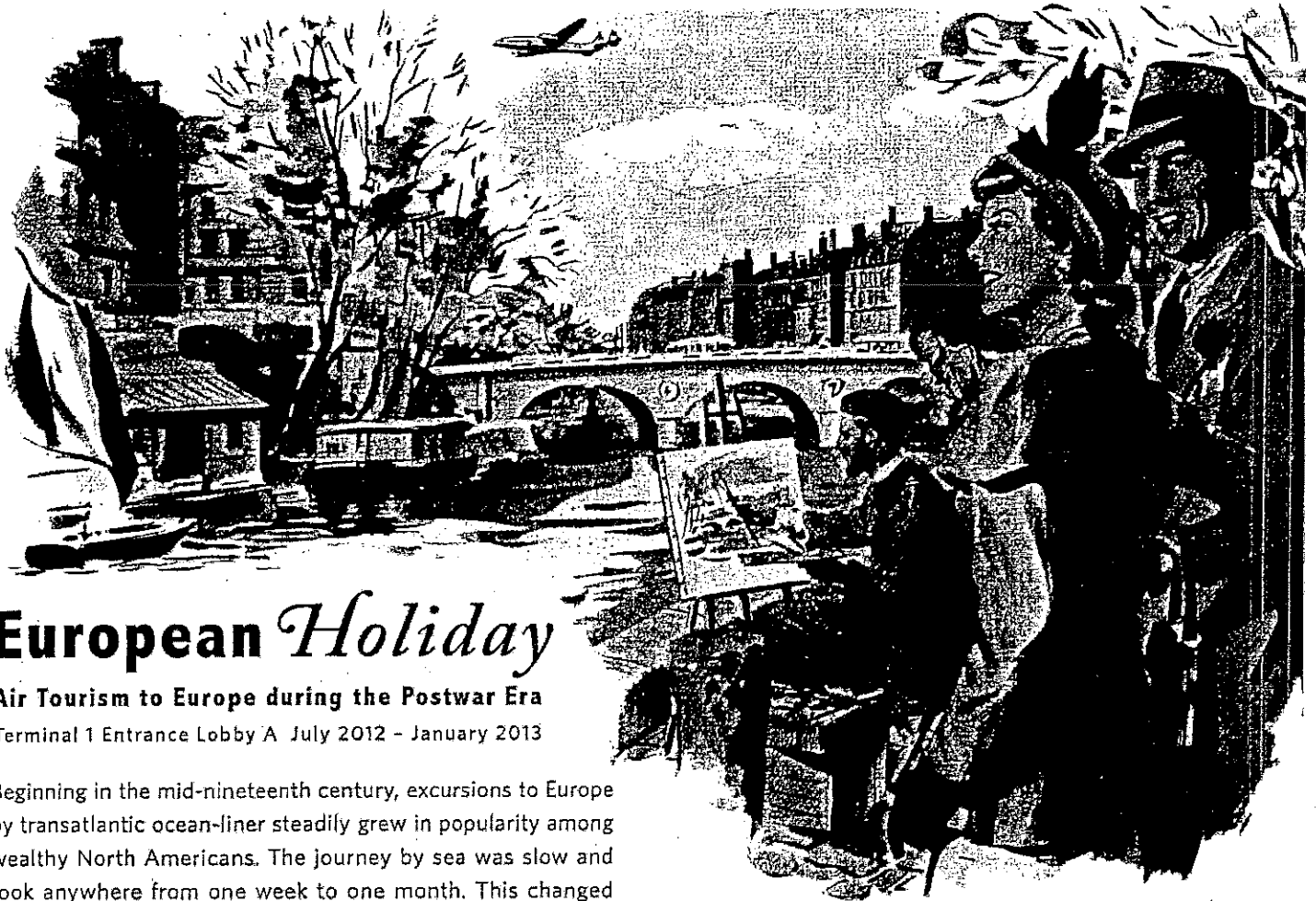
Please find attached copies of the following documents for reimbursement for each of the employees listed above:

- Enrollment confirmation
- Grade report
- Copy of original request form for reimbursement

If you have any questions or need additional information regarding this request, please contact our office at (650) 821-3588.

cc: Sonya Knudsen

EXHIBIT 15



European Holiday

Air Tourism to Europe during the Postwar Era

Terminal 1 Entrance Lobby A July 2012 - January 2013

Beginning in the mid-nineteenth century, excursions to Europe by transatlantic ocean-liner steadily grew in popularity among wealthy North Americans. The journey by sea was slow and took anywhere from one week to one month. This changed dramatically in 1939 when Pan American Airways established the first scheduled North Atlantic air service to Europe with Boeing 314 flying boats and reduced the travel time to a little over one day. The service was soon discontinued, however, due to the outbreak of war in Europe—but the stage had been set. As the hostilities of World War II ended, nations of a war-ravaged continent optimistically looked to a new air age to help revive and expand their once vibrant tourism industries. With an abundance of war-surplus transport airplanes available at significantly reduced prices, North American and European airlines could acquire modern, long-range, land-based fleets capable of flying large numbers of tourists across the Atlantic Ocean.

After Pan American World Airways and AOA (American Overseas Airlines) established transatlantic operations in late 1945, other carriers soon followed. By the early 1950s, as faster, longer-range propliner aircraft became available, routes expanded. Tourism to Europe grew rapidly as low-price, tourist-class tickets, all-inclusive tour packages, and easy-credit-payment plans made

European vacations very affordable to an expanding middle class with more available leisure time. As Europe became seen as a chic, fun, and educational vacation destination for couples and families, attractive airline-promotions featuring romantic locales and historic landmarks vied for potential customers within a booming, yet highly competitive transatlantic tourist market.

The introduction of jetliners in the late 1950s reduced flight times even more dramatically while further lowering operating costs, along with ticket prices. The 1960s saw a great and unprecedented air-tourism revolution when transatlantic jetliner traffic grew at a rate of approximately twenty percent each year, a major proportion being tourists flying to Europe. *European Holiday* presents the legacy of this transformative event in air travel through a diverse range of objects, including promotional publications, inflight service wares and giveaways, models, and travel agency displays.

International Terminal

- A1** *From Repack to Rwanda: The Origins, Evolution, and Global Reach of the Mountain Bike*, July 2012 - February 2013
- A2** *Form, Function, and Beauty: Design Variations in Metalwork from the Margo Grant Walsh Collection*, June 2012 - December 2012
- G1** *From Repack to Rwanda: The Origins, Evolution, and Global Reach of the Mountain Bike*, July 2012 - February 2013
- G2** *Sleeping Beauties: Headrests from the Fowler Museum at UCLA*, June 2012 - January 2013

AML Aviation Museum and Library

Interiors Revealed: Cutaway Airliner Models from the Collection of Anthony J. Lawler, September 2012 - April 2013

Civil Air Transport: China's Airline of Distinction
October 2012 - March 2013

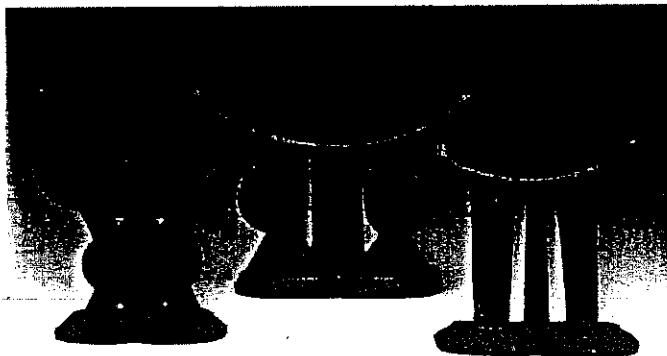
China Clipper, Continuous

Emblems of the Airways: Commercial Airline Insignia,
November 2012 - March 2013

Women at Work: The World War II Aircraft Factory Photographs of Alfred T. Palmer, September 2012 - April 2013



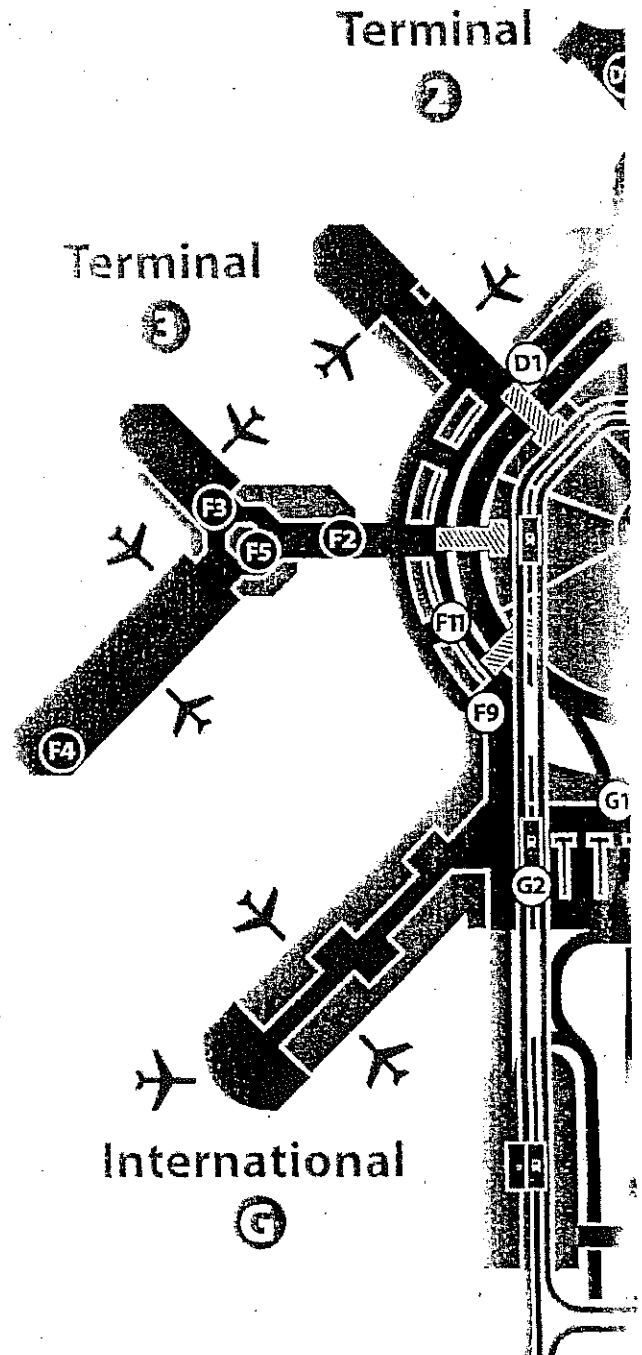
A1 G1 *From Repack to Rwanda: The Origins, Evolution, and Global Reach of the Mountain Bike*



G2 *Sleeping Beauties: Headrests from the Fowler Museum at UCLA*

Terminal 1

- A3** *European Holiday: Air Tourism to Europe during the Postwar Era*, July 2012 - January 2013
- A5** *Children's Art: Passport to the World* by INDUZ
December 2012 - January 2013
- B3** *Photography: Of Land and Sea* by Stan Zrnich,
November 2012 - January 2013
- B5** *Gate 28 Historic Images from the Collections of the Aviation Museum and Library*, Continuous
- C1** *Aquarium: Live from the Tropics: Animals of the Rainforest and Coral Reef*, Continuous
- C5** *Children's Art: The T-Shirt Identity Project: I Design My Identity* by GLIDE-Janice Mirikitani Family, Youth, and Childcare Center,
December 2012 - January 2013



Terminal 2

- D1** Photography: *Pattern Alchemy* by Marilyn Morshead, September 2012 - November 2012
- D12** *Let's Play! 100 Years of Board Games*, October 2012 - May 2013
- D13** Gate 58 Kids' Spot: Children's Play Area featuring Charles Sowers' *Butterfly Wall*, Continuous
- D14** Gate 54 Kids' Spot: Children's Play Area featuring Walter Kitundu's *Bay Area Bird Encounters*, Continuous

Terminal 3

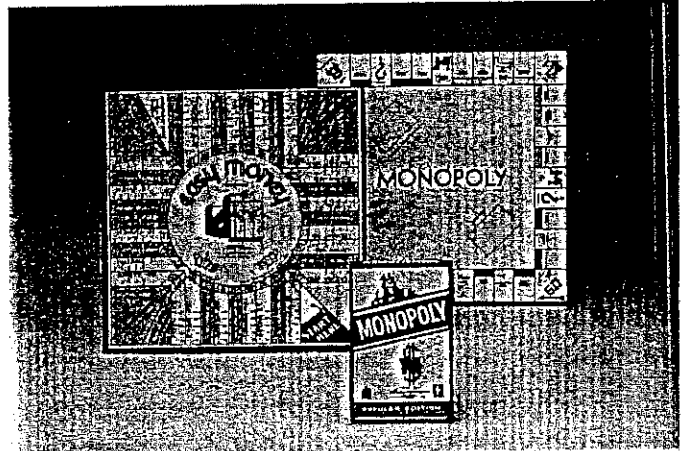
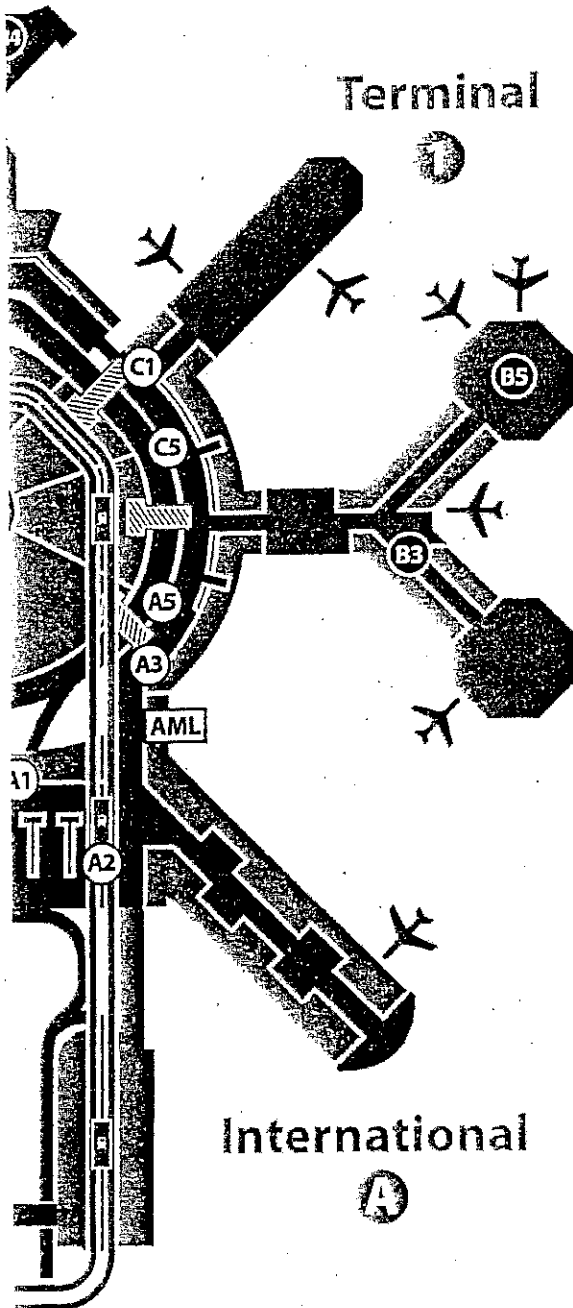
- F2** *Deities in Stone: Hindu Sculpture* from the Collections of the Asian Art Museum, August 2012 - February 2013
- F3** Gate 76 Photography: *License to Race: Cycling on the Golden Gate Park Polo Field 1930s-1950s*, December 2012 - February 2013
- F4** Gate 87A Kids' Spot: Children's Play and Science Exhibition, Continuous
- F5** Terminal 3 Hub: Airplane Models from the Goosedale Collection, Continuous
- F9** *Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection*, Continuous
- FT1** Photography: *Robot Portraits* by Kenn Botto, November 2012 - January 2013

KEY

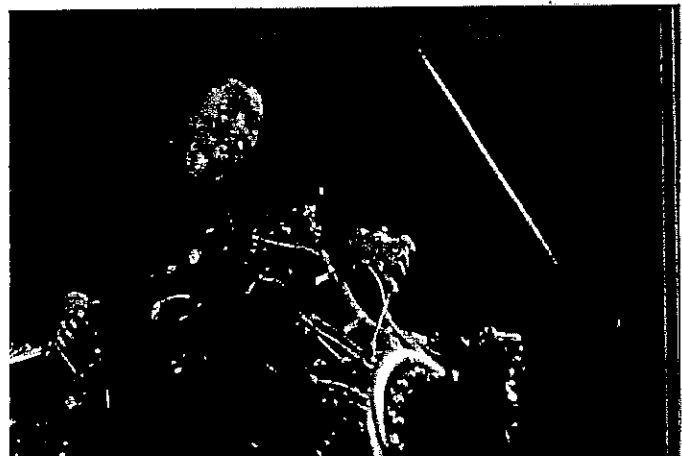
- Galleries located post-security checkpoint, only ticketed passengers allowed
- Galleries located prior to security checkpoint

AML Aviation Museum and Library

Open hours are 10:00 a.m. to 4:30 p.m., Sunday through Friday.
 Closed Saturdays, holidays, and during private events
 There is no admission charge.



D12 *Let's Play! 100 Years of Board Games*



AML *Women at Work: The World War II Aircraft Factory Photographs of*
 177 Palmer



Rotating Exhibitions

AML|A1|A2|A3|D12|F2|G1|G2 Since 1980, SFO Museum (SFOM) has presented the traveling public with exhibitions exploring art, history, anthropology, science, and popular culture in galleries throughout SFO's terminals. SFOM has the distinction of being the first and only fully accredited museum located within an airport, and its success has inspired the initiation of arts programs in other airports nationwide. Most of SFOM's galleries are located pre-security and are accessible to the public year-round and twenty-four hours a day.

Aviation Museum and Library

AML The San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum provides unique learning opportunities on the development of commercial aviation and the role it plays in our everyday lives. The permanent collection focuses on the West Coast and the Pacific region. Museum exhibitions, research services, and educational programs are offered to the public free of charge in this unique facility—an architectural adaptation of the Airport's original 1937 passenger lobby. It is also available for private events.

Open hours are 10:00 a.m. to 4:30 p.m., Sunday through Friday. Closed Saturdays, holidays, and during private events. There is no admission charge. It is located pre-security in the International Terminal. Dial *1114 on an Airport courtesy telephone for more information.



Photograph by Alain McLaughlin

Photography

B3|D1|F3|F11 SFOM dedicates galleries throughout the Airport to the exhibition of fine arts photography from local as well as international artists. The exhibitions are also planned to inform the traveling public about the historical development of the medium—from early tintypes to digital photography.



Liberation Up North (London) 2000, Photograph by Zak Waters (b. 1966)

Children's Programs

A5|C5 *Children's Art* is a rotating exhibition of two-dimensional artwork from schools and youth organizations in the San Francisco Bay Area. This program reveals the extraordinary talents of young artists and celebrates the diverse and rich culture of the community.



Student artists at Peralta Elementary School, Oakland, California, Photograph by Gabriel Branbury

C1 *Live from the Tropics: Animals of the Rainforest and Coral Reef* is sponsored by the San Francisco Airport Commission in conjunction with the California Academy of Sciences. The displays, one terrestrial, one freshwater, and one marine, feature live animals from two tropical regions: rainforests of the Americas and Philippine coral reefs.



Live from the Tropics, Aquarium, Terminal 1

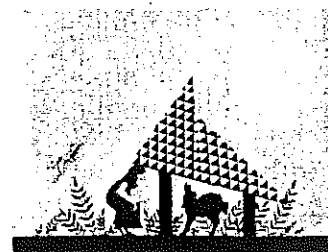
F4 Gate 87A *Kids' Spot* is a children's exploration area featuring interactive displays of weather elements from the Exploratorium in San Francisco. Also featured are a crawling apparatus and the Plasma Wall, which displays arcs of energized color activated by sound. This exhibit was developed for children to explore weather concepts and release their energy prior to their flights.



Kids' Spot, Terminal 3 Gate 87A

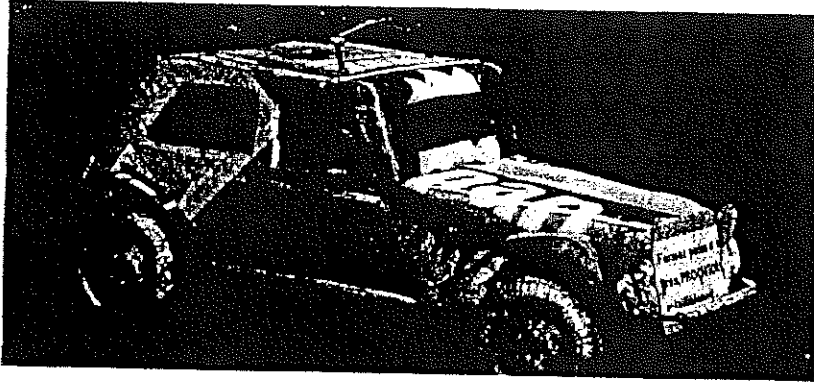
Public Art Program

The San Francisco Arts Commission (SFAC) Collection at SFO comprises more than one hundred pieces by artists of local, national, and international acclaim. For more information on the SFAC Collection at SFO, visit www.flysfo.com/web/page/atsfo/art/collection.html.



Blue Deer 2009, by Claire Rojas International Terminal Boarding Area G

EXHIBIT 16



Second CHANCES

Folk Art Made from Recycled Remnants

February 2011

International Terminal

A World of Masks from the Collection of the Phoebe A. Hearst Museum of Anthropology

A1 – G1 – North and South Wall Cases, November 2010 – March 2011

Grand Miniatures: 19th Century Souvenir Buildings from the Collection of Ace Architects

A2 – South 20 Cases, December 2010 – May 2011

Japanese Ceramics: An Enduring Tradition

G2 – North 20 Cases, September 2010 – April 2011

Aviation Museum and Library

China Clipper

AML3 and 4 – Lobby Gallery, Continuous

Pan Am Parade of Uniforms

AML1 – Front Wall Cases, October 2010 – May 2011

SFO Terminal 2: Origins – Renovations

AML2 – Back Wall Cases, coming March 2011 – November 2011

Pacific Mail Call: The Jon E. Krupnick Aerophilatelic Collection

AML5 – 2nd Floor Alcoves, October 2010 – February 2011

SFO Terminal 2: Origins – 1950s Photography from Gabriel Moulin Studios

AML6 – Photography Gallery, coming March 2011 – August 2011

Pre-Security
Post-Security

Terminal 1 (South)

Over the Top: From Exploratory Arctic Flights to Trans-polar Express Service

A3 – Entrance Lobby, December 2010 – June 2011

Portraits, Collage, and Architecture from Lick-Wilmerding High School

A5 – C5 – Children's Art (Baggage Claim Level), December 2010 – March 2011

Rick Chapman Tree

B3 – Gate 36 Photography, February 2011 – April 2011

Historic Aviation Images

from the Aviation Museum and Library collection
B5 – Gate 28 Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences
C1 – Aquarium, Continuous

Terminal 3 (North)

Second Chances: Folk Art Made from Recycled Remnants from the Collections of the Museum of International Folk Art, Santa Fe, New Mexico

F2 – North Connector Gallery, January 2011 – June 2011

1920s Silent Film Stars

F3 – Gate 76 Photography, December 2010 – February 2011

Kid's Spot

F4 – Gate 87A Children's Play and Science Exhibition, Continuous

Airplane Models from the Goosedale Collection 1915–1950

F5 – Terminal 3 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

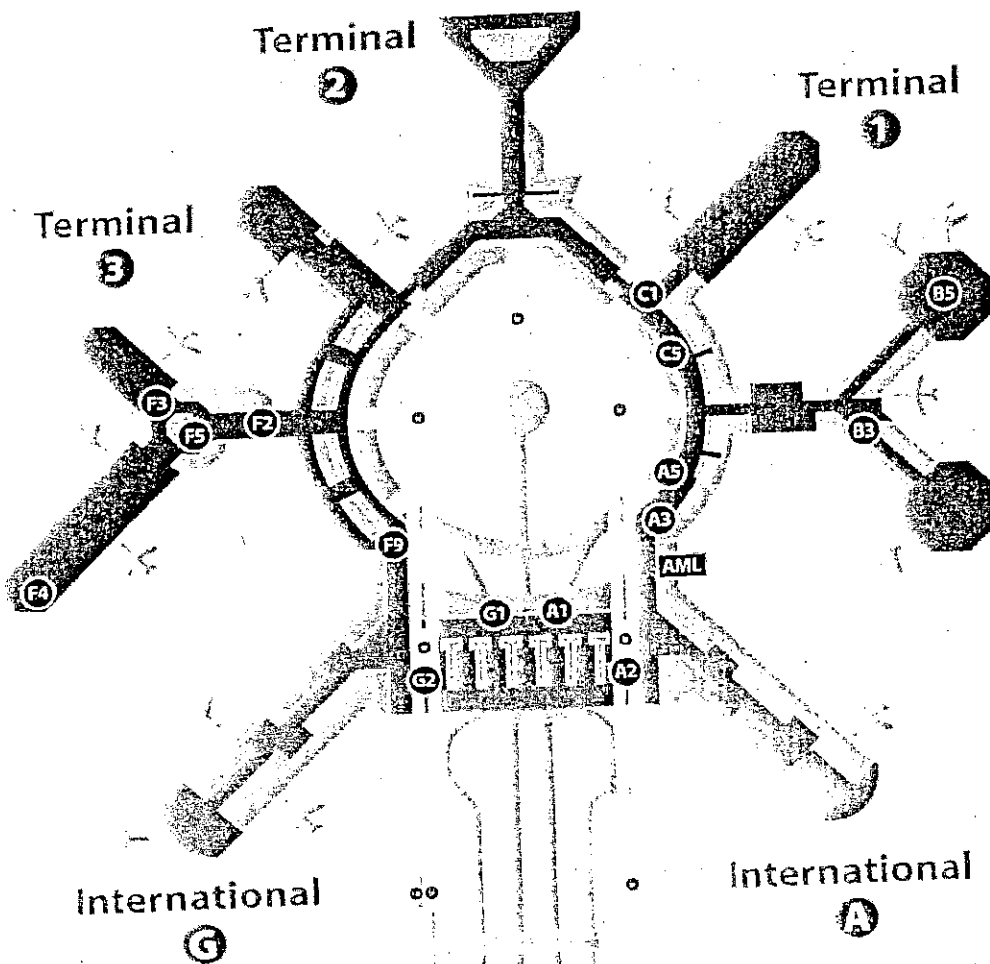
F9 – Terminal 3 Arrivals, Continuous



About the SFO Museum

In 1980, the San Francisco Airport Commission entered into a partnership with the Fine Arts Museums of San Francisco to create a museum program at the San Francisco International Airport (SFO). The SFO Museum was established to create exhibitions that would humanize the Airport environment and reflect the unique cultural life and diverse communities of San Francisco and the entire Bay Area.

SFO Museum has grown from modest beginnings to become an extensive museum within the Airport. Today, SFO Museum features approximately twenty galleries throughout the Airport terminals displaying a rotating schedule of art, history, aviation, science, and cultural exhibitions, as well as the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum. For more information, visit www.sfomuseum.org.



International Terminal
 A1: South Wall Case
 G1: North Wall Case
 A2: South 20 Cases
 G2: North 20 Cases
 AML: Aviation Museum & Library

Terminal 1
 A3: Entrance Lobby
 A5: Children's Art*
 B3: Gate 36 Photography
 B5: Gate 28 Photography
 C1: Aquarium
 C5: Children's Art*

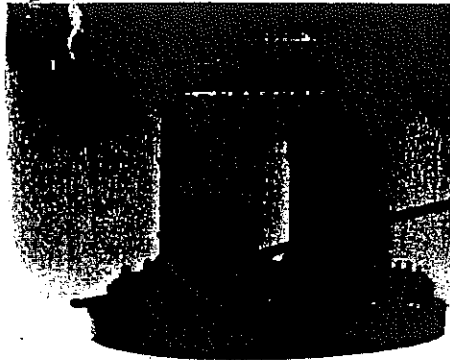
Terminal 2
 (closed for renovation)

Terminal 3
 F2: North Connector Gallery
 F3: Gate 76 Photography
 F4: Kid's Spot
 F5: Terminal 3 Hub
 F9: Terminal 3 Arrivals*

* Arrivals Level
 Pre-Security
 Post-Security



5.3.11



Grand Miniatures

19th Century Souvenir Buildings from the Collection of Ace Architects

NEW Image for the Miniature Recycle Remnants

February 2011

website says: "A World of Masks..."

International Terminal

Collections of the

A Survey of Masks from the Phoebe A. Hearst Museum of Anthropology

A1 - G1 - North and South Wall Cases, November 2010 - March 2011

Grand Miniatures: 19th Century Souvenir Buildings from the Collection of Ace Architects

A2 - South 20 Cases, December 2010 - June 2011

website says May 2011

Japanese Ceramics: An Enduring Tradition

G2 - North 20 Cases, September 2010 - April 2011

October on web

Aviation Museum and Library

Book collection, models, posters, and more 10:00 AM to 4:30 PM Sunday through Friday.

Closed Saturdays, Holidays, and during private events.

No admission charge, open free to the public.

Library by appointment.

Departures Level of the International Terminal Main Hall, no airline ticket required.

China Clipper

AML3 and 4 - Lobby Gallery, Continuous

delete Book Collect. et al to match Website?

to be at available it is on the web at the bottom of the pg.

Pan Am Parade of Uniforms

AML1 - Front Wall Cases, October 2010 - May 2011

To Paradise and Beyond: Trans-Pacific Air Service through Hawai'i

AML2 - Back Wall Cases, October 2010 - February 2011

Pacific Mail Call: The Jon E. Krupnick Aerophilatelic Collection

AML5 - 2nd Floor Alcoves, October 2010 - February 2011

web says Jan.

Pan Am Firsts: The John T. McCoy Watercolors

AML6 - Photography Gallery, October 2010 - early February 2011

February 2011

Photographs of Terminal 2 from Moulin Studios

AML6 - Photography Gallery, mid-February 2011 - August 2011

photos coming

Pre-Security
Post-Security

Terminal 1 (South)

Over the Top: From Exploratory Arctic Flights to Trans-polar Express Service

A3 - Entrance Lobby, December 2010 - June 2011

Portraits, Collage, and Architecture

from Lick-Wilmerding High School

A5 - C5 - Children's Art (Baggage Claim Level), December 2010 - March 2011

Tree

by Rick Chapman

B3 - Gate 36 Photography, February 2011 - April 2011

Historic Aviation Images

from the Aviation Museum and Library collection

B5 - Gate 28 Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences

C1 - Aquarium, Continuous

Terminal 3 (North)

Second Chances: Folk Art Made from Recycled Remnants from the Collections of the Museum of International Folk Art, Santa Fe, New Mexico

F2 - North Connector Gallery, January 2011 - June 2011

1920s Silent Film Stars

F3 - Gate 76 Photography, December 2010 - February 2011

Kid's Spot

Kids

F4 - Gate 87A Children's Play and Science Exhibition, Continuous

Airplane Models from the Goosedale Collection

1915-1950

F5 - Terminal 3 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9 - Terminal 3 Arrivals, Continuous



Note: I think dates should be confirmed w/ Jim O'B, as he authorizes context for web page & our publications should match.

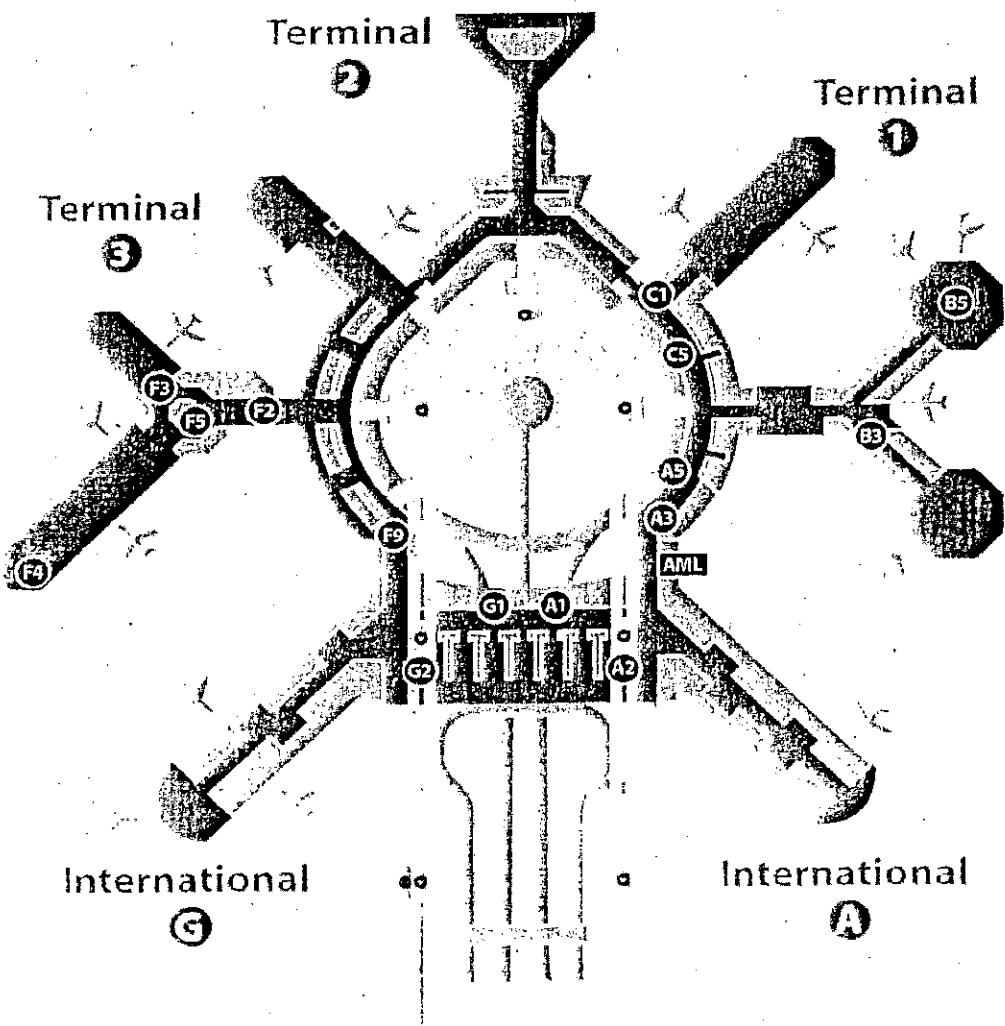
For more information, contact the Museum's receptionist at 650-821-6700, or the Aviation Museum and Library at 650-821-6000

About the SFO Museum

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Tim O'Brien's direct line. Below has the contact # for info



- International Terminal**
- A1: South Wall Case
- G1: North Wall Case
- A2: South 20 Cases
- G2: North 20 Cases
- AML: Aviation Museum & Library

- Terminal 1**
- A3: Entrance Lobby
- A5: Children's Art*
- B3: Gate 36 Photography
- B5: Gate 28 Photography
- C1: Aquarium
- C5: Children's Art*

Terminal 2
(closed for renovation)

- Terminal 3**
- F2: North Connector Gallery
- F3: Gate 76 Photography
- F4: Kids' Spot
- F5: Terminal 3 Hub
- F9: Terminal 3 Arrivals*

* Arrivals level
Pre-Security
Post-Security



1/2/11

Grand Miniatures

19th Century Souvenir Buildings from the Collection of Ace Architects

January 2011

International Terminal

A Survey of Masks from the Phoebe A. Hearst Museum of Anthropology

A1-G1-North and South Wall Cases, November 2010 – March 2011

Grand Miniatures: 19th Century Souvenir Buildings from the Collection of Ace Architects

A2-South Cases, December 2010 – June 2011

Japanese Ceramics: An Enduring Tradition

G2-North Cases, September 2010 – April 2011

Aviation Museum and Library

Book collection, models, posters, and more

AML – Open 10:00 a.m. to 4:30 p.m., Sunday through Friday (free)

Closed on Saturdays, holidays, and for special events

China Clipper 75th Anniversary

K1-K4-AML Front and Back Wall Cases and Lobby Gallery, August 2010 – May 2011

Pacific Mail Call

K5-AML 2nd Floor Alcoves, October 2010 – January 2011

Pan Am Firsts: The John T. McCoy Watercolors

K6-AML Photo Gallery, October 2010 – February 2011

Pre-Security
Post-Security

Terminal 1 (South)

Over the Top: From Exploratory Arctic Flights to Trans-polar Express Service

A3-Terminal 1 Entrance Lobby A, December 2010 – June 2011

Portraits, Collage, and Architecture from Lick-Wilmerding High School

A5-C5-Children's Art (Baggage Claim Level), December 2010 – January 2011

San Francisco's Fillmore District 1940s-1960s by David Johnson

B3-Gate 36 Photography, November 2010 – January 2011

Aviation Photographs

from the Aviation Museum and Library collection

B5-Gate 28 Lobby Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences

C1-Aquarium, Continuous

Terminal 3 (North)

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 – January 2011

1920s Silent Film Stars

F3-Gate 76 Photography, December 2010 – February 2011

Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, Continuous



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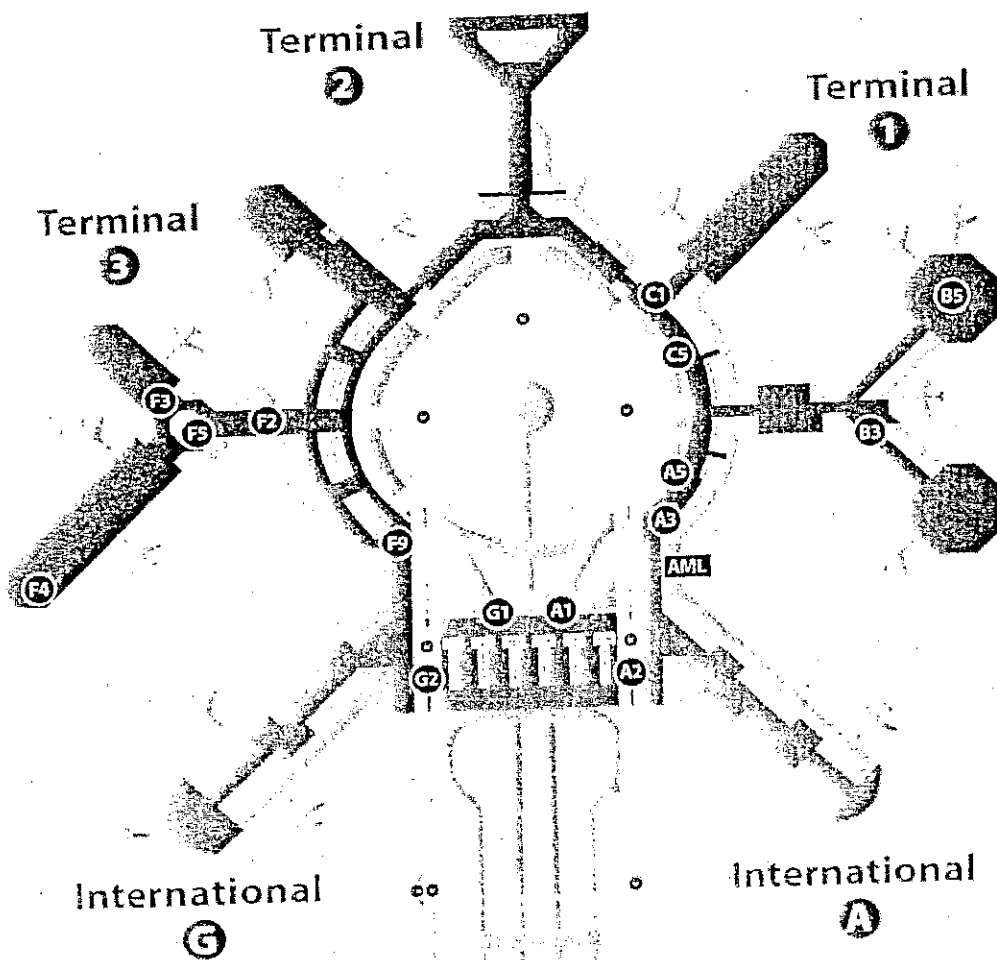
International Terminal
 A1: South Wall Case
 G1: North Wall Case
 A2: South 20 Cases
 G2: North 20 Cases
 AML: Aviation Museum & Library

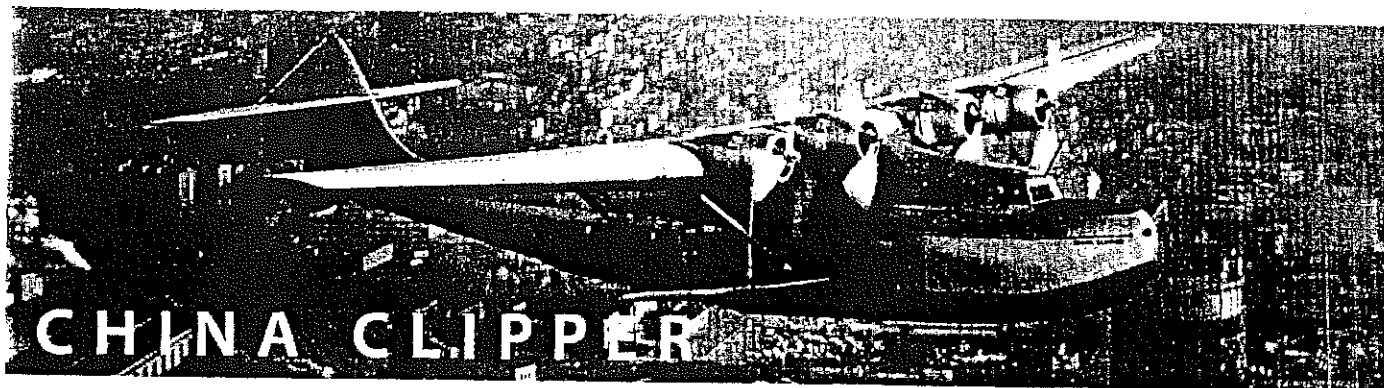
Terminal 1
 A3: Entrance Lobby A
 A5: Children's Art*
 B3: Gate 36 Photography
 B5: Gate 28 Lobby Photography
 C1: Aquarium
 C5: Children's Art*

Terminal 2
 (closed for renovation)

Terminal 3
 F2: North Connector
 F3: Gate 76 Photography
 F4: Kids' Spot
 F5: Terminal 3 Hub
 F9: Terminal 3 Arrivals*

* Arrivals level
 Pre-Security
 Post-Security





December 2010

International Terminal

A Survey of Masks from the Phoebe A. Hearst Museum of Anthropology

A1-G1-North and South Wall Cases, November 2010 – March 2011

Liberian Helmet Masks of the Sande and Poro Societies from the Phoebe A. Hearst Museum of Anthropology

A2-South Cases, June 2010 – December 2010

Japanese Ceramics: An Enduring Tradition

G2-North Cases, September 2010 – April 2011

Aviation Museum and Library

Book collection, models, posters, and more

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China Clipper 75th Anniversary

K1-K4-AML Front and Back Wall Cases and Lobby Gallery, August 2010 – May 2011

Pacific Mail Call

K5-AML 2nd Floor Alcoves, October 2010 – January 2011

Pan Am Firsts: The John T. McCoy Watercolors

K6-AML Photo Gallery, October 2010 – February 2011

Pre-Security
Post-Security

Terminal 1 (South)

How Freight Flies: A Legacy of Air Cargo Carriers

A3-Terminal 1 Entrance Lobby A, June 2010 – December 2010

Portraits, Collage, and Architecture

from Lick-Wilmerding High School

A5-C5-Children's Art (Baggage Claim Level), December 2010 – January 2011

San Francisco's Fillmore District 1940s-1960s

by David Johnson

B3-Gate 36 Photography, November 2010 – January 2011

Aviation Photographs

from the Aviation Museum and Library collection

B5-Gate 28 Lobby Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences

C1-Aquarium, Continuous

Terminal 3 (North)

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 – January 2011

1920s Silent Film Stars

F3-Gate 76 Photography, December 2010 – February 2011

Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

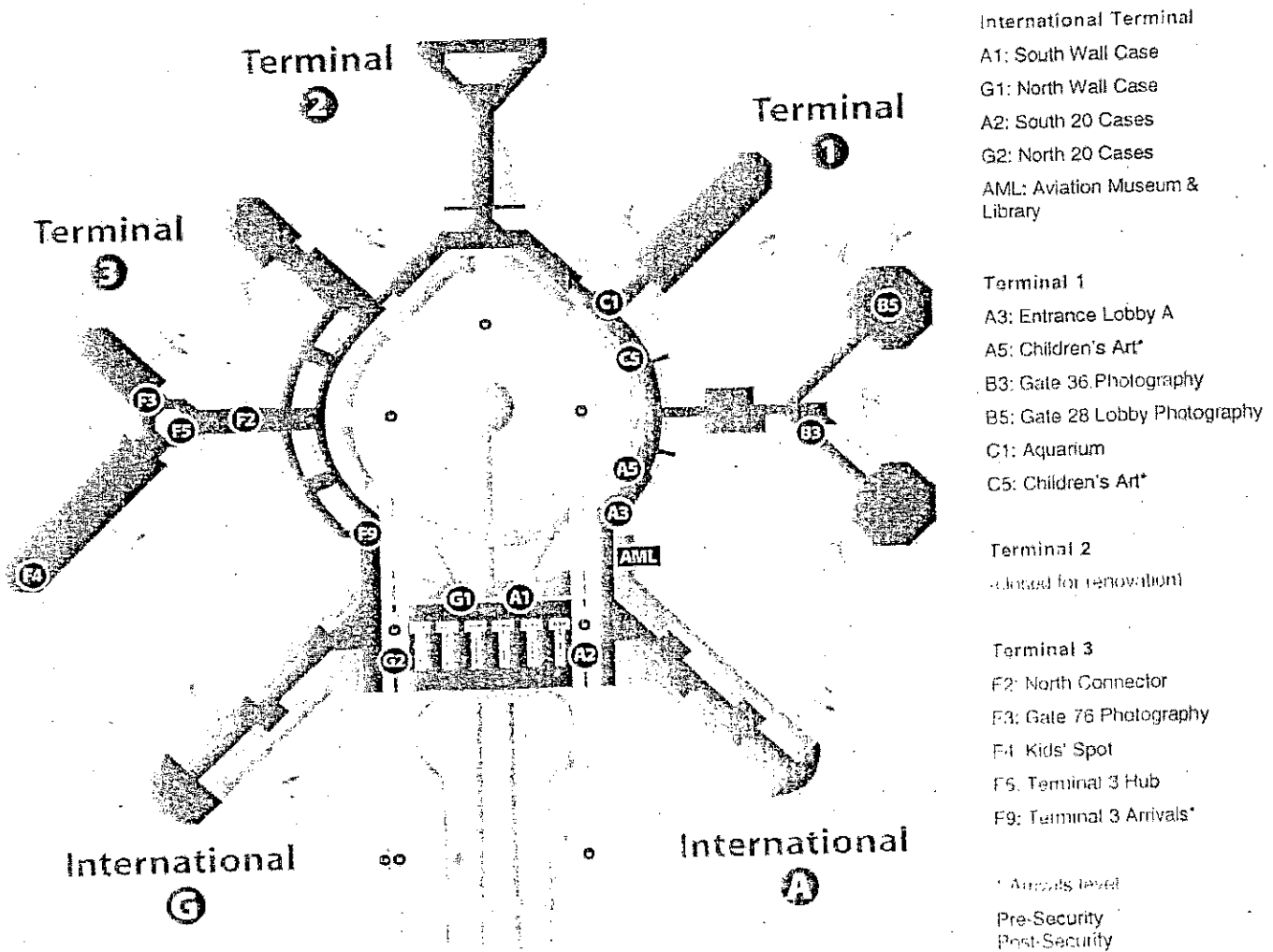
F9-Terminal 3 Arrivals, Continuous

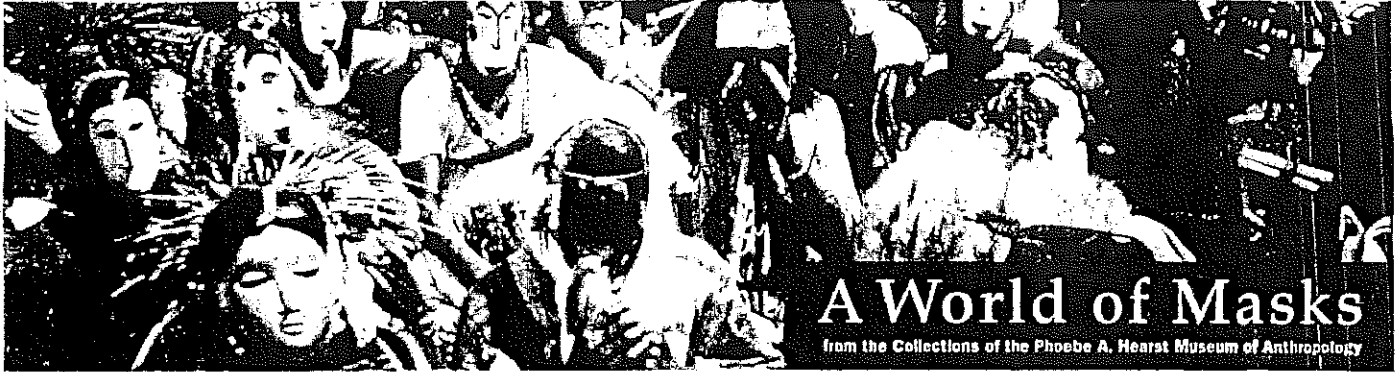


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November 2010

International Terminal

Shanghai: High-Rise Architecture and the Remaking of China's Gateway to the World

A1-G1-North and South Wall Cases, April 2010 – mid-November 2010

A Survey of Masks from the Phoebe A. Hearst Museum of Anthropology

A1-G1-North and South Wall Cases, mid-November 2010 – March 2011

Liberian Helmet Masks of the Sande and Poro Societies from the Phoebe A. Hearst Museum of Anthropology

A2-South Cases, June 2010 – December 2010

Japanese Ceramics: An Enduring Tradition

G2-North Cases, September 2010 – April 2011

Aviation Museum and Library

Book collection, models, posters, and more

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China Clipper 75th Anniversary

K1-K4-AML Front and Back Wall Cases and Lobby Gallery, August 2010 – May 2011

Pacific Mail Call

K5-AML 2nd Floor Alcoves, October 2010 – January 2011

Pan Am Firsts: The John T. McCoy Watercolors

K6-AML Photo Gallery, October 2010 – February 2011

Pre-Security
Post-Security

Terminal 1 (South)

How Freight Flies: A Legacy of Air Cargo Carriers

A3-Terminal 1 Entrance Lobby A, June 2010 – December 2010

Concrete, Glass, Metal, and Sky: Images of San Francisco Architecture

from The Marin School

A5-C5-Children's Art (Baggage Claim Level), October 2010 – November 2010

Wind Army by Jay Tyrell

B3-Gate 36 Photography, August 2010 – mid-November 2010

Visual Finesse by David Johnson

B3-Gate 36 Photography, mid-November 2010 – January 2011

Aviation Photographs

from the Aviation Museum and Library collection

B5-Gate 28 Lobby Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences

C1-Aquarium, Continuous

Terminal 3 (North)

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 – January 2011

Douglas Perry: San Francisco Structures

F3-Gate 76 Photography, September 2010 – November 2010

Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, Continuous

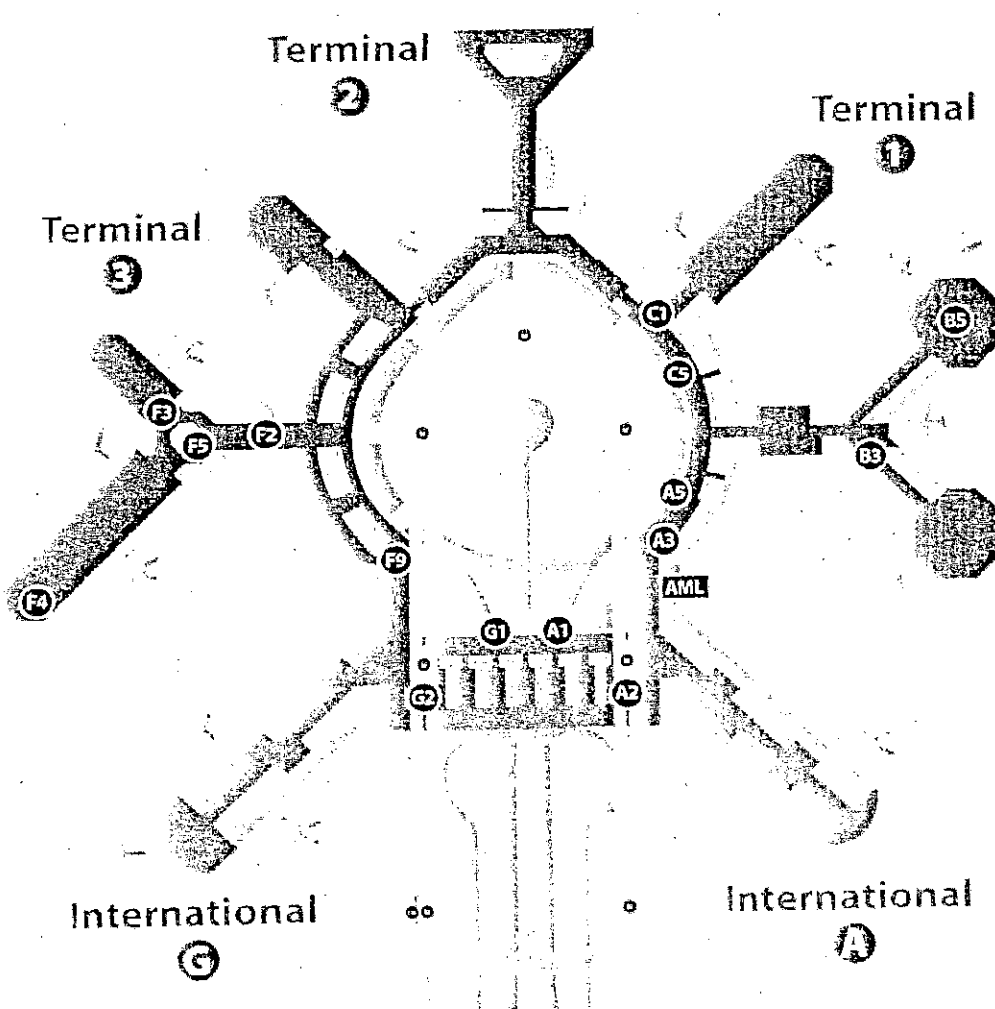
catches a "Survey of Masks" style



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International Terminal

- A1: South Wall Case
- G1: North Wall Case
- A2: South 20 Cases
- G2: North 20 Cases
- AML: Aviation Museum & Library

Terminal 1

- A3: Entrance Lobby A
- A5: Children's Art*
- B3: Gate 36 Photography
- B5: Gate 28 Lobby Photography
- C1: Aquarium
- C5: Children's Art*

Terminal 2

- (closed for renovation)

Terminal 3

- F2: North Connector
- F3: Gate 76 Photography
- F4: Kids' Spot
- F5: Terminal 3 Hub
- F9: Terminal 3 Arrivals*

* Arrivals level

Pre-Security
Post-Security





October 2010

International Terminal

Shanghai: High-Rise Architecture and the Remaking of China's Gateway to the World

A1-G1-North and South Wall Cases, April 2010 – October 2010

Liberian Helmet Masks of the Sande and Poro Societies from the Phoebe A. Hearst Museum of Anthropology

A2-South Cases, June 2010 – December 2010

Japanese Ceramics: An Enduring Tradition

G2-North Cases, September 2010 – April 2011

Aviation Museum and Library

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China Clipper 75th Anniversary

K1-K4-AML Front and Back Wall Cases and Lobby Gallery, August 2010 – May 2011

Pacific Mail Call

K5-AML 2nd Floor Alcoves, August 2010 – January 2011

Pan Am Firsts: The John T. McCoy Watercolors

K6-AML Photo Gallery, October 2010 – February 2011

Pre-Security
Post-Security

Terminal 1 (South)

How Freight Flies: A Legacy of Air Cargo Carriers

A3-Terminal 1 Entrance Lobby A, June 2010 – December 2010

Concrete, Glass, Metal, and Sky: Images of San Francisco Architecture

from The Marin School
A5- C5-Children's Art (Baggage Claim Level), October 2010 – November 2010

Wind Army by Jay Tyrell

B3-Gate 36 Photography, August 2010 – October 2010

Aviation Photographs

from the Aviation Museum and Library collection
B5-Gate 28 Lobby Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences
C1-Aquarium, Continuous

Terminal 3 (North)

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 – January 2011

Douglas Perry: San Francisco Structures

F3-Gate 76 Photography, September 2010 – November 2010

Children's Play and Science Exhibition

F4-Kid's Spot, Continuous

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

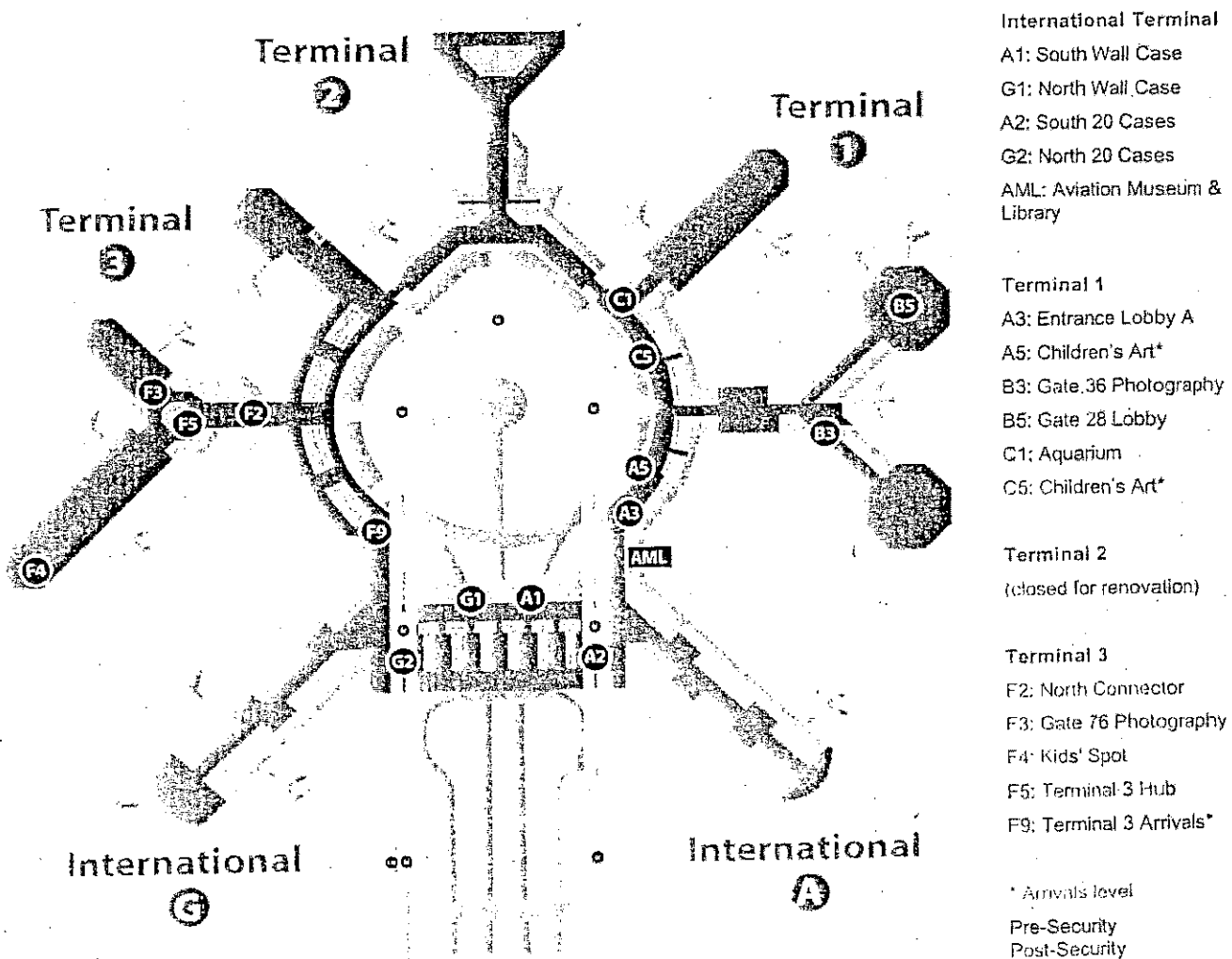
Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

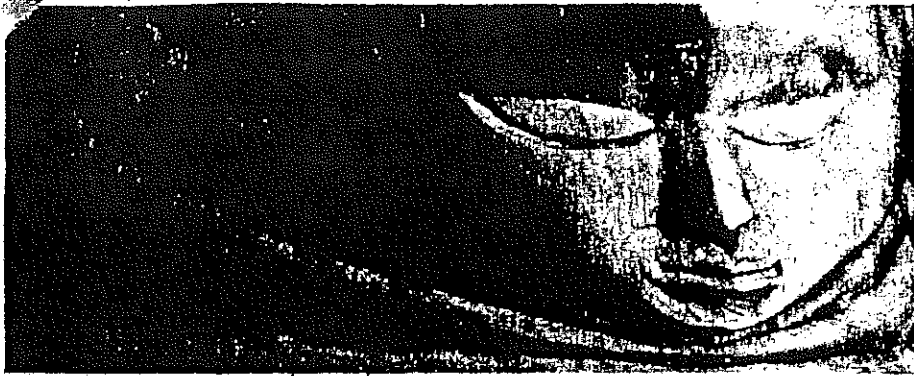
F9-Terminal 3 Arrivals, Continuous

SFO Museum

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LIBERIAN HELMET MASKS

October 2010

new image forthcoming

International Terminal

Shanghai: High-Rise Architecture and the Remaking of China's Gateway to the World

A1-G1-North and South Wall Cases, April 2010 - October 2010

Liberian Helmet Masks of the Sande and Poro Societies from the Phoebe A. Hearst Museum of Anthropology

A2-South Cases, June 2010 - December 2010

Japanese Ceramics: An Enduring Tradition

G2-North Cases, September 2010 - February 2011

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China Clipper 75th Anniversary

K1-K4-AML Front and Back Wall Cases, August 2010 - May 2011

Pacific Mail Call

R5-AML 2nd Floor Alcoves, August 2010 - January 2011

Japan Air Lines: Dawn of the Jet Age

Promotional Photographs from the 1960s

K6-AML Photo Gallery, February 2010 - September 2010

Pan Am Firsts: The John T. McCoy Watercolors

K6-AML Photo Gallery, October 2010 - January 2011

Paint Shop painting wall installation projected Oct 1, if not Kathie -

*Please proofread
=> return*

*the same
9/20*

Terminal 1 (South)

How Freight Flies: A Legacy of Air Cargo Carriers

A3-Terminal 1 Entrance Lobby A, June 2010 - December 2010

Color Harmony

from Christian Community School

A5-C5-Children's Art (Baggage Claim Level), August 2010 - October 2010

Wind Army by Jay Tyrell

B3-Gate 36 Photography, August 2010 - October 2010

Aviation Photographs

from the Aviation Museum and Library collection

B5-ATA Lobby Photography, Continuous

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences

C1-Aquarium, Continuous

Terminal 3 (North)

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 - January 2011

Doug Perry: San Francisco Structures

F3-Gate 76 Photography, September 2010 - November 2010

Children's Play and Science Exhibition

F4-Kids' Booth, Continuous

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 1 Hub, Continuous

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F6-Terminal 1 Annex, Continuous

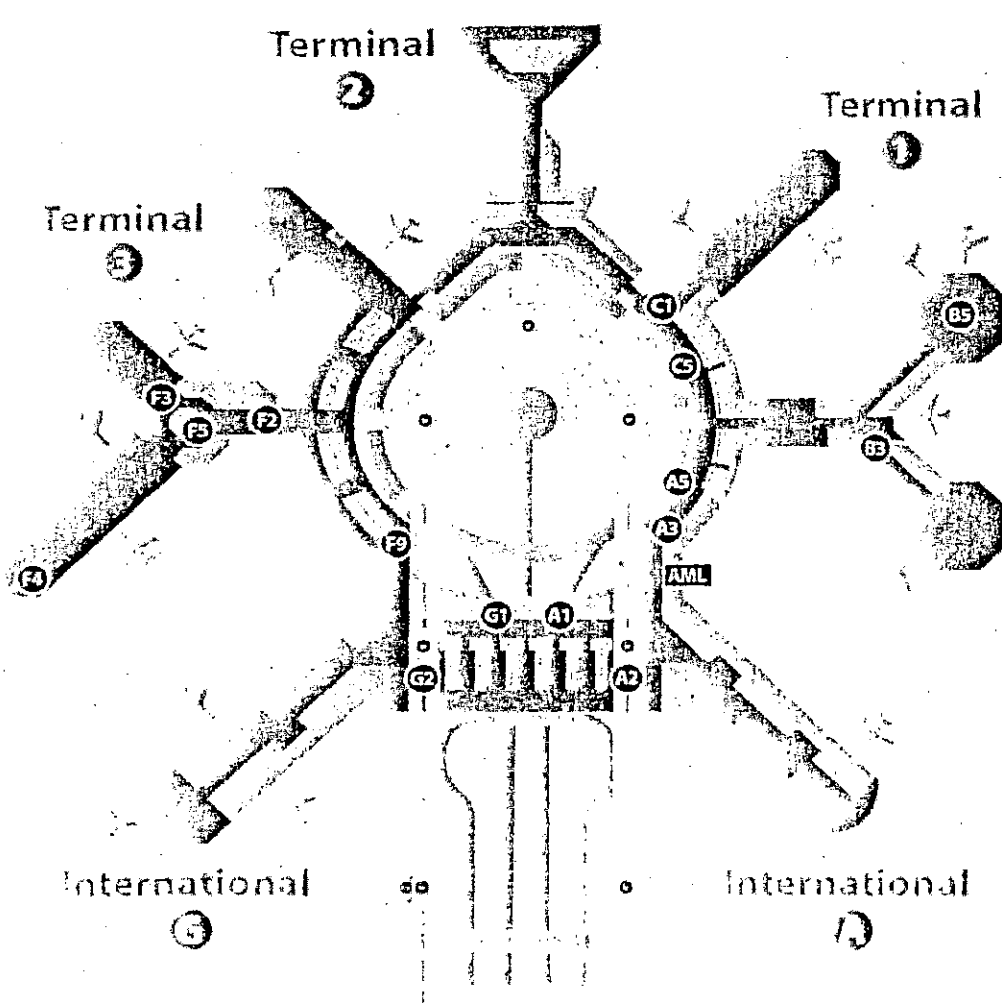
A talk to Tim O'B & rename, like

*B-5 Terminal 1 Lobby photography 2
(should refrain from giving it - art)*

San Francisco Airport Museum

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International Terminal

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- AML: Aviation Museum & Library

Terminal 1

- A3: Entrance Lobby A
- A5: Children's Art*
- B3: Gate 36 Photography
- B5: ATA Lobby *new name*
- C1: Aquarium
- C6: Children's Art*

Terminal 2

(closed for renovation)

Terminal 3

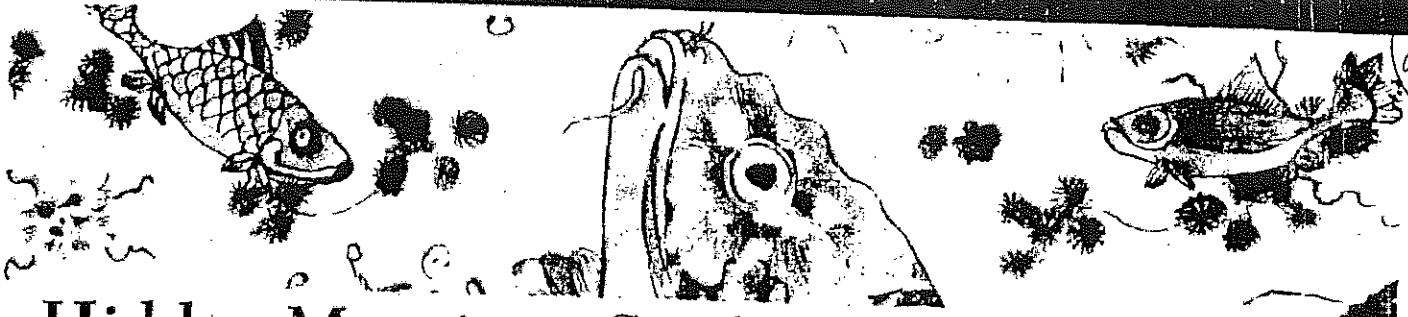
- F2: North Connector
- F3: Gate 76 Photography
- F4: Kids' Spot
- F5: Terminal 3 Hub
- F9: Terminal 3 Arrivals*

* Arrivals level

Pre-Security

Post-Security

V. Cheng, T.H.S.



Hidden Meanings: Symbolism in Chinese Art

Aug 2010

International Terminal

Shanghai: High-Rise Architecture and the Remaking of China's Gateway to the World
A1-G1-North and South Wall Cases, April 2010 - October 2010

Liberian Helmet Masks of the Sande and Poro Societies from the Phoebe Apperson Hearst Museum of Anthropology
A2-South Cases, June 2010 - December 2010

Evolution of a Royal Vision: The Birth of Meissen Porcelain
G2-North Cases, March 2010 - September 2010

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Book collection, models, posters, and more
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Closed on Saturdays, holidays, and for special events

Japan Airlines: Over Fifty Five Years of Service, Defining the Art of Air Travel
K1-K2-AML Front and Back Wall Cases, February 2010 - mid August 2010

China Clipper 75th Anniversary
K1-K4-AML Front and Back Wall Cases, late August 2010 - May 2011

Come Fly with Us: Artists of the Airways on Vinyl
K5-AML 2nd Floor Alcoves, March 2010 - early August 2010

Pacific Mail Call
K5-AML 2nd Floor Alcoves, mid August 2010 - January 2011

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s
K6-AML Photo Gallery, February 2010 - September 2010

Terminal 1 (South)

How Freight Flies: A Legacy of Air Cargo Carriers
A3-Terminal 1 Entrance Lobby A, June 2010 - December 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef
in collaboration with the California Academy of Sciences
C1-Aquarium, Continuous

Color Harmony
from Christian Community School
A5-C5-Children's Art (Baggage Claim Level), August 2010 - October 2010

Wind Army by Jay Tyrell
B3-Gate 36 Photography, August 2010 - October 2010

Aviation Photographs
from the Aviation Museum and Library collection
B5-ATA Lobby Photography, Continuous

Terminal 3 (North)

Children's Play and Science Exhibition
F4-Kids' Spot, Continuous

Hidden Meanings: Symbolism in Chinese Art
F2-North Connector Gallery, May 2010 - January 2011

Airplane Models from the Goosedale Collection 1915-1950
F5-Terminal 3 Hub, Continuous

Pirkle Jones: A Life of Photography
F3-Gate 76 Photography, June 2010 - August 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
F9-Terminal 3 Arrivals, Continuous

lower case (but not crucial)

from the collections of the Asian Art Museum of San Francisco

September on website

Probably should be listed as:

- F2
- F3
- F4
- F5
- F9 ?

Pre-Security
Post-Security

San Francisco Airport Museum

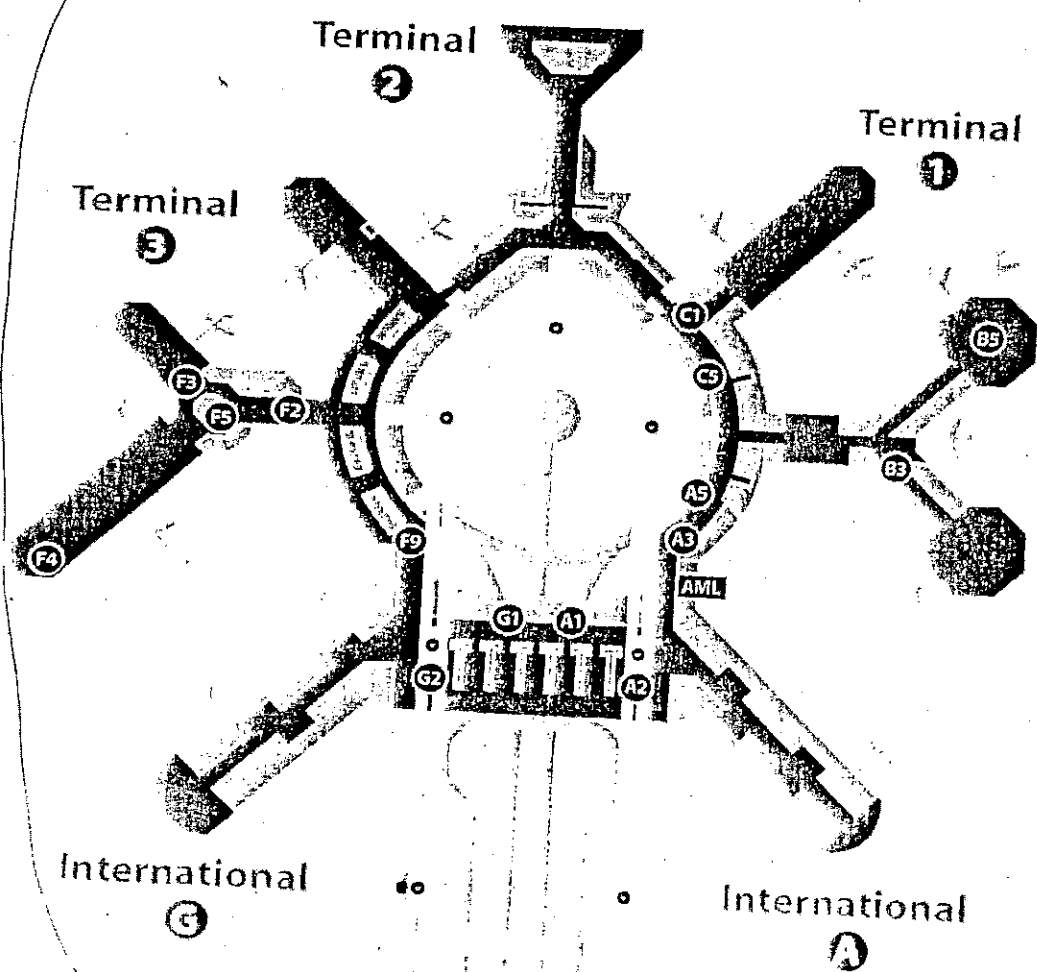
✓ Change

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(They don't match title w/)

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- see bottom of pg. please.



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 - AML: Aviation Museum & Library

- Terminal 1**
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 - A5: Children's Art*
 - B3: Gate 36 Photography
 - B5: ATA Lobby
 - C1: Aquarium
 - C5: Children's Art*

Terminal 2
(closed for renovation)

- Terminal 3**
- F2: North Connector
 - F3: Gate 76 Photography
 - F4: Kids' Spot
 - F5: Terminal 3 Hub
 - F9: Terminal 3 Arrivals*

* Arrivals level
Pre-Security
Post-Security

put it in the "Search" bar on Yahoo, asks if you mean

** Maybe put SFO Museum on top 2 verify w/ Blake.*



Japan Airlines

Over Fifty-Five Years of Service

June 2010

International Terminal

Shanghai: High-Rise Architecture and the Remaking of China's Gateway to the World

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Evolution of a Royal Vision: The Birth of Meissen Porcelain

G2-North Cases, March 2010 - September 2010

Aviation Museum and Library

Book collection, models, posters, and more

AML - Open 10:00 AM to 4:30 PM, Sunday through Friday (free)
Closed on Saturdays, holidays, and for special events

Japan Airlines: Over Fifty-Five Years of Service, Defining the Art of Air Travel

K1-K2-AML Front and Back Wall Cases, February 2010 - August 2010

Come Fly with Us: Artists of the Airways on Vinyl

K5-AML 2nd Floor Alcoves, March 2010 - July 2010

Japan Air Lines: Dawn of the Jet Age

Promotional Photographs from the 1960s

K6-AML Photo Gallery, February 2010 - July 2010

Terminal 1 (South)

Tabletop Props: Airliner Ashtray Models from the Collection of Anthony J. Lawler

A3-Terminal 1 Entrance Lobby A, February 2010 - mid June 2010

How Freight Flies: A Legacy of Air Cargo Carriers

A3-Terminal 1 Entrance Lobby A, late June 2010 - December 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences
C1-Aquarium, Continuous

Collage Portraits → Web needs to be updated w/ this info.

from Parkside Intermediate School, San Bruno
A5-C5-Children's Art (Baggage Claim Level), June 2010 - July 2010

Portraits from Burma by Monica Denevan

B3-Gate 36 Photography, May 2010 - early July 2010

Aviation Photographs

from the Aviation Museum and Library collection
B5-ATA Lobby Photography, Continuous

Terminal 3 (North)

Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

Hidden Meanings: Symbolism in Chinese Art

F2-North Connector Gallery, May 2010 - January 2011

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

Pirkle Jones: A Life of Photography ← not on Web.

F3-Gate 76 Photography, June 2010 - August 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, Continuous

Ask John Hill. is "Airlines" different because in the 1960's it was spelled "Air Lines" & I do think that's true; it just looks odd almost side-by-side.

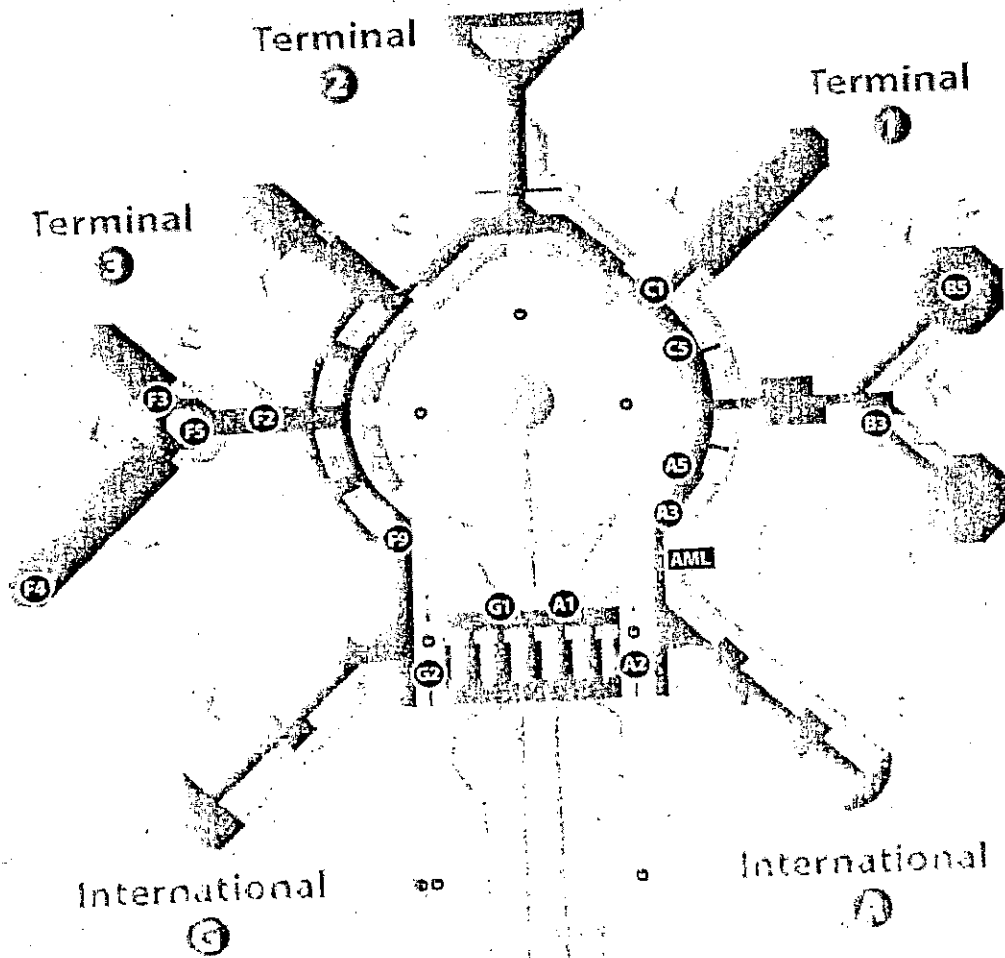
OK ✓ Julie checked the walls for me.

San Francisco Airport Museum

(Name not changed yet; but maybe in a month or two it will be "SFO Museum")

In 1980, the San Francisco Airport Commission entered into a partnership with the Fine Arts Museums of San Francisco to create a museum program at the San Francisco International Airport. San Francisco Airport Museum (SFAM) was established to create exhibitions that would humanize the Airport environment and reflect the unique cultural life and diverse communities of San Francisco and the entire Bay Area.

SFAM has grown from modest beginnings to become an extensive museum within the Airport. Today, SFAM features approximately twenty galleries throughout the Airport terminals displaying a rotating schedule of art, history, aviation, science, and cultural exhibitions, as well as the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum. For more information, call (650) 821-6787 or visit www.sfoarts.org.



International Terminal
 A1: South Wall Case
 G1: North Wall Case
 A2: South 20 Cases
 G2: North 20 Cases
 AML: Aviation Museum & Library

Terminal 1
 A3: Entrance Lobby A
 A5: Children's Art
 B3: Gate 36 Photography
 B5: ATA Lobby
 C1: Aquarium
 C5: Children's Art

Terminal 2
 -closed for renovation

Terminal 3
 F2: North Connector
 F3: Gate 76 Photography
 F4: Kids' Spot
 F5: Terminal 3 Hub
 F9: Terminal 3 Arrivals

Pre-Security
 Post-Security



EVOLUTION OF A ROYAL VISION THE BIRTH OF Meissen Porcelain



April 2010

Kathie -
Please proof.

Tha Song
4-10 3/28/10

(* 1st At Gallery with
G-1 for Shanghai)

International Terminal

Pinball From Flipper to Twilight Zone (1960s-1990s)

A1-South Wall Case, November 2009 - mid April 2010

Pinball From Bagatelle to Rainbow (1870s-1950s)

G1-North Wall Case, November 2009 - mid April 2010

Shanghai: High-Rise Architecture and the
Better City, Better Life: High-Rise Architecture and the
Remaking of China's Gateway to the World

G1-North Wall Case, mid April 2010 - October 2010

Extra space

The Resplendent Stone: Chinese Jades from the 18th
to 20th Centuries from the collections of the Asian Art
Museum of San Francisco Chong-Moon Lee Center for
Asian Art and Culture

A2-South Cases, December 2009 - June 2010

Evolution of a Royal Vision: The Birth of Meissen Porcelain

G2-North Cases, March 2010 - September 2010

Aviation Museum and Library

Book collection, models, posters, and more
AML - Open 10:00 AM to 4:30 PM, Sunday through Friday (free)
Closed on Saturdays, holidays, and for special events

Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel

K1-K2-AML Front and Back Wall Cases, February 2010 - August 2010

Come Fly with Us: Artists of the Airways on Vinyl

K5-AML 2nd Floor Alcoves, March 2010 - July 2010

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s

K6-AML Photo Gallery, February 2010 - July 2010

Terminal 1 (South)

Tabletop Props: Airliner Ashtray Models

from the Collection of Anthony J. Lawler
A3-Terminal 1 Entrance Lobby A, February 2010 - June 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef

in collaboration with the California Academy of Sciences
C1-Aquarium, Continuous

Playfully Recycling into Art

from the Brandeis Hillel Day School
A5- C5-Children's Art (Baggage Claim Level), April 2010 - May 2010
(B5 = some Avinor photos? Ask John Hill...)
Sentient by Melissa Fleming or Dennis
B3-Gate 36 Photography, February 2010 - April 2010

Terminal 3 (North)

Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age

F2-North Connector Gallery, November 2009 - May 2010

Airplane Models from the Goosedale Collection 1915 - 1950

F5-Terminal 3 Hub, Continuous

A Cultured Aesthetic: Works by Imogen Cunningham 1920-1970

F3-Gate 76 Photography, March 2010 - May 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, Continuous

make the same style;
space before dash
or not
consistent.

Remaking of China's Gateway to the World

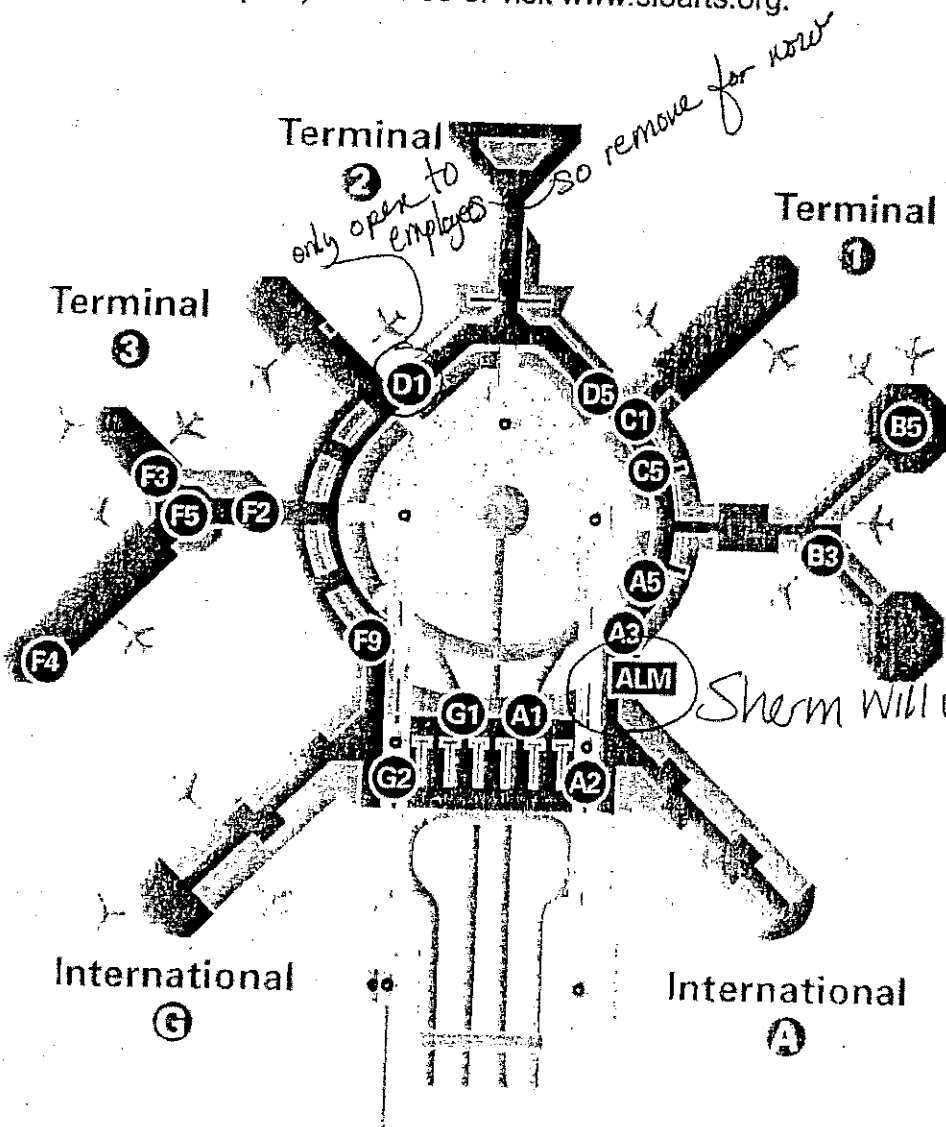
Pre-Security
Post-Security

"ball" is deinstalled April 19th - April 21st or so, "Shanghai" is in theory installed
by late April in both

San Francisco Airport Museums

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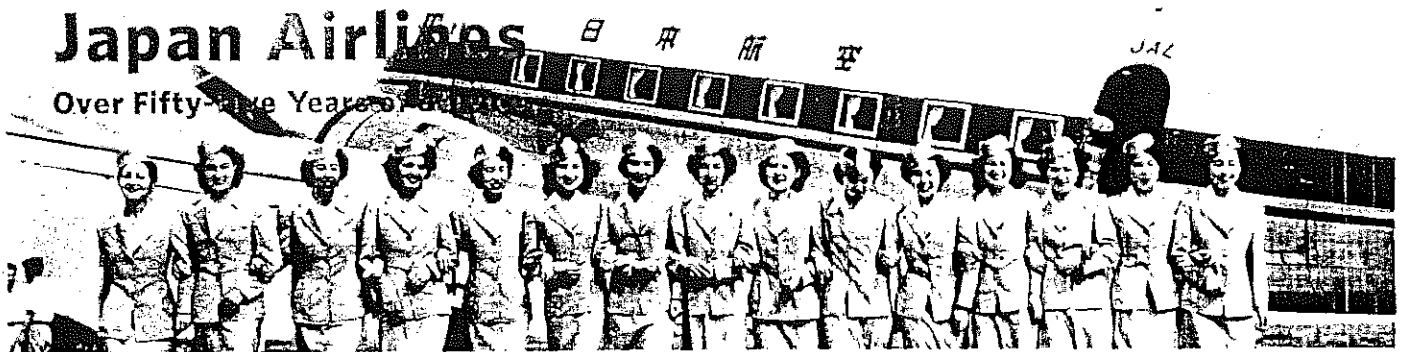
- International Terminal**
- A1: South Wall Case
 - G1: North Wall Case
 - A2: South 20 Cases
 - G2: North 20 Cases
 - AML: Aviation Museum & Library

- Terminal 1**
- A3: Entrance Lobby A
 - A5: Children's Art*
 - B3: Gate 36 Photography
 - B5: ATA Lobby ? need description on 1st pg
 - C1: Aquarium
 - C5: Children's Art*
 - D5: Central South Connector Photography

Terminal 2
(closed for renovation)

- Terminal 3**
- F2: North Connector
 - F3: Gate 76 Photography
 - F4: Kids' Spot
 - F5: Terminal 3 Hub
 - F9: Terminal 3 Arrivals*
 - D1: Central North Connector Photography

* Arrivals level
Pre-Security
Post-Security



International Terminal

Pinball: From Flipper to Twilight Zone
A1 - South Wall Case, November 2009 - April 2010

Pinball: From Bagatelle to Rainbow
G1 - North Wall Case, November 2009 - April 2010

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries from the collections of the Asian Art Museum of San Francisco Chong-Moon Lee Center for Asian Art and Culture
A2 - South Cases, December 2009 - June 2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery from the collection of Phoebe A. Hearst Museum of Anthropology
G2 - North Cases, October 2009 - March 2010

Aviation Museum and Library
Book collection, models, posters, and more
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Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel
AML Front & Back Wall Cases, February 2010 - August 2010

Come Fly with Us: Artists of the Airways on Vinyl
AML 2nd Floor Alcoves, March 2010 - July 2010

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s
AML Photo Gallery, February 2010 - July 2010

Pre security
Post security

Terminal 1 (South)

Table Props: Airliner Ashtray Models from the Collection of Anthony J. Lawler
A3-Terminal 1 Entrance Lobby A, February 2010 - June 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef in collaboration with the California Academy of Sciences
C1 - Aquarium, Continuous

Power Up Your Smile: Thirty-fourth Annual Poster Contest Extravaganza from the San Francisco Dental Society
A5 - Children's Art (Baggage Claim Level), February 2010 - March 2010

Learning Through Art Exploration - from the Treehouse Preschool -
C5 - Children's Art (Baggage Claim Level), February 2010 - March 2010

Sentient by Melissa Fleming
B3 - Gate 36 Photography, February 2010 - April 2010

Why are these Italian and not others?

Terminal 3 (North)

Children's Play and Science Exhibition
F4 - Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
F2 - North Connector Gallery, November 2009 - May 2010

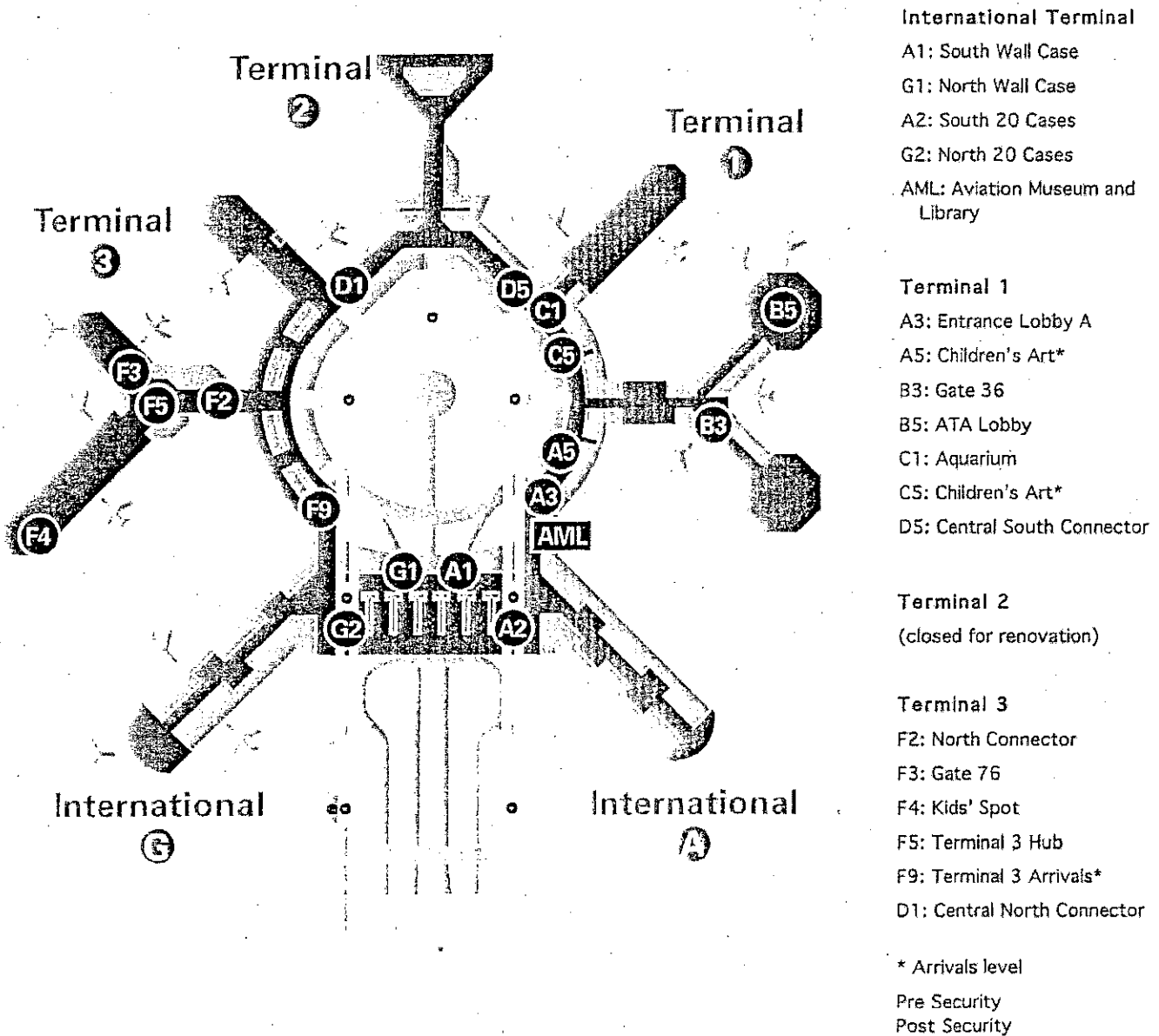
Airplane Models from the Goosedale Collection 1915-1950
F5 - Terminal 3 Hub, Continuous

A Cultivated Aesthetic: Works by Imogen Cunningham 1920-1970
F3 - Gate 76 Photography, March 2010 - May 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
F9 - Terminal 3 Arrivals, Continuous

In 1980, the San Francisco Airport Commission entered into a partnership with the Fine Arts Museums of San Francisco to create a museum program at the San Francisco International Airport. San Francisco Airport Museums (SFAM) was established to create exhibitions that would humanize the Airport environment and reflect the unique cultural life and diverse communities of San Francisco and the entire Bay Area.

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Japan Airlines

Over Fifty-five Years of Service



Bagatelle Flipper

International Terminal

OK *Flipper*
Pinball: From Bagatelle to Twilight Zone
A1 - South Wall Case, November 2009 - April 2010

OK *Rainbow*
Pinball: From Bagatelle to Twilight Zone
G1 - North Wall Case, November 2009 - April 2010

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries from the collections of the Asian Art Museum of San Francisco Chong-Moon Lee Center for Asian Art and Culture
A2 - South Cases, December 2009 - June 2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery from the collection of Phoebe A. Hearst Museum of Anthropology
G2 - North Cases, October 2009 - March 2010

Library and Museum *Museum and Library*
Aviation (Library and Museum) Book collection, models, posters, and more
AML - Open 10:00 AM to 4:30 PM, Sunday through Friday (free)
Closed on Saturdays, holidays, and for special events

Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel
AML Front & Back Wall Cases, February 2010 - August 2010

Come Fly with Us: Artists of the Airways on Vinyl
AML 2nd Floor Alcoves, March 2010 - July 2010

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s
AML Photo Gallery, February 2010 - July 2010

Pre security
Post security

Terminal 1 (South)

Table Props: Airliner Ashtray Models from the Collection of Anthony J. Lawler
A3-Terminal 1 Entrance Lobby A, February 2010 - June 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef
in collaboration with the California Academy of Sciences
C1 - Aquarium, Continuous

unbold
Power Up Your Smile: Thirty-fourth Annual Poster Contest Extravaganza from the San Francisco Dental Society
A5 - Children's Art (Baggage Claim Level), February 2010 - March 2010

unbold
Learning Through Art Exploration from the Treehouse Preschool
C5 - Children's Art (Baggage Claim Level), February 2010 - March 2010

Sentient by Melissa Fleming
B3 - Gate 36 Photography, February 2010 - April 2010

Terminal 3 (North)

Children's Play and Science Exhibition
F4 - Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
F2 - North Connector Gallery, November 2009 - May 2010

Airplane Models from the Goosedale Collection 1915-1950
F5 - Terminal 3 Hub, Continuous

A Cultivated Aesthetic: Works by Imogen Cunningham 1920-1970
F3 - Gate 76 Photography, March 2010 - May 2010

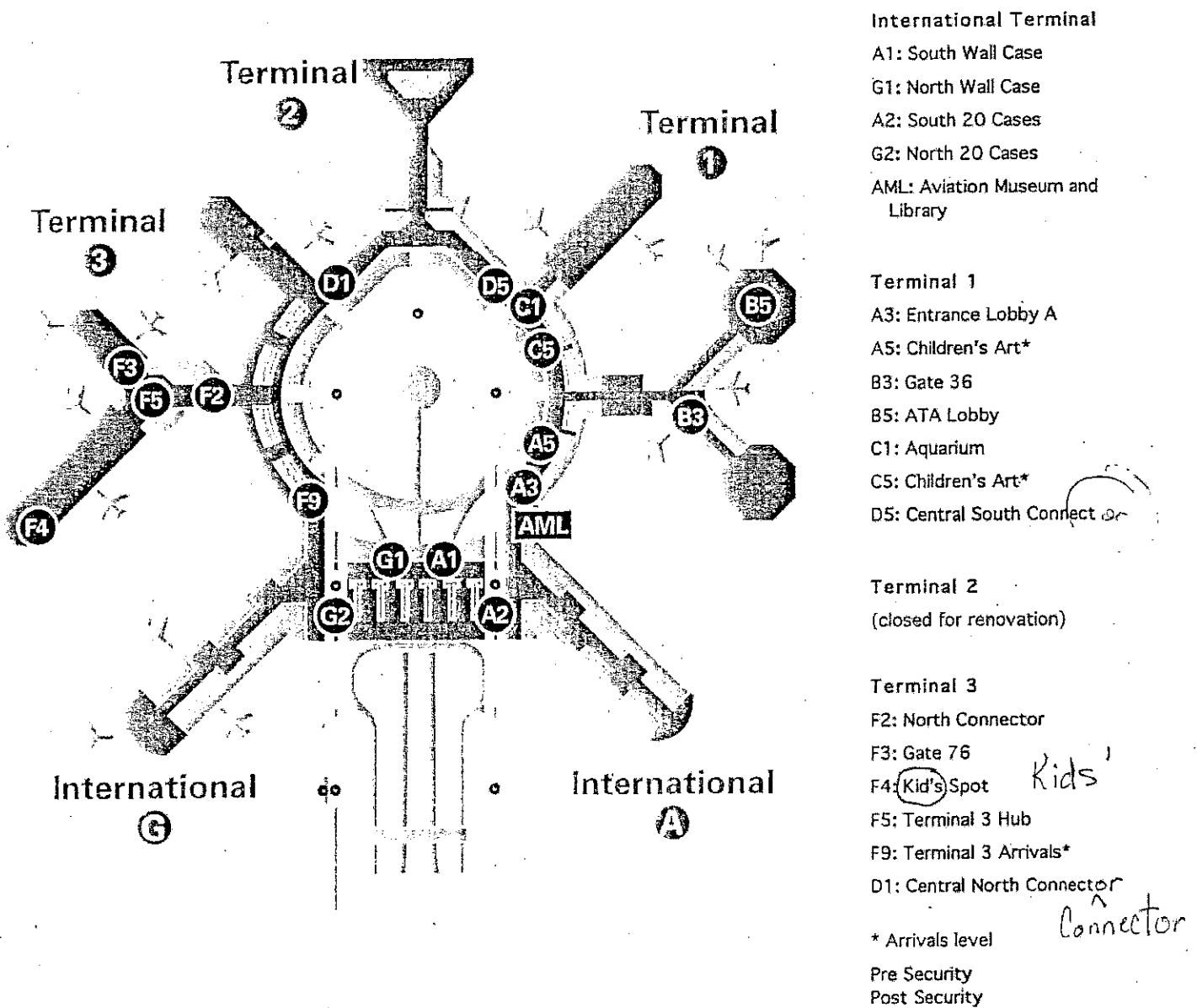
Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
F9 - Terminal 3 Arrivals, Continuous

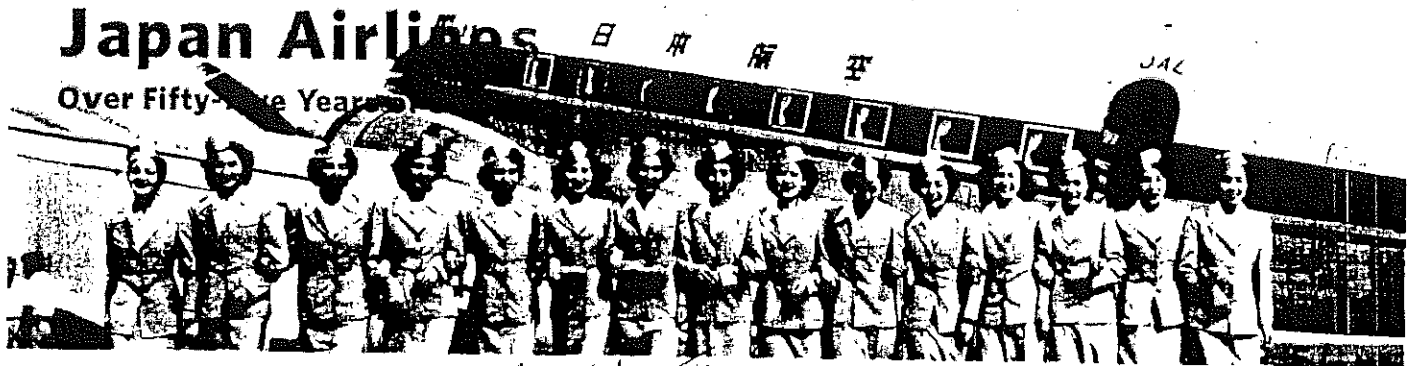
3.5.10
(Signature)

Museum and Library

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International Terminal

OK *Flipper*
Pinball: From Bagatelle to Twilight Zone
 A1 – South Wall Case, November 2009 – April 2010

OK *Rainbow*
Pinball: From Bagatelle to Twilight Zone
 G1 – North Wall Case, November 2009 – April 2010

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries from the collections of the Asian Art Museum of San Francisco Chong-Moon Lee Center for Asian Art and Culture
 A2 – South Cases, December 2009 – June 2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery from the collection of Phoebe A. Hearst Museum of Anthropology
 G2 – North Cases, October 2009 – March 2010

Aviation (Library and Museum) Museum and Library
 Book collection, models, posters, and more
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Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel
 AML Front & Back Wall Cases, February 2010 – August 2010

Come Fly with Us: Artists of the Airways on Vinyl
 AML 2nd Floor Alcoves, March 2010 – July 2010

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s
 AML Photo Gallery, February 2010 – July 2010

Pre security
 Post security

Bagatelle
Flipper

Terminal 1 (South)

Table Props: Airliner Ashtray Models
 from the Collection of Anthony J. Lawler
 A3 – Terminal 1 Entrance Lobby A, February 2010 – June 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef
 in collaboration with the California Academy of Sciences
 C1 – Aquarium, Continuous

Power Up Your Smile: Thirty-fourth Annual Poster Contest Extravaganza
 from the San Francisco Dental Society
 A5 – Children's Art (Baggage Claim Level), February 2010 – March 2010

Learning Through Art Exploration
 from the Treehouse Preschool
 C5 – Children's Art (Baggage Claim Level), February 2010 – March 2010

Sentient by Melissa Fleming
 B3 – Gate 36 Photography, February 2010 – April 2010

Terminal 3 (North)

Children's Play and Science Exhibition
 F4 – Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
 F2 – North Connector Gallery, November 2009 – May 2010

Airplane Models from the Goosedale Collection 1915–1950
 F5 – Terminal 3 Hub, Continuous

A Cultivated Aesthetic: Works by Imogen Cunningham 1920–1970
 F3 – Gate 76 Photography, March 2010 – May 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
 F9 – Terminal 3 Arrivals, Continuous

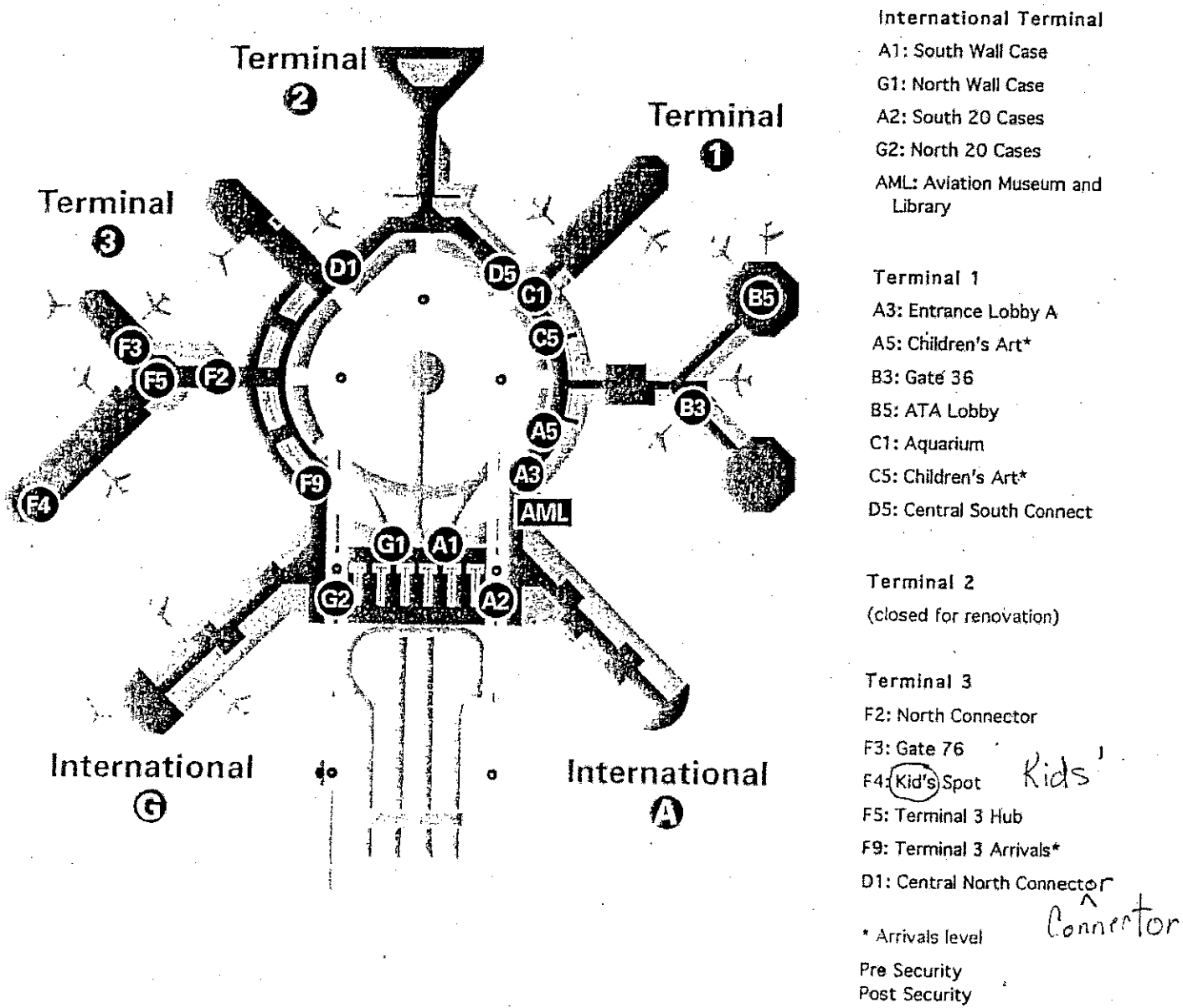
5.10
last changes to terminal

Museum

San Francisco Airport Museums

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2-25-10 - Lots of errors. (A)



SCENES FROM MYTHS AND DAILY LIFE

ANCIENT MEDITERRANEAN POTTERY

FROM THE COLLECTIONS OF THE
PHOEBE A. HEARST MUSEUM OF ANTHROPOLOGY

International Terminal

Terminal 1 (South) *different titles. what did Sonya have on last month's publication?*

Pinball From Flipper to Twilight (1960s-1990s)

A1-South Wall Case, November 2009-April 2010

Table Props: Airliner Ashtray Models from the Collection of Anthony Lawler

A3-Terminal 1 Entrance Lobby, February 2010-June 2010

Pinball From Bagatelle to Rainbow (1870s-1950s)

G1-North Wall Case, November 2009-April 2010

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries from the collections of the Asian Art Museum of San Francisco

A2-South Cases, December 2009-2010

Live from the Tropics: Animals of the Rainforest and Coral Reef in collaboration with the California Academy of Sciences

C1-Aquarium, Continuous

San Francisco Challenges Tooth Decay 24/7: Thirty-third Annual Poster Contest Extravaganza from San Francisco Dental Society

A5-Children's Art (Baggage Claim Level), February 2010 - March 2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery from the collection of the Phoebe A. Hearst Museum of Anthropology

G2-North Cases, October 2009-March 2010

Learning Through Art Exploration from Treehouse Preschool

C5-Children's Art (Baggage Claim Level), February 2010 - March 2010

Aviation Library and Museums (free)

Book collection, models, posters, and aviation exhibitions
AML-Open 10:00 AM to 4:30 PM, Sunday through Friday
Closed on Saturdays, holidays, and for special events

Sentient by Melissa Fleming

B3-Gate 36 Photography, February 2010 - April 2010

Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel

K1, K2-ALM Back Wall Cases, mid-February 2010-August 2010

Terminal 3 (North)

Kids' Spot Children's Play and Science Exhibition
F4-Kid's Spot, Continuous

Come Fly with Us:

Artists of the Airways on Vinyl, March 2010-July 2010
K5 ALM 2nd Floor Alcoves, October 2009-March 2010

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
F2-North Connector Gallery, November 2009 - May 2010

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s

K6 ALM Photography Gallery, June 2009-February 2010

Airplane Models from the Goosedale Collection 1915-1950

F5-Terminal 3 Hub, Continuous

A Cultivated Aesthetic: Works by Imogen Cunningham 1920-1970

F3-Gate 76 Photography, March 2010 - May 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, May 2009-Continuous

Pre security
Post security

3.4.10 led to look at this again because that date never changed & how it has to be reprinted

extra space; May 2010

2-25-10 - Lots of errors (7)



SCENES FROM MYTHS AND DAILY LIFE

ANCIENT MEDITERRANEAN POTTERY

FROM THE COLLECTIONS OF THE
PHOEBE A. HEARST MUSEUM OF ANTHROPOLOGY

not what is says on our website... different titles. what did Sonya have on International Terminal Terminal 1 (South) last month's publication?

Pinball! From Flipper to Twilight (1960s-1990s)
A1-South Wall Case, November 2009- April 2010

Pinball! From Bagatelle to Rainbow (1870s-1950s)
G1-North Wall Case, November 2009- April 2010

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries from the collections of the Asian Art Museum of San Francisco
A2-South Cases, December 2009-2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery from the collection of the Phoebe A. Hearst Museum of Anthropology
G2-North Cases, October 2009- March 2010

Aviation Library and Museums (free)
Book collection, models, posters, and aviation exhibitions
AMI Open 10:00 AM to 4:30 PM Sunday through Friday
Closed on Saturdays, holidays, and for special events

Japan Airlines: Over Fifty-five Years of Service, Defining the Art of Air Travel
K1-K2 ALM Back Wall Cases, and February 2010- August 2010

Come Fly with Us: Artists of the Airways on Vinyl March 2010- July 2010
K3 ALM 2nd Floor Airways

Japan Air Lines: Dawn of the Jet Age Promotional Photographs from the 1960s
K6 ALM Photography Gallery, June 2009- February 2010

Pre-security
Post security

wrong dates
12

Table Props: Airliner Ashtray Models from the Collection of Anthony Lawler (doesn't he have a first name?)
A3-Terminal 1 Entrance Lobby A, February 2010 - June 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef in collaboration with the California Academy of Sciences
C1-Aquarium, Continuous

San Francisco Challenges Tooth Decay 24/7: Thirty-third Annual Poster Contest Extravaganza from the San Francisco Dental Society
A5-Children's Art (Baggage Claim Level), February 2010 - March 2010

Learning Through Art Exploration from Treehouse
Preschool
C5-Children's Art (Baggage Claim Level), February 2010 - March 2010

Sentient by Melissa Fleming
B3-Gate 36 Photography, February 2010 - April 2010

Terminal 3 (North)

Kids' Spot Children's Play and Science Exhibition
F4-Kid's Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
F2-North Connector Gallery, November 2009 - May 2010

Airplane Models from the Goosedale Collection 1915-1950
F5-Terminal 3 Hub, Continuous

A Cultivated Aesthetic: Works by Imogen Cunningham 1920-1970
F3-Gate 76 Photography, March 2010 - May 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
F9-Terminal 3 Arrivals, May 2006-Continuous

extra space
May 2010



December 2009

International Terminal

Pinball! From Flipper to Twilight Zone (1960s-1990s)
A1-South Wall Case, November 2009 - April 2010

Pinball! From Bagatelle to Rainbow (1870s-1950s)
G1-North Wall Case, November 2009 - April 2010

Generations in Clay: Southwestern Pottery from the California Academy of Sciences, Department of Anthropology
A2-South Cases, June 2009 - mid-December 2009

The Resplendent Stone: Chinese Jades from the 18th to 20th Centuries
A2-South Cases, mid-December 2009 - June 2010

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery
G2-North Cases, October 2009 - March 2010

Aviation Library and Museum (free)
Book collection, models, posters, and more
ALM-Open 10:00 AM to 4:30 PM, Sunday through Friday
Closed on holidays and for special events

? aviation exhibitions ?

Aviation Milestones in Miniature: Golden Age Airliner Models from the Collection of Anthony J. Lawler
K1-ALM Front Wall Cases, August 2009 - March 2010

Captains of the Sky
K2-ALM Back Wall Cases, August 2009 - February 2010

Faster than the Sun: The Legacy of Supersonic Transports
K5-ALM 2nd Floor Alcoves, October 2009 - March 2010

Aeropuerto: Early Airports in Latin America
K6-ALM Photo Gallery, June 2009 - February 2010

Pre-Security
Post-Security

Terminal 1 (South)

Child's Play: Airline Toys, Games, and Activities
A3-Terminal 1 Entrance Lobby A, August 2009 - January 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef
C1-Aquarium, Continuous
no mention of the Cal. Academy of Sciences?

Close-up in the Garden from Charles Armstrong School
A5-Children's Art (Baggage Claim Level), October 2009 - December 2009

Family Portraits: Drawings, Paintings, and Collage from Root Division
C5-Children's Art (Baggage Claim Level), October 2009 - December 2009

Light, Shadows, and Reflection by Marlowe Boyd
B3-Gate 36 Photography, November 2009 - January 2010

Into the West by Blake Tucker
D5-Central South Connector, August 2009 - February 2010
no mention of this being a photo gallery

Terminal 3 (North)

20th Century Eyewear: Evolution of Eyeglasses
D1-Central North Connector, August 2009 - February 2010

Kids' Spot Children's Play and Science Exhibition
F4-Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age
E2-North Connector Gallery, November 2009 - May 2010

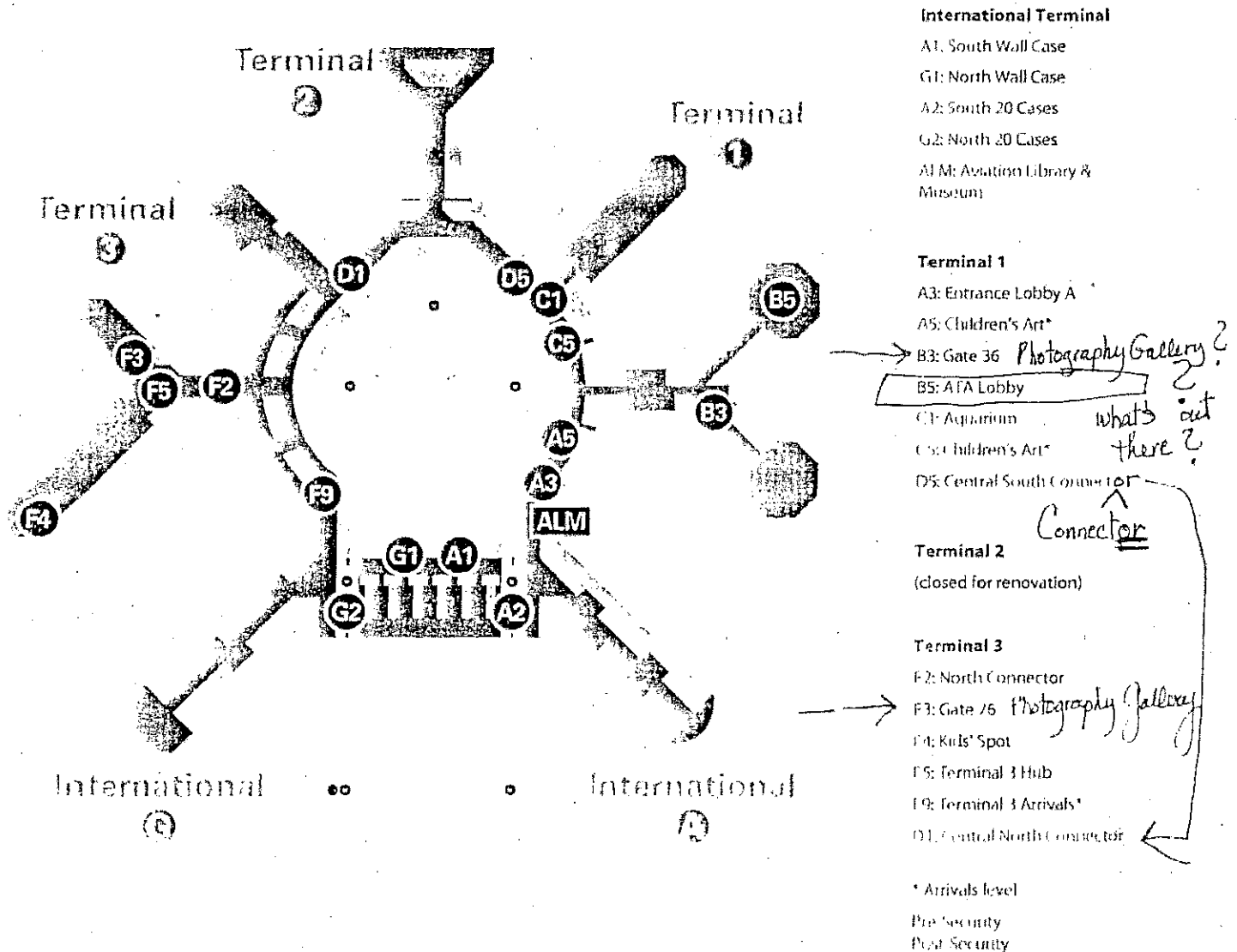
Airplane Models from the Goosedale Collection 1915 - 1950
F5-Terminal 3 Hub, Continuous

Dancing Trees by Christopher Schiller
F3-Gate 76 Photography, September 2009 - mid-December 2009

Leaf Study by Howard Steinberg
F3-Gate 76 Photography, mid-December 2009 - February 2010

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection
F9-Terminal 3 Arrivals, May 2009 - Continuous

The San Francisco Airport Museums program was established by the Airport Commission in 1980 for the purposes of humanizing the Airport environment, providing visibility for the unique cultural life of San Francisco, and providing educational services for the traveling public. The Museums was granted initial accreditation from the American Association of Museums in 1999 and has the distinction of being the only accredited museum in an airport. Today, the San Francisco Airport Museums features approximately twenty galleries throughout the Airport terminals displaying a rotating schedule of art, history, science, and cultural exhibitions, as well as the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum, a permanent collection dedicated to the history of commercial aviation. For more information, call (650) 821-6700 or visit www.sfoarts.org.





SCENES FROM MYTHS AND DAILY LIFE

ANCIENT MEDITERRANEAN POTTERY

FROM THE COLLECTIONS OF THE
PHOEBE A. HEARST MUSEUM OF ANTHROPOLOGY

International Terminal

The Art of Transformation: Igbo Masks by Ugbozo Ozooha-Aga from the Phoebe A. Hearst Museum of Anthropology

A1-South Wall Case, April 2009 – mid-November 2009

Pinball! From Flipper to Twilight Zone (1960s—1990s)

A1-South Wall Case, mid-November 2009 – April 2010

Pacific Coast League: The West Coast's major league 1903-1957

G1-North Wall Case, May 2009 – mid-November 2009

Pinball! From Bagatelle to Rainbow (1870s—1950s)

G1-North Wall Case, mid-November 2009 – April 2010

Generations in Clay: Southwestern Pottery from the California Academy of Sciences, Department of Anthropology

A2-South Cases, June 2009 – December 2009

Scenes from Myths and Daily Life: Ancient Mediterranean Pottery

G2-North Cases, October 2009 – March 2010

Aviation Library and Museum (free)

Book collection, models, posters, and more
ALM-Open 10:00 AM to 4:30 PM, Sunday through Friday
closed on holidays and for special events

Aviation Milestones in Miniature: Golden Age Airliner Models from the Collection of Anthony J. Lawler

K1-ALM Front Wall Cases, August 2009 – March 2010

Captains of the Sky

K2-ALM Back Wall Cases, August 2009 – February 2010

Faster than the Sun: The Legacy of Supersonic Transports

KS-ALM 2nd Floor Alcove, October 2009 – March 2010

Aeropuerto: Early Airports in Latin America

Y6-ALM Photo Gallery, June 2009 – February 2010

Fire Security
Theft Security

Terminal 1 (South)

Child's Play: Airline Toys, Games, and Activities

A3-Terminal 1 Entrance Lobby A, August 2009 – January 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef

C1-Aquarium, Continuous

Close-up in the Garden from Charles Armstrong School

A5-Children's Art (Baggage Claim Level), October 2009 – December 2009

Family Portraits: Drawings, Paintings, and Collage from Root Division

C5-Children's Art (Baggage Claim Level), October 2009 – November 2009

My Escape by Kelli Knack

B3-Gate 36 Photography, August 2009 – mid-November 2009

Light, Shadows, and Reflection by Marlowe Boyd

B3-Gate 36 Photography, mid-November 2009 – January 2010

Into the West by Blake Tucker

D5-Central South Connector, August 2009 – February 2010

Terminal 3 (North)

20th Century Eyewear: Evolution of Eyeglasses

D1-Central North Connector, August 2009 – February 2010

Kids' Spot Children's Play and Science Exhibition

F4-Kids' Spot, Continuous

For Amusement Only: Slot Machines and Other Gambling Devices of the Mechanical Age

F2-North Connector Gallery, November 2009 – May 2010

Airplane Models from the Goosedale Collection 1915 - 1950

F5-Terminal 3 Hub, Continuous

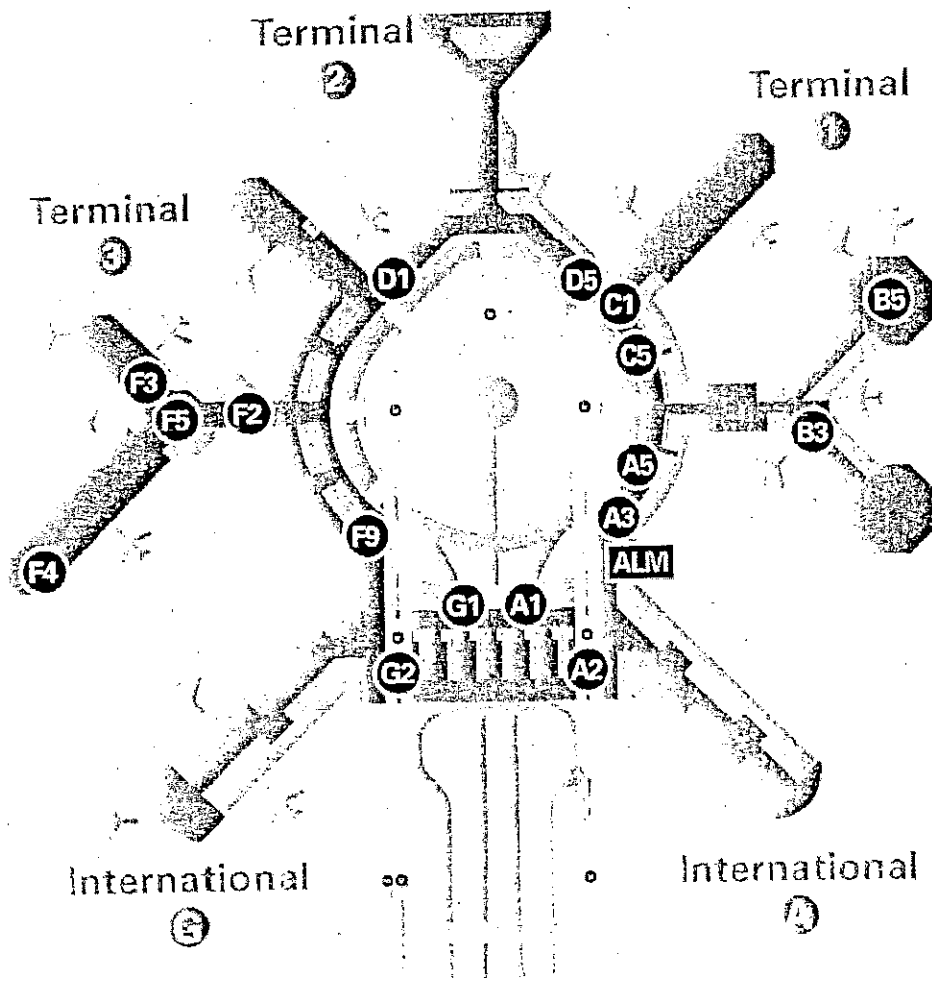
Dancing Trees by Christopher Schiller

F3-Gate 76 Photography, September 2009 – December 2009

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F7-Terminal 3 Arrivals, May 2009 – Continuous

The San Francisco Airport Museums program was established by the Airport Commission in 1980 for the purposes of humanizing the Airport environment, providing visibility for the unique cultural life of San Francisco, and providing educational services for the traveling public. The Museums was granted initial accreditation from the American Association of Museums in 1999 and has the distinction of being the only accredited museum in an airport. Today, the San Francisco Airport Museums features approximately twenty galleries throughout the Airport terminals displaying a rotating schedule of art, history, science, and cultural exhibitions, as well as the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum, a permanent collection dedicated to the history of commercial aviation. For more information, call (650) 821-6700 or visit www.sfoarts.org.



International Terminal

- A1: South Wall Case
- G1: North Wall Case
- A2: South 20 Cases
- G2: North 20 Cases
- ALM: Aviation Library & Museum

Terminal 1

- A3: Entrance Lobby A
- A5: Children's Art*
- B3: Gate 36
- B5: ATA Lobby
- C1: Aquarium
- C5: Children's Art*
- D5: Central South Connector

Terminal 2

(closed for renovation)

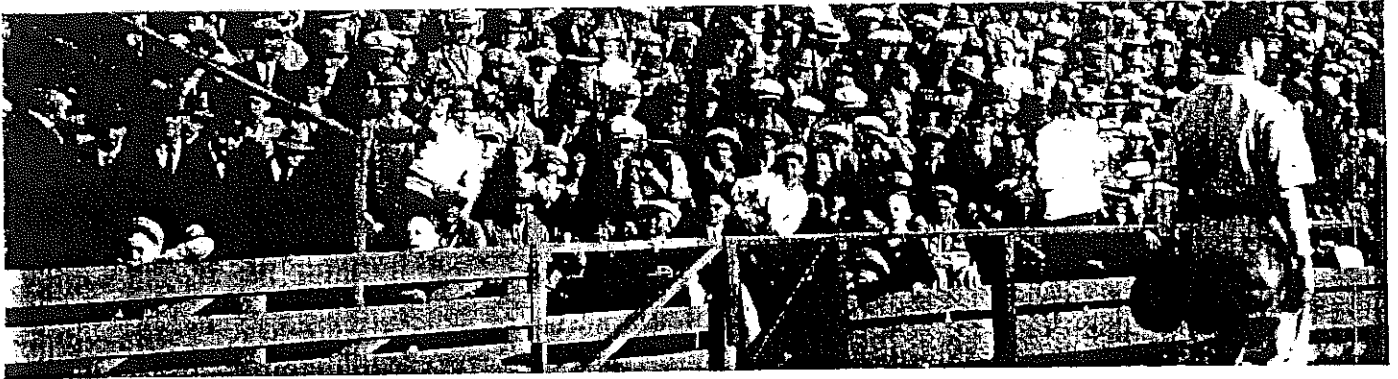
Terminal 3

- F2: North Connector
- F3: Gate 76
- F4: Kids' Spot
- F5: Terminal 3 Hub
- F9: Terminal 3 Arrivals*
- D1: Central North Connector

* Arrivals level
Pre Security
Post Security

Sept 2007

San Francisco International Airport



International Terminal

The Art of Transformation: Igbo Masks by Ugbozo Ozooha-Aga from the Phoebe A. Hearst Museum of Anthropology

A1-South Wall Case, April 2009 – November 2009

Pacific Coast League: The West Coast's major league 1903-1957

G1-North Wall Case, May 2009 – October 2009

Generations in Clay: Southwestern Pottery from the California Academy of Sciences, Department of Anthropology

A2-South Cases, June 2009 – December 2009

Woven Legacies: Basketry of Native North America

G2-North Cases, April 2009 – October 2009

Aviation Library and Museum

Book collection, models, posters, and more
ALM-Open 10:00 AM to 4:30 PM, Sunday through Friday (free)

Aviation Milestones in Miniature: Golden Age Airliner Models from the Collection of Anthony J. Lawler

K1-ALM Front Wall Cases, August 2009 – March 2010

Captains of the Sky

K2-ALM Back Wall Cases, August 2009 – February 2010

Labels for Your Luggage: Innovation, Advertising, and Affluence in Commercial Aviation

K5-ALM 2nd Floor Alcove, April 2009 – September 2009

Aeropuerto: Early Airports in Latin America

K6-ALM Photo Gallery, June 2009 – February 2010

Pre security
Post security

Terminal 1 (South)

Child's Play: Airline Toys, Games, and Activities

A3-Terminal 1 Entrance Lobby A, August 2009 – January 2010

Live from the Tropics: Animals of the Rainforest and Coral Reef

C1-Aquarium, Continuous

Creative Innovation, from Parkside Intermediate School

A5-Children's Art (Baggage Claim Level), August 2009 – September 2009

Creative Innovation, from Parkside Intermediate School

C5-Children's Art (Baggage Claim Level), August 2009 – September 2009

My Escape by Kelli Knack

B3-Gate 36 Photography, August 2009 – November 2009

Into the West by Blake Tucker

D5-Central South Connector, August 2009 – February 2010

Terminal 3 (North)

20th Century Eyewear: Evolution of Eyeglasses

D1-Central North Connector, August 2009 – February 2010

Children's Play and Science Exhibition

F4-Kid's Spot, Continuous

Wright at Home: Modern Lifestyle Design 1930-1965

F2-North Connector Gallery, March 2009 – October 2009

Airplane Models from the Goosedale Collection 1915 - 1950

F5-Terminal 3 Hub, Continuous

Riding the Rails of Luxury: Union Pacific Streamliner Passenger Trains 1930s-1940s

F3-Gate 76 Photography, June 2009 – September 2009

Masterworks by Edward Chavez: The Nut Tree Restaurant and Airfield Model Aircraft Collection

F9-Terminal 3 Arrivals, May 2006 – Continuous

In 1980, the San Francisco Airport Commission entered into a partnership with the Fine Arts Museums of San Francisco to create a museum program at the San Francisco International Airport. San Francisco Airport Museums (SFAM) was established to create exhibitions that would humanize the Airport environment and reflect the unique cultural life and diverse communities of San Francisco and the entire Bay Area.

SFAM has grown from modest beginnings to become an extensive museum within the Airport. Today, SFAM features approximately twenty galleries throughout the Airport terminals displaying a rotating schedule of art, history, aviation, science, and cultural exhibitions, as well as the San Francisco Airport Commission Aviation Library and Louis A. Turpen Aviation Museum. For more information, call (650) 821-6787 or visit www.sfoarts.org.

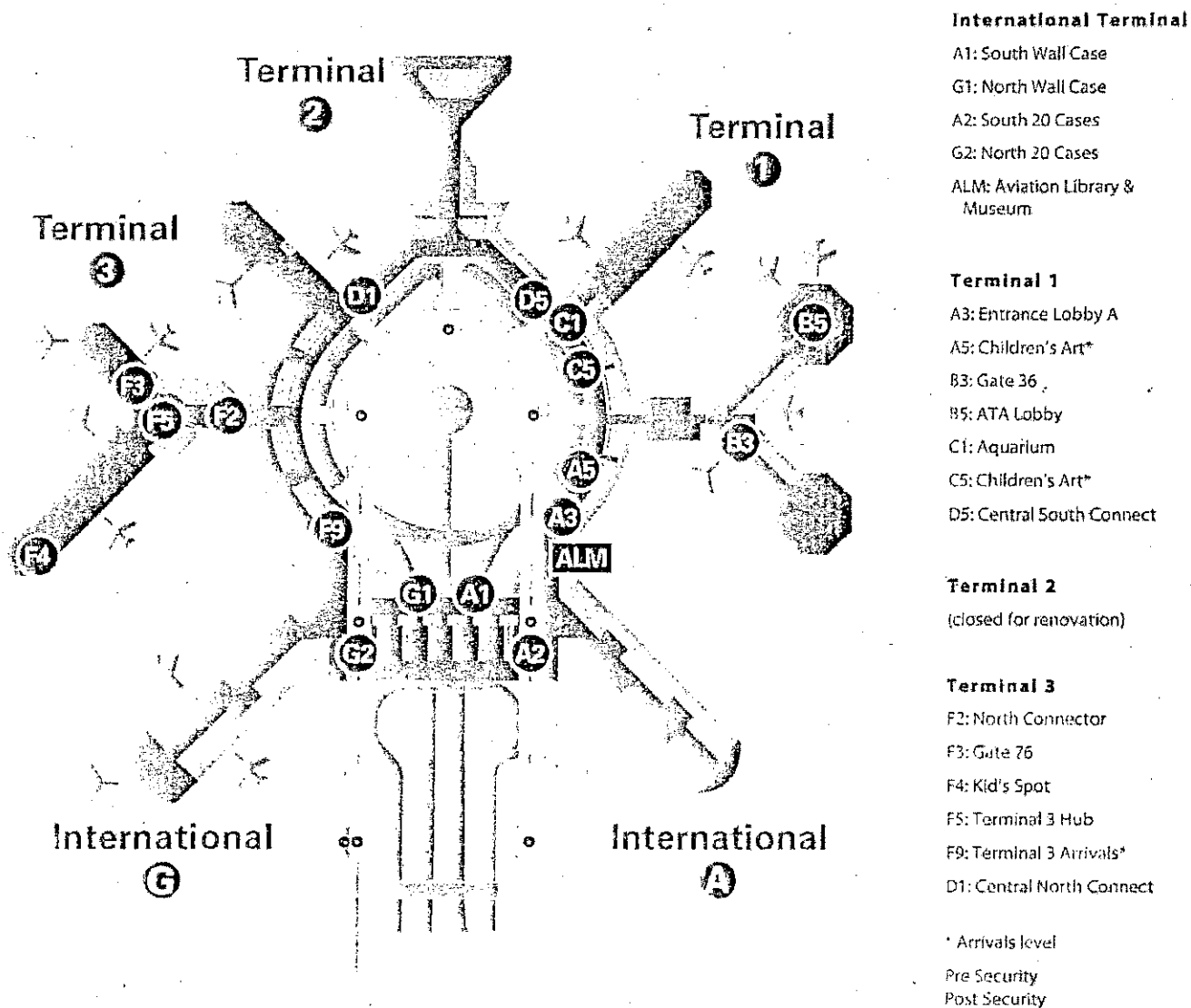


EXHIBIT 17



CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

2010

COPY

Performance Plan and Appraisal Report

I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN.SONYA	2. JOB CODE NUMBER AND TITLE 3546 Curator IV	3. STATUS <input checked="" type="checkbox"/> Permanent (PCS) <input type="checkbox"/> Provisional (TPV) <input type="checkbox"/> Permanent Exempt (PEX) <input type="checkbox"/> Temporary Exempt (TEX) <input type="checkbox"/> Temporary Civil Service (TCS) <input type="checkbox"/> Limited Tenure (Restricted Use) (TLT) <input type="checkbox"/> Non Civil Service (Restricted Use) (NCS)
4. WORK LOCATION & DIVISION Chief Operating Officer-COO- Museums	5. DEPARTMENT 27-airport commission	6. REASON FOR REPORT <input type="checkbox"/> Annual <input checked="" type="checkbox"/> Dept. Review Period <input type="checkbox"/> Probationary <input type="checkbox"/> Unscheduled
	7. REVIEW PERIOD 7/1/2010 to 6/30/2011	8. PROBATION START AND END DATE

II. PERFORMANCE PLAN – JOB DESCRIPTION

REVIEW OF DUTIES & RESPONSIBILITIES BASED ON JOB DESCRIPTION

FUNCTIONAL/WORKING TITLE	
Curator in charge of Administration and Special Projects	
1. Handles the routine and daily maintenance of the facility at West Field Road.	COMMENTS:
2. Monitors the climate conditions at all the exhibitions and art storage sites through out the Terminals.	COMMENTS:
3. Write and prosecute the Maintenance scheduling requests.	COMMENTS:
4. Develop the User Manuel for the Collections Management Database.	COMMENTS: 1/10/11 On Going
5. Work on the data scrub for the Collections Management database.	COMMENTS: 1/10/11 This duty is on going and requires constant attention and maintenance.
6. Assists the Director in the preparation of the routine reports and presentations.	COMMENTS: 1/10/11
7. Prepare Emergency Preparedness Handbook specifically for the Airport Museums. Lead training to staff	COMMENTS: 1/10/11 On going
8.	COMMENTS:
9.	COMMENTS:
10.	COMMENTS:

COPY

11.	COMMENTS:
<p>12. Statement of Incompatible Activities: Fully comply with the department's Statement of Incompatible Activities as approved by the Ethics Commission. Compliance includes, but is not limited to: Restrictions on Incompatible Activities; Restrictions on Use of City Resources, City Work-Product and Prestige; and Prohibition on Gifts for Assistance with City Services.</p>	COMMENTS:
<p>13. Use of City and County Property for Business Purposes Only: All City equipment, devices, and materials (i.e., photocopier, telephones, computers, vehicles, stationery, fax machines, etc.) must be used only for conducting City business.</p>	<p>COMMENTS: 1/10/11 In October of 2010 it came to my attention that Ms. Knudsen had been using her office computer for over a year on work of a personal nature. When it came to my attention I wrote a reprimand to Ms. Knudsen and spoke with her about the situation. Ms. Knudsen was made aware of the gravity of this misconduct and stated it would never happen again.</p>
<p>14. DSW Preparedness: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.</p>	COMMENTS:
<p>15. DSW Training: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.</p>	COMMENTS:

COPY

III. PERFORMANCE PLAN – KEY OBJECTIVES

Departmental Goal #1: (specify)	
1. To assist the Director and Chief Curator in the preparation of routine reports and presentations.	REVIEW OF PERFORMANCE: 1/10/11
2. To demonstrate good observance of work hours and attendance and show only routine absence from work.	Ms. Knudsen is observant of her work hours.
3. To effectively respond to the time sensitive and changing demands of the normal workday.	REVIEW OF PERFORMANCE:

Departmental Goal #2: (specify)	
1. To develop the users manual for the collections management database.	REVIEW OF PERFORMANCE:
2. To insure the accuracy of the data as entered in the collections management database.	REVIEW OF PERFORMANCE: 1/10/11 The basic scrubbing of the people table and organizational table is complete. Further work on going.

Departmental Goal #3: (specify)	
1. To monitor the climate conditions in the exhibition spaces throughout the Airport and West Field Road.	REVIEW OF PERFORMANCE:
2. To keep the San Francisco Airport museums facilities on West Field Road in good condition and well maintained.	
3. To prepare the emergency handbook specifically for the needs of the Airport museums. Review the best practices and train the staff for natural disaster.	1/10/11 On Going
4. To prepare for the downtime in the chilled water delivery in the International Terminal.	2/7/11 ON Hold

COPY

5. DSW PREPAREDNESS: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.	
2.DSW TRAINING: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.	REVIEW OF PERFORMANCE:

COPY

IV. APPRAISAL REPORT SUMMARY

A. OVERALL PERFORMANCE RATING

The appraisal report on overall performance should include a consideration of all items in the Job Description, Departmental policies and procedures, and the Performance Plan's Key Objectives for the review period. Circle the appropriate number on the continuum.

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
Performance of job duties needs improvement; did not meet many or majority of objectives.	Performed job duties competently and effectively; met the objectives. (Meets Competent and Effective requirement)	Performed job duties with exceptional competence and effectiveness; exceeded the objectives.
1	2	3

B. COMMENTS REGARDING OVERALL PERFORMANCE

COPY

C. EMPLOYEE GUIDELINES -- PERFORMANCE PLAN AND APPRAISAL REPORT

1. Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the following list of guidelines.
2. Employee has the right to read the Performance Plan and Appraisal Report.
3. Employee has the right to receive a copy of the Performance Plan and Appraisal Report.
4. Employee has the right to discuss the report with the Reporting Supervisor or Manager.
5. Employee has the right to attach a rebuttal to the Performance Appraisal Plan and Report. Unless otherwise provided in the collective bargaining agreement that applies to the employee's Job Code, the rebuttal must be presented within 5 working days of the report date. The rebuttal should only address the items presented in the report. The 5 days may be extended at the discretion of the Reviewer for up to 30 days.
6. Employee may request a conference, if requested, with the Reviewer (Reporter's supervisor or manager).

V. SIGNATURE PAGE

PERFORMANCE PLAN

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE <i>Bl Summers</i>	2. REVIEW DATE <i>8/17/10</i>	
3. SUPERVISOR SIGNATURE <i>J. A. Garfield</i>	4. EMPLOYEE SIGNATURE <i>Blake Summers</i>	5. MEETING DATE <i>8/17/2010</i>

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE	2. EMPLOYEE SIGNATURE <i>Blake Summers</i>	3. MEETING DATE <i>2/7/11</i>
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PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK LOCATION Blake Summers	2. JOB CODE NUMBER AND TITLE 0941 Director and Chief Curator	COPY
3. I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Signature)		
		5. DATE

D. Reporting Supervisor/Manager

2. NAME, WORK ADDRESS James Garfield	2. JOB CODE NUMBER AND TITLE 0923 Assistant Director	
3. DATE OF CONFERENCE WITH EMPLOYEE	4. SIGNATURE	5. DATE

E. Employee's Statement

<input type="checkbox"/> I AGREE WITH THIS REPORT. <input type="checkbox"/> I DO NOT AGREE WITH THIS REPORT. SECT ____ NO ____ <input checked="" type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE <i>2/7/11</i> 3. SIGNATURE CERTIFIES I HAVE READ THE REPORT <i>Blake Summers</i> <input type="checkbox"/> DECLINED TO SIGN DATE
---	--

TO: Abe Garfield, SFO Museum Assistant Director

FROM: Sonya Knudsen, SFO Museum Curator in Charge of Administration / Special Projects 

DATE: 13 March 2011

RE: rebuttal to be attached to FY10/11 CCSF PPAR

The following is a rebuttal re the evaluation provided in the 7 February 2011 FY10/11 Performance Plan and Appraisal Report (PPAR):

Section II, Performance Plan – Job Description and Section III, Performance Plan – Key Objectives

- Handles maintenance of 670 West Field Road facility, writes and prosecutes SFO Maintenance scheduling requests
Works with SFO Custodial, SFO Maintenance, and SFO Museum staff to ensure museum standards re facility and exhibition sites are being sustained. Per request of Administration, has implemented new process re Maintenance scheduling requests as follows: brings matter to their attention or is asked by them to generate work request for given need, provides written request to supervisor for review, supervisor provides request to director for signature, work request then returned to Ms. Knudsen for processing, providing request form to receptionist for faxing, copying, filing, and logging.
- Monitors the climate conditions at all the exhibitions and art storage sites throughout the terminals
Works with SFO Museum Registration and Conservation staff, SFO Mechanical Maintenance, et al. to ensure museum standards, utilizing Central Plant computer access, recommended purchase and use of dataloggers, etc. Worked with Mechanical Maintenance and construction personnel to correct and remedy lack of HVAC in Terminal 2 boomerang exhibition case, effecting HVAC installation that would ensure RH and temperature control settings per museum standards.
- Develop user manual and work on datascrub for collections management database
Supervisor was apprised that the user manual was an active, not static, document with ongoing need for updates, amendments, and improvements. Recent datascrub accomplishments include completion of clean-up of 'people' and 'organization' tables, with further work being addressed as deemed appropriate by FilemakerPro manager. Employee works with SFO Museum Registration and Library staff to provide user manual as an active, ongoing resource, and is in need of increased input and commentary from end users to ensure manual and datascrub activity is effective, streamlined, and progressing.
- Assists the SFO Museum Director in preparation of reports and presentations
Supervisor had in the initial CCSF PPAR indicated that this responsibility was no longer necessary. The correction noted was due to supervisor being apprised by employee that these reports, e.g., monthly Administrative activity reports, monthly exhibition listings, were ongoing. Supervisor subsequently confirmed with Director, and has corrected the PFAR to reflect this is an ongoing job responsibility.
- Prepares Emergency Preparedness handbook specifically for SFO Museum and leads training to staff
Employee has provided supervisor ongoing updates re work coordination with SFO Emergency Operations Group, Fire and Police, plan to train SFO Museum personnel re security access, emergency procedures, and then conduct "surprise" emergency drill with Fire department providing staff assessment and follow-up training. Employee is participating in California Connecting to Collections two-part workshop re "Protecting Cultural Collections: Disaster Prevention, Preparedness, Response & Recovery," with information to be incorporated within organizational emergency handbook.

Knudsen PPAR rebuttal, page two of two
13 March 2011

- Use of City and County property for business purposes only

Supervisor had provided employee memo in October 2010 re computer use, which surprised employee then and now as employee's job performance of essential job responsibilities was exemplary and accomplished, and matter was taken out of context. To have this matter noted on employee's PPAR is unnecessary and unwarranted.

Section IV, Appraisal Report Summary

Supervisor did not provide or note indication of employee's work progress, accomplishments, and professional growth plan. Employee provides and keeps supervisor apprised of work projects and status reports. The CCSF PPAR seems to be a document for the supervisor to provide cursory feedback and explanation of employee's work performance, project accomplishments, lacks comments of substance, if any re work progress, plan for professional development, advancement, etc., underutilizing employee's skills and experience that would benefit SFO Museum and SFO.

EXHIBIT 18



CITY AND COUNTY OF SAN FRANCISCO
 DEPARTMENT OF HUMAN RESOURCES

RECEIVED
 INT'L AIRPORT
 AUG -5 PM 12:15
 AIRPORT COMMISSION
 HUMAN RESOURCES

Performance Plan and Appraisal Report

I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL KNUDSEN, SONYA	2. JOB CODE NUMBER AND TITLE 3546 Curator IV	3. STATUS <input type="checkbox"/> Permanent (PCS) <input type="checkbox"/> Provisional (TPV) <input checked="" type="checkbox"/> Permanent Exempt (PEX) <input type="checkbox"/> Temporary Exempt (TEX) <input type="checkbox"/> Temporary Civil Service (TCS) <input type="checkbox"/> Limited Tenure (Restricted Use) (TLT) <input type="checkbox"/> Non Civil Service (Restricted Use) (NCS)
4. WORK LOCATION & DIVISION Chief Operating Officer - COO- Museums	5. DEPARTMENT 27-Airport Commission	6. REASON FOR REPORT <input checked="" type="checkbox"/> Annual <input type="checkbox"/> Dept. Review Period <input type="checkbox"/> Probationary <input type="checkbox"/> Unscheduled
	7. REVIEW PERIOD 7/1/2010 to 6/30/2011	8. PROBATION START AND END DATE

225



II. PERFORMANCE PLAN – JOB DESCRIPTION

REVIEW OF DUTIES & RESPONSIBILITIES BASED ON JOB DESCRIPTION

FUNCTIONAL/WORKING TITLE	
Curator in charge of Administration and Special Projects	
1. Handles the routine and daily maintenance of the facility at West Field Road.	COMMENTS: 7/5/11: Ms. Knudsen insures that the building /museum facilities are maintained and schedules for necessary repairs/maintenance when work is required.
2. Monitors the climate conditions at all the exhibitions and art storage sites through out the Terminals.	COMMENTS: 7/5/11: One of Ms. Knudsen 's daily routines is to check with the Mechanical Maintenance staff at the International Terminal to review climate system data and determine if adjustments need to be made.
3. Write and prosecute the Maintenance scheduling requests.	COMMENTS: 7/5/11 See #1
4. Develop the User Manuel for the Collections Management Database.	COMMENTS: 1/10/11 This is an on going responsibility
5. Work on the data scrub for the Collections Management database.	COMMENTS: 1/10/11 This duty is on going and requires constant attention and maintenance.
6. Assists the Director in the preparation of the routine reports and presentations.	COMMENTS: 1/10/11 This responsibility is no longer necessary. 7/5/11: At the request of Administration this is now done directly by the Director .
7. Prepare Emergency Preparedness Handbook specifically for the Airport Museums. Lead training to staff	COMMENTS: 1/10/11 As yet to be completed. 7/5/11: Ms. Knudsen has been to a training work shop regarding emergency preparedness and has been in contact with the Fire department with regard to emergency procedures. In the near future there will be a drill so all employees will be made familiar with the correct procedures. The hand book is a work in progress .
8.	COMMENTS:

9.	COMMENTS:
10.	COMMENTS:
11.	COMMENTS:
<p>12. Statement of Incompatible Activities: Fully comply with the department's Statement of Incompatible Activities as approved by the Ethics Commission. Compliance includes, but is not limited to: Restrictions on Incompatible Activities; Restrictions on Use of City Resources, City Work-Product and Prestige; and Prohibition on Gifts for Assistance with City Services.</p>	COMMENTS:
<p>13. Use of City and County Property for Business Purposes Only: All City equipment, devices, and materials (i.e., photocopier, telephones, computers, vehicles, stationery, fax machines, etc.) must be used only for conducting City business.</p>	<p>COMMENTS: 1/10/11 In October of 2010 it came to my attention that Ms. Knudsen had been using her office computer for over a year on work of a personal nature. When it came to my attention I wrote a reprimand to Ms. Knudsen and spoke with her about the situation. Ms. Knudsen was made aware of the gravity of this misconduct and stated it would never happen again.</p>
<p>14. DSW Preparedness: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.</p>	<p>COMMENTS: 7/5/11: Ms. Knudsen as noted above has been compiling information regarding emergency preparedness. In this capacity she has been in contact with E.O.C., the Fire Department, Police Department, C.D.C. et al.</p>
<p>15. DSW Training: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.</p>	COMMENTS:

III. PERFORMANCE PLAN – KEY OBJECTIVES

Departmental Goal #1: (specify)	
1.To assist the Director and Chief Curator in the preparation of routine reports and presentations.	REVIEW OF PERFORMANCE: 1/10/11 7/5/11 As noted earlier this responsibility is no longer necessary.
2.To demonstrate good observance of work hours and attendance and show only routine absence from work.	Ms. Knudsen is very observant of her work hours.
3.To effectively respond to the time sensitive and changing demands of the normal workday.	REVIEW OF PERFORMANCE: 7/5/11: Ms. Knudsen is the "first" call should the building alarm be activated and in recent weeks has had to respond at early hours of the morning and on weekends.

Departmental Goal #2: (specify)	
1.To develop the users manual for the collections management database.	REVIEW OF PERFORMANCE: 7/5/11: The manual is used to insure consistency for all records related to the collections and is an important tool for interns and new hires.
2. To insure the accuracy of the data as entered in the collections management database.	REVIEW OF PERFORMANCE: 1/10/11 The basic scrubbing of the people table is complete. Further work required as stated in the job description. 7/5/11: Work still required on correcting the spelling of countries.

Departmental Goal #3: (specify)	
1. To monitor the climate conditions in the exhibition spaces throughout the Airport and West Field Road.	REVIEW OF PERFORMANCE: 7/5/11: As noted earlier this is a job requiring constant monitoring which Ms. Knudsen does on a daily basis..
2. To keep the San Francisco Airport museums facilities on West Field Road in good condition and well maintained.	7/5/11: Ms. Knudsen recently over saw the replacement and modification of the tool shop floor. The previous floor had been deemed a safety hazard and it was very important for the safety of those working in the shop that the floor be replaced. This was a project of

	several weeks requiring the services of different SFO Maintenance Crafts.
3. To prepare the emergency handbook specifically for the needs of the Airport museums. Review the best practices and train the staff for natural disaster.	1/10/11 As yet to be completed 7/5/11: Ms. Knudsen is currently working on the emergency handbook. This should be a completed project.
4. To prepare for the downtime in the chilled water delivery in the International Terminal.	
5. DSW PREPAREDNESS: Take all necessary steps to prepare yourself for an emergency, in your capacity as a Disaster Service Workers; provide updated personal contact information to your department so that you can be contacted in the event of an emergency; report in and respond promptly to instructions by the City and/or your department in the event of an emergency;; participate in any drills or emergency exercises as notified; and carry out disaster-related work assignments as required.	
2.DSW TRAINING: Complete DSW and Personal Preparedness training. Complete NIMS training as assigned.	REVIEW OF PERFORMANCE:

IV. APPRAISAL REPORT SUMMARY

A. OVERALL PERFORMANCE RATING

The appraisal report on overall performance should include a consideration of all items in the Job Description, Departmental policies and procedures, and the Performance Plan's Key Objectives for the review period. Circle the appropriate number on the continuum.

Did Not Meet Expectations	Met Expectations	Exceeded Expectations
Performance of job duties needs improvement; did not meet many or majority of objectives.	Performed job duties competently and effectively; met the objectives. (Meets Competent and Effective requirement)	Performed job duties with exceptional competence and effectiveness; exceeded the objectives.
1	2	3

B. COMMENTS REGARDING OVERALL PERFORMANCE

Ms. Knudsen in her capacity of maintaining the Museums facilities and gallery spaces through out the airport is diligent and pro active when faced with potential problems. She ensured that the new exhibition space in T2 was equipped with an H VAC system, a component necessary to maintain climate control in the cases.

She is on call at all hours should the need arise that a member of the staff have to report to the museum facility due to an emergency or the alarm being activated. In the last month, June, she has had to report to 670 Westfield Road at least 4 times at odd hours and weekends due to a sensitive alarm system.

She has recently started delivering the Departments monthly newsletter directly to the information kiosks in order to promote a better relationship and awareness of the program with the volunteers working the information booths. Prior to this the newsletter was a one page hand out. Ms. Knudsen helped change the format to a four page hand out. She initiated tours of the museum facilities for the volunteers in order to familiarize them with the museums operations and with the help of Tim Obrien of our staff lead 3 tours through the facilities. She strives to promote a good working relationship between the Museum Department and other Airport Departments.

Ms. Knudsen was the Museum Departments liaison with the Airport for the Combined Charities Drive.

Ms. Knudsen is always ready to assist when tours are given of the Museum facilities. Just recently she assisted staff members Nicole Mullin and Denis Sharp with tours they had arranged for two different groups .

C. EMPLOYEE GUIDELINES -- PERFORMANCE PLAN AND APPRAISAL REPORT

- Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the following list of guidelines.
- Employee has the right to read the Performance Plan and Appraisal Report.
- Employee has the right to receive a copy of the Performance Plan and Appraisal Report.
- Employee has the right to discuss the report with the Reporting Supervisor or Manager.
- Employee has the right to attach a rebuttal to the Performance Appraisal Plan and Report. Unless otherwise provided in the collective bargaining agreement that applies to the employee's Job Code, the rebuttal must be presented within 5 working days of the report date. The rebuttal should only address the items presented in the report. The 5 days may be extended at the discretion of the Reviewer for up to 30 days.
- Employee may request a conference, if requested, with the Reviewer (Reporter's supervisor or manager).

V. SIGNATURE PAGE

PERFORMANCE PLAN

A. Performance Plan/Key Objectives Sign-Off

1. REVIEWER SIGNATURE <i>bls</i>	2. REVIEW DATE 8/17/10	
3. SUPERVISOR SIGNATURE <i>J. A. Garfield</i>	4. EMPLOYEE SIGNATURE <i>Smya Kandler</i>	5. MEETING DATE 8/17/2010

B. Mid-Period Performance Review Meeting

1. SUPERVISOR SIGNATURE <i>J. A. Garfield</i>	2. EMPLOYEE SIGNATURE <i>Smya Kandler</i>	3. MEETING DATE 2/7/11
--	--	---------------------------

PERFORMANCE APPRAISAL REPORT

C. Reviewer's Certification

1. NAME, WORK LOCATION Blake Summers	2. JOB CODE NUMBER AND TITLE 0941 Director and Chief Curator
3. I CERTIFY THAT I HAVE REVIEWED THIS REPORT. (Signature) <i>bls</i>	5. DATE 8.4.11

D. Reporting Supervisor/Manager

2. NAME, WORK ADDRESS James Garfield	2. JOB CODE NUMBER AND TITLE 0923 Assistant Director
3. DATE OF CONFERENCE WITH EMPLOYEE 7/14/11	4. SIGNATURE <i>J. A. Garfield</i>
	5. DATE 7/14/11

E. Employee's Statement

1. <input type="checkbox"/> I AGREE WITH THIS REPORT. <input checked="" type="checkbox"/> I DO NOT AGREE WITH THIS REPORT: SECT. _____ NO. _____ <input checked="" type="checkbox"/> I HAVE ATTACHED A REBUTTAL. <input checked="" type="checkbox"/> I HAVE ATTACHED A REBUTTAL AND REQUEST A CONFERENCE WITH THE REVIEWER.	2. CONFERENCE DATE 2/7/11 3. SIGNATURE CERTIFIES I HAVE READ THE REPORT <i>Smya Kandler</i> <input type="checkbox"/> DECLINED TO SIGN. DATE:
--	--

rebuttal forthcoming within 30 days of 2/7/11.
rebuttal forthcoming within 30 days of 7/14/11 PARR

Smya Kandler 7/14/11

Hand delivered to SFO/HR

TO: Abe Garfield, SFO Museum Assistant Director
FROM: Sonya Knudsen, SFO Museum Curator in Charge of Administration (Special Projects)
DATE: 13 August 2011
RE: rebuttal to be attached to FY10/11 CCSF PPAR

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The following is a rebuttal re the evaluation provided in end of year FY10/11 Performance Plan and Appraisal Report (PPAR).

I remain perplexed as to what the CCSF PPAR, and process therein, is meant for as it is far removed from being a dynamic or constructive employer document or process, nor reflective of employee's core job responsibilities, duties and goals. It has become the primary means of being provided feedback, given lack of sustained and ongoing collaboration and interaction throughout the course of the year from the supervisor, in this case you, in previous years, SFO Director and Chief Curator Blake Summers. Most curiously, being told in our July 2011 PPAR meeting that a rating of 2 (two) is the highest designation assigned to any SFO Museum staff member or SFO staff employee, per SFO EEO instruction, is problematic and questionable, undermining the very purpose for a performance plan and appraisal. What is further awkward is that there remains employer confusion as to how best to utilize the PPAR format, list core duties, goals, and responsibilities therein. The same is true for accurately capturing and providing a window and acknowledgment of employee accomplishments, as well as recommendations for career growth and development.

You mentioned that for the FY11/12 PPAR, the present layout, redundant, overlapping listing of duties and responsibilities in Section II with performance plan and key objectives in Section III will be revamped so that it is clearer as to what are core job responsibilities and goals are. I welcome this update and improvements as the current format is suspect.

To supplement your comments throughout via FY10/11 PPAR Section II and Section III:

1. 670 West Field Road, working with applicable SFO Maintenance crafts and Custodial as directed
 - 670 WFR tile floor demolition and improvements completed in tech work shop, proactive and responsive collaboration with SFO Carpentry, Tile Shop, Pavement & Grounds, Paint Shop, work schedule covered day, swing, and graveyard shift supervision and coordination
 - 670 WFR HVAC unit installation in Aviation office initiated during last year's tour of building by SFO Airport Director John Martin, who requested improvement. Initial solution of ceiling fan, coordinated by SFO Steamfitters with Electrical was not successful. Upon Knudsen becoming involved, brought in SFO Mechanical Maintenance as this is their area of responsibility. Roland Rodrigues, SFO Mechanical Maintenance is project manager / coordinator, working with SFO Steamfitters, Carpentry, Electrical, SFOM Summers and Hill. Due to slow nature of project, Knudsen requested Mechanical Maintenance to place temporary heating/cooling unit. Projected completion: two to four months (October - December 2011)
 - 670 WFR floor cleaning suspended due to excessive storage and clutter from exhibition prep. Will be coordinated once the ITB video units are installed, and majority of loading dock floor surfaces are free of storage material, work carts, tables, etc.
 - Works with SFO Custodial, SFO Maintenance, and SFO Museum staff to ensure museum standards re facility and exhibition sites are being sustained. Per request of Administration, has implemented new process re Maintenance scheduling requests as follows: brings matter to their attention or is asked by them to generate work request for given need, provides written request to supervisor for review, supervisor provides request to director for signature, work request then returned to Ms. Knudsen for processing, providing request form to receptionist for faxing, copying, filing, and logging. This process slows down timely maintenance response, and there continues to be work requests generated and

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directed by SFOM personnel without my knowledge or assistance; same is true for status of projects by crafts.

2. Climate Conditions (HVAC) at 670 WFR, SFO exhibition and storage sites
- Terminal 2 boomerang case HVAC (Rh and temperature) remains problematic since its April 2011 opening, with SFO Mechanical Maintenance working closely with Johnson Controls and HVAC unit manufacturer to address and remedy. My efforts are stymied in that timely assistance and involvement of SFOM Registration is needed to place dataloggers and Arten meters to allow for more close monitoring and trending of zones within boomerang case. July 2011 efforts working with SFO Mechanical Maintenance and Johnson Controls re-calibrating of temperature and Rh sensors in case did help, but need information from dataloggers, et al. to assist in remedy.
 - Terminal 3 North Office and Storage improvements provided by SFO Mechanical Maintenance did help but did not solve respective rooms being problematic re HVAC stability. Unit is past of surrounding zone that feeds airline, security, etc. offices. Recommendation: capital improvement re installation of new HVAC unit specific to site, and same is true for Aviation Museum, which remains without stable museum-standard HVAC Rh and temp conditions. Also recommend additional purchase of dataloggers for all exhibition, museum, and storage sites.
3. Filemaker Pro collection management database
- Dynamic database with multi-users, level of needs, and familiarity with structural foundation. User manual remains as foundation for reference but needs assessments, recommendations, refinements from end users.
 - Clean-up of people and organization files within FMPro dbase is near completion, but affected by recent migration of new source records, inclusive of organization, people, addresses, etc. The migration came as a direct result of Media and Peer Outreach, with applicable contact names, addresses, emails, phone numbers, etc., which unfortunately duplicated current records, or had data errors within format, necessitating a second round of review and clean-up, which is ongoing.
 - SFO weekend work in July 2011 Electrical work on U.S. Post Office affected Museum's 670 West Field Road facility, with unexpected power loss, that crashed museum's computer servers, as well as exposed flaws in back-up power sources, emergency lights, and pertinent computer file back-ups. SFO Electrical issued work request to assess / remedy emergency back-up lights / batteries, and SFO ITT migrating server files away from 670 WFR to SFO ITT department ensure more robust foundation and back-up system. Timeline for completion unknown, projected to be within next fiscal year cycle.
4. Emergency Planning / Training of Staff
- SFO Emergency Operations Center, SFO Fire, Communications Center, etc. now thoroughly familiar with SFO Museum operations, sites, and exhibition programs. Further site visits, emergency planning, site drills continue, with planned dry run re audible siren at 670 WFR in August 2011, and planned "fake" emergency drill for staff in September, in coordination with SFO Fire. Future planning re training for fire, earthquake, water, power, and applicable first-aid, triage, supplies, etc. Ongoing.
 - SFOM Emergency Guide is complete, save for maps for 670 WFR and AML which are being scanned and prepared, with incorporation into guide by September 2011. Ongoing, updated as needed.

Duties no longer done, per direction of SFO Museum Director and Chief Curator and Assistant Director

- Assists the SFO Museum Director in preparation of reports and presentations
Mr. Summers has assumed responsibility for the monthly administrative report, but not as means to save paper as reports were provided in electronic files, but more so, to exercise managerial discretion
- No longer provide any administrative report, not have any direct lines of communication to Mr. Summers.

Misc.

- Supervisor had provided employee memo in October 2010 re computer use, which surprised employee then and now as employee's job performance of essential job responsibilities was exemplary and

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accomplished, and matter was taken out of context. To have this matter noted on employee's PPAR continually is unnecessary and unwarranted.

- Supervisor did not provide or note indication of employee's work progress, accomplishments, and professional growth plan. Employee provides and keeps supervisor apprised of work projects and status reports. The CCSF PPAR seems to be a document for the supervisor to provide cursory feedback and explanation of employee's work performance, project accomplishments, lacks comments of substance, in any re work progress, plan for professional development, advancement, etc., underutilizing employee's skills and experience that would benefit SFO Museum and SFO.

Summary comments:

I have over 28 years of museum experience, with a Masters degree in Public Administration and additional degrees in Business Administration and History. I am goal oriented, keen on continual evolution and improvement, personally and professionally, with many interests. I have much to offer SFO Museum, many skill sets and experiences to be utilized to great advantage.

In 2006, I was assigned to the position of Curator in Charge of Administration and Special Projects, moving away from collections management into an administrative role. But I am far less involved organizationally than other Curator IV and above positions. Opportunities provided to Museum staff have led to added skill sets and promotions for them, whereas I am not provided such opportunities, nor have core job and supervisory responsibilities that in themselves provide means for promotion. My primary job functions are now in facilities management and computer database clean-up, vastly different from my prior status and proactive involvement.

I have been ostracized and disengaged from Museum staff. I no longer attend museum or airport meetings, whether exhibitions, programs, construction, or organizational development and future planning. I have not attended museum or management conferences and seminars for years, with minimal peer interaction. I have hit a wall and a glass ceiling. There is a clear message that I no longer have an integral role in the Airport Museum, and my future is limited. As Curator in Charge of Administration and Special Projects my skills and experience can be utilized more to aid and provide you and the department the means of addressing and realizing core SFO Museum needs. I welcome closer involvement and participation in administration and operations at the Airport Museum.

Respectfully, the following are suggested supplemental areas for me to prioritize for FY11/12 and future years; and I'm sure that you and Blake have additional needs that are not mentioned below that can be incorporated:

Administration

- Assist with SFOM budget preparation and monitoring, inclusive of contracts, vendor coordination, invoice processing.
- Assist with SFOM succession and promotional planning, staff career training, educational, peer support, and mentoring opportunities.
- Attend SFO and SFOM Senior Staff and applicable administrative, commission, board, construction, et al. meetings as your assistant and/or representative.

SFO, San Francisco Bay Area, and Domestic and International Art, Science, History and Aviation Museums, Historical Societies, collections, et al. re Peer, Media and Community Outreach and Collaborations

- Contact, engage, refine, and foster relationships and collaborations with San Francisco Bay Area, Domestic, and International art, science, history, and aviation museums, historical societies, clubs, private collectors, etc. for participation and involvement in SFOM exhibitions, aviation, and educational programs, with potential reciprocations.
- Assist SFOM staff re exhibition management with lenders, e.g., contracts, research and label copy obligations.

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- Assist SFOM / SFO website upgrades, newsletters, promotional material, brochure and poster projects, in coordination with SFOM staff, SFO Administration, Marketing and Communications, vendors, et al.

SFOM Promotion, Media and Community Outreach and Collaborations

- Expand speaking engagements and involvement with Bay Area clubs and schools, e.g., Rotary, Lyons, Burlingame-Hillsborough Newcomers Club, non-profits, high schools, universities, work and school career days, et al.
- Organize and participate in panels and sessions at museum / aviation / facility / management conferences and seminars, e.g., American Association of Museums, California Association of Museums, "Aviation" Mutual Concerns, International Facility Management Association, Municipal Management Association of Northern California, American Management Association, Stanford and UC Berkeley, et al.
- Oversee, assist, and manage applicable SFOM receptions, exhibition openings, and outreach events, acting as liaison with participants and providers, e.g., similar to what was done for Russel Wright, Model Train, Pinball, Recycled Remnants exhibitions, et al.
- Provide assistance and host functions, Travelers Information volunteers behind-the-scene tours, public and educational tours, school events, et al., showcasing SFOM program, AML, SFO, et al.
- Host table and participate in SFO Employee Appreciation Day event, and other SFO-organized events.

Facility Management

- Continue to establish, sustain, and foster local peer collaborations and information exchange similar to those of the SFO Mechanical Maintenance deY HVAC behind-the-scenes tour, FAMSF Conservation and Accounting, et al.
- Provide assistance re management of AML facility, events, functions, receptions, et al.
- Provide you assistance re SFO SFOM exhibition site refinements, improvements, expansion and upgrade projects, in coordination with applicable personnel, e.g., SFOM, SFO, contractors, vendors, CA Academy of Sciences, Exploratorium, SF Arts Commission, et al.
- Assist and provide recommendations, coordination, and project management re SFOM's WFR and SFO site upgrades and expanded and optimized space utilization, e.g., WFR Host Food Lockers, Garage, Electrical Room, AML, T3 North Office and Storage.

Collection Management and Risk Management

- Assist you in preparation and prioritization re SFOM permanent collection inventory and appraisal, Aviation and Non-Aviation.
- Assist you to establish Master deaccession plan for Non-Aviation permanent collection, in conjunction with SFO Legal and Bay Area appraisal and public auction firms.
- Work with SFOM staff and SFO Risk Management on pertinent projects, e.g., permanent collection deaccessioning, SF Arts Commission collection management, SFOM facilities and sites, insurance brokers, underwriters, auction houses, and consultants, et al.
- Assist with expanding volunteer, high school and college intern program, with volunteer and intern assistance re permanent collection projects, e.g., inventory, photography, deaccessioning.

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Letter
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Please process in this order and
- this -
15 Aug 2011

San Francisco International Airport



EXHIBIT 19

10/26/10

To: Sonya Knudsen

From: Abe Garfield

JAG

Regarding: Violation of the City's rule on use of City and County Property for Business Purposes Only as spelled out in the city's Employee Handbook and Executive Directive 03-03- Use of Airport Telephones, Electronic Equipment, and other Equipment Devices and Material.

It came to my attention on October 1st that numerous documents on your office computer were of a strictly personal nature. The documents were in the public files and therefore accessible to anyone searching the office files. It would appear that you spent numerous office hours downloading several documents and photos that had no relationship to your work at the Airport. I was unaware of this activity and never gave permission for you to pursue this personal work on Airport time and with Airport equipment.

There is activity from approximately April 2009 to October 2010 that is unrelated to any Airport jobs or assignments. I refer specifically to work you did on a publication about architecture in Hillsborough, California as well as work for an organization called Blue Sky Ventures.

As you are aware this is a gross misuse of office equipment and of your time while here at work. As your supervisor it is my responsibility to insure this does not happen again. In the future I would request that all work of a personal nature be conducted on your own time and equipment.

Attachment; Executive Directive 03-03

EXECUTIVE DIRECTIVE

03- 03 Use of Airport Telephones , Electronic Equipment, and other Equipment Devices and Material

This directive is to reiterate the Airport's policy on the use of City-owned office electronic equipment (e.g. cellular and desktop telephones, pagers, palm-held electronic organizers, and computers) and other Airport equipment and materials.

Telephones

- Airport employees should limit cellular or desktop telephone calls of a personal nature to authorized work or meal breaks. Personal calls made during authorized break and lunch periods must be limited to a reasonable duration and must not interfere with Airport business. Any charges arising out of personal calls must be reimbursed by the employee to the Airport. All reimbursements must be forwarded to Airport Accounting Section.
- Airport telecommunications will routinely send out monthly cellular and desktop telephone bills to each supervisor/manager for distribution to their respective employees that are assigned a cellular phone. Each supervisor/manager must review them for reasonableness of call destinations, duration, and overall costs.
- Employees are prohibited from utilizing Airport-owned cellular or desk telephones to make calls to any telephone numbers charging a service fee; e.g., 900 numbers. Other examples of unauthorized calls include out-of-state or international calls made without a supervisor's approval.

Computers and Other Electronic Office Equipment

- Use of Airport computers to access unauthorized Internet or intranet servers is strictly prohibited.
- Pagers, electronic organizers, and other electronic equipment are to be used primarily for Airport business purposes
- For emergency situations, employees may use the fax machine and photo copier for limited personal use with the permission of their supervisor.

All Other Equipment and Materials

All other Airport equipment, devices and materials (e.g. vehicles, maintenance equipment, stationary, etc) must be used only for conducting city and county business.

Supervisors/managers are required to monitor employee compliance with this policy. Any unauthorized usage of City electronic office equipment and all other equipment, devices and materials are prohibited. Violations of this policy will result in appropriate corrective action.


John L. Martin
Airport Director

Issue Date: July 29, 2003

Effective Date: August 6, 2003

Supersedes Executive Directive 83-21 issued October 7, 1983
Supersedes Executive Directive 98-01 issued January 7, 1998
Supersedes Executive Directive 98-02 issued January 7, 1998
Supersedes Executive Directive 00-01 issued January 26, 2000

EXHIBIT 20

Your Performance Plan and Appraisal

It is the goal of the City to provide each of its employees with an annual Performance Plan and Appraisal Report ("PPAR"). The DHR official PPAR Form provides a format for the planning and appraisal process that is intended to affirm accountability, responsibility, partnership, performance agreements, self-management, learning and recognition. However, some departments may use their own templates. The performance evaluation and appraisal process is designed to provide you with clear written performance expectations and honest, timely feedback about your performance.

Your Performance Plan

The performance plan covers a specific review period (the time between the beginning and ending dates of the plan) and consists of an up-to-date job description and several key performance objectives, including at least one objective for professional development.

If your supervisor prepares a performance plan for you, he or she will discuss it with you at the time that it is prepared to ensure you understand performance expectations for the review period. Your supervisor will also meet with you during the review period to review and discuss the plan and your performance. You should use these discussions to ask any questions you may have regarding the plan or your performance objectives.

Your Appraisal

At the end of the review period, you and your supervisor will meet and discuss your written appraisal report. You will have an opportunity to write your own comments on your performance appraisal form or PPAR at the conclusion of the evaluation and will be asked to sign the form as an acknowledgment that you have read and discussed the appraisal with your supervisor.

If you have questions about your department's performance appraisal process or the timing of written evaluations, consult your departmental personnel officer.

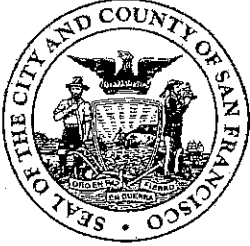
Change of Name and/or Address

If you change your address and/or telephone number, you are required to immediately notify your departmental personnel officer by submitting a change of address form or a letter with your new address and telephone number. If you change your name, you must submit legal verification documents in order to update your records. If you fail to report any changes, you may not receive important and timely information regarding your employment and your health benefits.

Employment Verification

The City, not the individual department, is the legal employer of all City employees. However, if you need verification of your employment, direct the request for verification to your individual department for ease of administration and to avoid delays. Be certain that a separate request to verify your employment goes to each department where you have worked.

Exhibit 4



CIVIL SERVICE COMMISSION
City and County of San Francisco
 25 Van Ness Avenue, Suite 720
 San Francisco, California 94102-6033
 Jennifer Johnston, Executive Officer
 (415) 252-3247

CSC Register No.
 0254-13-6
 To: M. Johnston
 CC: J. Johnston
 E. Carera

APPEAL TO THE CIVIL SERVICE COMMISSION

<p>INSTRUCTIONS: Submit an original copy of this form to the Executive Officer of the Civil Service Commission at the address above within the designated number of days following the postmarked mailing date or email date (whichever is applicable) of the Department of Human Resources' or Municipal Transportation Agency's notification to the appellant. The appellant's/authorized representative's original signature is required. (E-mail is not accepted.) It is recommended that you include all relevant information and documentation in support of your appeal.</p>	<p>TYPE OF APPEAL: (Check One) <input type="checkbox"/> Examination Matters (by close of business on 5th working day) <input type="checkbox"/> Employee Compensation Matters (by close of business on 7th working day) - Limited application <input type="checkbox"/> Personal Service Contracts (Posting Period) <input checked="" type="checkbox"/> Other Matters (i.e., Human Resources Director/Executive Officer Action) (30 Calendar days) <input type="checkbox"/> Future Employability Recommendations (See Notice to Employee)</p>
---	--

Sonya Knudsen SF Intl Airport, PO Box 8097, SF CA 94128 650-821-6700

Full Name of Appellant Work Address Work Telephone

3546 Curator IV Curator in Charge, Admin/Special Projects SFO Museum, San Francisco International Airport (SFO)

Job Code Title Department

Residence Address City State Zip Home Telephone

Steven Pitocchi, SEIU 1021 415-848-3611 work; 415-497-5776 cell

Full Name of Authorized Representative (if any) Telephone Number of Representative (including Area Code)

NOTE: If this is deemed to be a timely and appealable matter, the department will submit a staff report to the Civil Service Commission to request that it be scheduled for hearing. You will be notified approximately one week in advance of the hearing date, at which time you will be able to pick up a copy of the department's staff report at the Commission's offices. If you would instead prefer Commission staff to email you a copy of the meeting notice and staff report, please provide your email address below.

Email:

COMPLETE THE BASIS OF THIS APPEAL ON THE REVERSE SIDE. (Use additional page(s) if necessary)

<p>Does the basis of this appeal include new information not previously presented in the appeal to the Human Resources Director? If so, please specify.</p>	<p>Check One: <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
---	---

Original Signature of Appellant or Authorized Representative *Sonya Knudsen* Date Received by Civil Service Commission: 9/9/13

CSC-12 (5/13) Date Received by Civil Service Commission: _____

State the basis of this appeal in detail. For more information about appeal rights and deadlines, please review the Civil Service Rules located on the Civil Service Commission's website at www.sfgov.org/Civil_Service.

RE: Appellant Sonya Knudsen appeal re DHR EEO File # 1618

CCSF DHR Director Micki Callahan's decision of "Insufficient Evidence" re DHR EEO File #1618 is pretext, and does not reasonably address timely complaints Appellant filed pertaining to Employer discrimination; retaliation; harassment; FMLA/disability; sex/gender bias; denial of promotion, denial of professional development and advancement; disparate treatment; adverse employment conditions; observance of Federal, State, CCSF laws, policies, and procedures.

Under Title VII of the Civil Rights Act of 1964, it is against the law to discriminate against an employee bases on Sex/gender, disability, and like protected categories when it comes to any aspect of employment, including hiring, job assignments, promotions, fringe benefits, job training, and any other employment terms of conditions. It is illegal to retaliate against an employee who files a complaint re discrimination, retaliation, harassment, gender, FMLA, disability, et al., protected categories that CCSF has long acknowledged as my qualified status. The law forbids discrimination in every aspect of employment. Yet, since 2007, my CCSF discrimination complaints, and issues brought forth have been cursorily investigated and disregarded by CCSF DHR. Discrimination, retaliation, harassment, et al., continue to this day.

Twice before I have filed appeals with CCSF Civil Service Commission (Commission). In November 2009 I stood before the Commission appealing DHR Director Callahan's decision re EEO File #1343, a March 2008 complaint re discrimination and FMLA. The Commission granted my appeal. In August 2011, I stood before the Commission appealing DHR Callahan's decision re EEO File #1371, pertaining to discrimination, harassment, retaliation et al., in 2008 and 2009, directly linked to the March 2008 complaint filed. In 2011, the Commission noted the causal link re EEO File #1343 and File #1371 and in the outstanding CCSF discrimination complaint I had filed in March 2011 (EEO File #1618) that had yet to be investigated by DHR. Thus, the Commission deferred any decision re EEO File #1371, pending additional Commissioners being appointed and an expedited investigation by DHR of EEO File #1618. DHR provided the the results of their investigation re EEO File #1618 in August 2013.

The CCSF DHR discrimination complaint process is convoluted, complex, drawn out, and biased to protect CCSF, with Complainants/Appellants subjected to and enduring further discrimination, retaliation, and ostracization throughout.

I respectfully request for the Commission to: 1) Grant my Appeal; 2) Uphold my right, and that of all CCSF Employees, to utilize a CCSF discrimination complaint process that ensures Employer's adherence of Federal, State, and CCFS laws, policies and procedures re employee rights, inclusive of impartial and timely complaint investigations and Remedies; 3) Promote me to Manager II (0923), SFO Museum Assistant Director of Administration and Special Projects, retroactive to 2008, inclusive of retirement and associated benefits. Job responsibilities shall entail direct involvement and participation in SFO Museum administration, program, exhibition, and operational activities. Thank you. Sonya Knudsen

Exhibit 5

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST

Rule-of-the-List Referrals Only

Class:	0922 Manager I, Assistant Director of Aviation
Date:	6/24/10
Interviewer:	George Doubleday

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
Tina Blaine	<input type="checkbox"/>	<input checked="" type="checkbox"/>
John H. Hill ✓	<input type="checkbox"/>	<input type="checkbox"/>
Mary E. Lerma	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nazal Sadiq	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sonya Knudsen	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Manni Liu	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

J. Hill: FAR AND AWAY THE MOST HIGHLY QUALIFIED CANDIDATE

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST
Rule-of-the-List Referrals Only

Class:	0922 Manager I, Assistant Director of Aviation
Date:	6/24/10
Interviewer:	Jean Caramatti

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
Tina Blaine	<input type="checkbox"/>	<input type="checkbox"/> ✓
John H. Hill	✓ <input type="checkbox"/>	<input type="checkbox"/>
Mary E. Lerma	<input type="checkbox"/>	<input type="checkbox"/> ✓
Nazal Sadiq	<input type="checkbox"/>	<input type="checkbox"/> ✓
Sonya Knudsen	<input type="checkbox"/>	✓ <input type="checkbox"/>
Manni Liu	<input type="checkbox"/>	<input type="checkbox"/> ✓
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

John Hill

City and County of San Francisco
AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST

Rule-of-the-List Referrals Only

Class:	0922 Manager I, Assistant Director of Aviation
Date:	6/24/10
Interviewer:	Kevin Kone

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
Tina Blaine	<input type="checkbox"/>	<input checked="" type="checkbox"/>
John H. Hill	X <input type="checkbox"/>	<input type="checkbox"/>
Mary E. Lerma	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nazal Sadiq	<input type="checkbox"/>	<input type="checkbox"/> X
Sonya Knudsen	<input type="checkbox"/>	X <input type="checkbox"/>
Manni Liu	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

I recommend to hire John Hill He has the most experience in Aviation History, extensive knowledge of Pacific Aviation.

Nazal's answers were very limited and experience was weak about the history of Aviation.

Sonya was above average because of her experience prior to joining the Airport. Strong skills in Air Management.

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST

Rule-of-the-List Referrals Only

Class:	0923 Manager II – Assistant Museums Director
Date:	12/16/09
Interviewer:	Peter Nardoza <i>Jim Ilnicki</i>

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
James Garfield	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Sana H. Makhoul	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sharon Bliss	<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/>
Danika McKenna	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Nancy J. Gonchar <i>withdrew</i>	<input type="checkbox"/>	<input type="checkbox"/>
Lisa Denee Vestal	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Christine E. Jones	<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/>
Sonya Knudsen	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

Garfield + Vestal tied; McKenna next

Reopen? Bliss interview all 3

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST
Rule-of-the-List Referrals Only

Class:	0923 Manager II – Assistant Museums Director
Date:	12/16/09
Interviewer:	Audrey Lawrence

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
James Garfield	X <input type="checkbox"/>	<input type="checkbox"/>
Sana H. Makhoul	<input type="checkbox"/>	<input type="checkbox"/> X
Sharon Bliss	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Danika McKenna	X <input type="checkbox"/>	<input type="checkbox"/>
Naney J. Gonchar — <i>Withdraw</i>	<input type="checkbox"/>	<input type="checkbox"/>
Lisa Denee Vestal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Christine E. Jones	<input type="checkbox"/> X	<input type="checkbox"/>
Sonya Knudsen	<input type="checkbox"/>	X <input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

- 1 James Garfield
- 1 Danika McKenna
- 2 Lisa Vestal

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES

CANDIDATE RATING LIST
Rule-of-the-List Referrals Only

Class:	0923 Manager II – Assistant Museums Director
Date:	12/16/09
Interviewer:	Kate Eilertsen

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
James Garfield	X <input checked="" type="checkbox"/>	<input type="checkbox"/>
Sana H. Makhoul	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sharon Bliss	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Danika McKenna	X <input checked="" type="checkbox"/>	<input type="checkbox"/>
Nancy J. Genchar	<input type="checkbox"/>	<input type="checkbox"/>
Lisa Denee Vestal	X <input checked="" type="checkbox"/>	<input type="checkbox"/>
Christine E. Jones	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sonya Knudsen	<input type="checkbox"/>	<input checked="" type="checkbox"/> X
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Which of these candidates would you recommend to hire?

- ① Abe
- ② Danika
- ③ Lisa

City and County of San Francisco
 AIRPORT COMMISSION HUMAN RESOURCES
CANDIDATE RATING LIST
Rule-of-the-List Referrals Only

Class:	0941 Manager VI -- Director & Chief Curator for Airport Museum
Date:	March 18, 2009
Interviewer:	Theresa Lee

This form should be used by the interviewer during the course of the interviews to assign overall competency ratings to each candidate. Do not assign scores or ranks to the candidates.

Name of Candidate	Above Average	Average
Blake Summers	<input type="radio"/> ✓	<input type="radio"/>
Linda Bloom	<input type="radio"/>	<input checked="" type="radio"/>
Sonya Knudsen	<input type="radio"/> ✓	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>
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	<input type="radio"/>	<input type="radio"/>

