



**CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF CIVIC ENGAGEMENT & IMMIGRANT AFFAIRS**

**ADVANCING LANGUAGE ACCESS IN SAN FRANCISCO
LANGUAGE ACCESS ORDINANCE
ANNUAL COMPLIANCE SUMMARY REPORT
MARCH 2013**

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March 1, 2013

For nearly 16 years, the San Francisco Immigrant Rights Commission (IRC) has been a champion for the inclusion and integration of San Francisco's immigrant residents and workers. From sanctuary city ordinances to language rights and immigration reform, the IRC has fought for fair and humane policies at the local, state and federal levels.

The IRC is committed to ensuring that monolingual and limited-English proficient individuals have equal access to city services, programs and timely information in languages besides English. As early advocates for language rights, we applaud Mayor Edwin M. Lee, President David Chiu and the Board of Supervisors for their leadership, vision and continued commitment to meeting the language needs of all San Francisco residents.

The San Francisco Language Access Ordinance (LAO) was enacted in 2001 to ensure equal access to city services for all San Franciscans, including those with limited proficiency in English. The LAO requires the Office of Civic Engagement & Immigrant Affairs (OCEIA) to ensure citywide compliance with language access laws and to provide a summary report each year to the Immigrant Rights Commission (IRC), Board of Supervisors and Mayor indicating which Tier 1 departments have filed their annual language access plans as required by the law. The Commission commends the OCEIA staff, under the leadership of Executive Director Adrienne Pon, for preparing this annual report and for its partnership in improving the lives of San Francisco's most vulnerable residents.

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Bill Ong Hing, Chair

Handwritten signature of Celine Kennelly in black ink.

Celine Kennelly, Vice Chair

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2013 LAO ANNUAL COMPLIANCE SUMMARY REPORT

TABLE OF CONTENTS

I.	Executive Summary and Overview	p	1
II.	Key Findings	p	7
III.	LAO Requirements	p	11
IV.	Citywide Compliance Review and Methodology	p	13
V.	Department Compliance Data and Plans	p	15
VI.	Appendices	p	63
	A. State and National Language Laws		
	B. San Francisco Language Access Ordinance		
	C. Standardized Annual Compliance Plan Form		
	D. Glossary		
	E. Resources		

I. EXECUTIVE SUMMARY AND OVERVIEW

Equal means getting the same thing,
at the same time and in the same
place.

—U.S. Supreme Court Justice Thurgood Marshall (1908-1993)

Relevant and meaningful access to public information is a civil right. Language Access in San Francisco became a priority in 2001 when the City enacted the Equal Access to Services Ordinance to ensure meaningful access and the same level of service to Limited English Proficient (LEP) persons that was available to all city residents. Since the Ordinance was amended in 2009 as the Language Access Ordinance (LAO), the Office of Civic Engagement & Immigrant Affairs (OCEIA) has focused its efforts on implementing one of the strongest and most comprehensive local language access laws in the nation, as well as engaging community organizations and city departments in an ongoing dialogue to better serve LEP residents in San Francisco.

With post-2012 election priorities focused on the federal budget, the economy, healthcare, immigration reform, and anti-violence efforts, it is imperative that San Francisco now focus on the impacts of national policy changes on immigrants and LEP individuals.

San Francisco remains a city with a large immigrant and LEP population. Approximately 36 percent of the City's estimated 812,826 residents are immigrants.¹ Of all San Franciscans over the age of five, 44 percent speak a language other than English at home, with the largest language groups being Chinese, Spanish, Tagalog and Russian. Thirteen percent of San Francisco households remain "linguistically isolated" with no one over the age of 14 indicating that they speak English "well" or "very well."²

As noted in previous LAO compliance reports, navigating the public process and obtaining critical, timely information are often difficult, even for longtime city residents. For individuals who speak little or no English, routine activities such as obtaining a driver's license, seeking services and information, taking public transportation, paying taxes, or enrolling children in school can be confusing and extremely challenging. During crisis or emergencies situations,

¹U.S.Census Bureau. (Last Revised: Thursday, 10-Jan-2013 15:07:36 EST). *State and County QuickFacts*. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report. Washington, D.C. The foreign born population in San Francisco County is estimated to be 35.6 percent. Retrieved from <http://quickfacts.census.gov/qfd/states/06/06075.html>.

²A "linguistically isolated household" is defined by the U.S. Census Bureau as one in which no member 14 years old and over (1) speaks only English or (2) speaks a non-English language and speaks English "very well." In other words, all members 14 years old and over have at least some difficulty with English.

effective communication between local government agencies and residents, regardless of the languages they speak, is absolutely critical to ensuring public safety and saving lives.

B a c k g r o u n d

In June 2011, OCEIA released *Language Matters*, a groundbreaking report focusing on language access issues and laws at the local, state and national levels. The report also included information on efforts by city departments to comply with San Francisco's LAO.

In March 2012, a follow up report was issued to evaluate citywide progress in complying with provisions of the LAO. This report looked at improvements and incremental changes while addressing three main issues: 1) the extent to which departments were currently meeting the spirit and intent of the LAO, 2) language access progress and barriers to compliance, and 3) recommendations to further strengthen the efficacy of the LAO, ensure ongoing compliance, and better serve and inform monolingual and Limited-English Proficient individuals in San Francisco. The 2012 report found that while half of all Tier 1 departments reported facing no barriers to compliance, the majority of findings, challenges and recommendations from the previous report period remained uncorrected or were yet to be implemented.

After three years of ongoing efforts, it is clear that most city departments recognize the need and importance of providing meaningful and timely access to city programs, services and information in languages other than English and continue to make progress with LAO compliance. Annual Compliance Plan reporting has improved significantly, with better timeliness, completeness and reporting of relevant data.

But challenges remain for some city departments, including budgetary limitations and/or the lack of priority placed on language access; the absence of written protocols for serving LEP clients; inconsistent LEP client data collection; insufficient quality and competency standards for language services; inadequate complaint procedures; and inconsistent translation of public notices. In the past, departments have cited a lack of funding as a major factor in not being able to comply with the law; although this has improved significantly, funding is still cited as an issue when it comes to expanding services beyond current levels.

In a March 2012 letter on language access requirements to the North Carolina Administrative Office of the Courts, Assistant U.S. Attorney General Thomas E. Perez wrote, "Adequate funding is a vital aspect of compliance, and we recognize that many state and local court systems around the country are struggling with budgetary constraints. The costs of services and the resources available to the court system are part of the determination of what language assistance is reasonably required in order to provide meaningful access... However, fiscal pressures are not a blanket exemption from civil rights requirements, and our investigation has determined that financial constraints do not preclude the AOC from taking further reasonable steps to comply with its federal non-discrimination obligations, for several reasons."³

³ Assistant U.S. Attorney General Thomas E. Perez March 2012 letter to Honorable John W. Smith Director North Carolina Administrative Office of the Courts. Retrieved from http://www.justice.gov/crt/about/cor/TitleVI/030812_DOJ_Letter_to_NC_AOC.pdf

Summary of Key Findings and Recommendations

Following is a summary of key findings contained in this report and recommended improvements.

AREA	SUMMARY OF KEY FINDINGS	RECOMMENDED IMPROVEMENTS
Overall Compliance	<ul style="list-style-type: none"> ▪ In general, good. Better reporting, timeliness and completeness, with 100% participation in mandatory training. ▪ More ongoing consultation with OCEIA, increased requests for tailored training of staff. Increased budgets allocated to Language Services. 	<ol style="list-style-type: none"> 1. Develop guidelines, templates and tools to further assist city departments. 2. Clarify ambiguities in existing ordinance.
Data Collection & Tracking	<ul style="list-style-type: none"> ▪ Inconsistent. More departments are collecting data on LEP clients and using methods outlined in the LAO, with less reliance on general U.S. Census Bureau numbers and increased tracking of actual calls and interactions. However, methods vary among departments. Lower call volumes and fewer LEP clients served were reported – this is inconsistent with Census and other data which do not indicate lower demand or fewer LEP numbers. ▪ Tier 1 departments still face significant challenges in tracking clients served by supervisorial district. 	<ol style="list-style-type: none"> 1. Develop standardized citywide data collection tools. 2. Use technology tools to effectively collect data and track progress.
Bilingual Public Contact Staff Capacity	<ul style="list-style-type: none"> ▪ Slight increase in number of bilingual public contact staff; ratios remain relatively stable. ▪ Some improvement in number of departments reporting bilingual staff training, however training remains inconsistent in content, breadth and depth. 	<ol style="list-style-type: none"> 1. Invest in bilingual public contact staff and increase quality of citywide training. 2. Establish citywide standards for quality and cultural/linguistic competence.
Emergency and Crisis Situation Protocols	<ul style="list-style-type: none"> ▪ Overall, 50 percent of Tier 1 departments have written protocols for serving LEP clients in emergency situations, a 12 percent improvement over the last two years. ▪ Over a third of Tier 1 departments still lack protocols of any kind to serve LEP clients in emergency situations. 	<ol style="list-style-type: none"> 1. Establish baseline citywide protocols for emergency and crisis situations.
Budgeting for Language Services	<ul style="list-style-type: none"> ▪ Projected total FY2013-14 budget for language services is \$8.3 million, a significant increase from the last two years. ▪ The most dramatic growth was in on-site interpretation services, which increased by 53 percent, from \$2.1 million to \$3.3 million, and surpassed compensatory pay for bilingual employees as the greatest expenditure category. 	<ol style="list-style-type: none"> 1. Adequately fund citywide translation and interpreter services. 2. Invest in citywide training and language certification. 3. Invest in community partners who can fill language service gaps with low-cost solutions.
Complaint Procedures	<ul style="list-style-type: none"> ▪ Inadequate. Complaints reported by departments are inconsistent with community feedback and anecdotal incidents of lack of access, in-language complaint information and processes, and bilingual public notification. 	<ol style="list-style-type: none"> 1. Implement mandatory citywide complaint processes. 2. Continue to invest in community outreach and education. 3. Leverage community knowledge to assist departments with

See also *Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons*, 67 Fed. Reg. 41,455, 41,460 (June 18, 2002). Retrieved from http://www.dhs.gov/xlibrary/assets/crcl_lep_guidance.pdf

		developing more effective complaint processes.
Self-Assessment	<ul style="list-style-type: none"> ▪ Significant gaps remain between self-assessed adequacy of processes and improvements and public perception of language services and access to city programs. 	<ol style="list-style-type: none"> 1. Provide additional guidance or assistance to departments to address deficiencies in procedures and processes required by the LAO. 2. Develop an objective tool that incorporates community feedback to gauge the adequacy and quality of language services.
Written Policies and Quality Control	<ul style="list-style-type: none"> ▪ Overall, departments remain inconsistent in applying objective evaluation criteria for quality control. ▪ Most departments relied solely on the certification testing administered by the Department of Human Resources to serve as quality controls. The DHR certification process only tests for basic language ability and is not an indicator of ongoing accuracy, appropriateness and competence for translation and interpreter services performed by bilingual employees. 	<ol style="list-style-type: none"> 1. Develop standards for cultural and linguistic competency, along with a certification program for bilingual staff that goes beyond basic language ability. 2. Require annual or periodic training updates.

Innovations and Improvements

Many changes have been implemented in San Francisco over the past three years, taking language access to the next level. Following are highlights of efforts to assist LEP residents and facilitate better compliance with language access laws.

Community Ambassadors Program (CAP) - CAP is a street-smart safety program designed to bridge tensions in the community due to cultural or linguistic differences. Developed and operated by OCEIA, the program was initiated in 2010 by community leaders and advocates concerned about public safety and intergroup conflicts. Multiracial, multilingual Ambassador teams speaking a total of eight different languages are assigned to “hotspots” along major transit and business corridors in Districts 6 and 10, and as needed elsewhere. Ambassadors act as a visible safety presence and provide residents with safety tips, language assistance, and bilingual information on city services and programs. Ambassadors also provide language services and other assistance for public information meetings, community events and emergencies.

Community Engagement & Outreach - OCEIA has conducted extensive community outreach to service providers and residents on language access services. Through the Community Ambassadors Program and Language Services Unit, over 35,000 LEP residents have been reached during the past three years. In 2012, OCEIA also initiated the SF WireUp! consumer education program to educate immigrant, vulnerable and LEP residents on wireless telecommunications scams.

Department Head Approval of Annual Plans - OCEIA implemented a new requirement in 2012, asking all Tier 1 departments to submit annual reports that were reviewed and signed by their respective department heads.

Language Access Community Grants - With leadership from the Board of Supervisors and community advocates, OCEIA established the Language Access Community Grants Program in late 2012 to increase community and city capacity to meet the language access needs of monolingual or Limited English Proficient (LEP) individuals who live or work in San Francisco, and underserved immigrant communities. The program emphasizes: 1) building community-based language access leadership and capacity, 2) assessing and evaluating language access needs in the community, 3) assisting city departments to more effectively communicate with and deliver services to residents who speak languages other than English, and 4) planning for language access needs during crisis, emergency and public safety situations. Grants in three major areas (Citywide Collaborative, Emerging Needs and Crisis, Emergency & Public Safety) were awarded to a total of eleven community-based organizations.

Language Access Community Network and Advisory Council - OCEIA is currently working with several community service providers to create the City's first Language Access Network and Advisory Council to collaborate with and advise city departments on policies, programs and opportunities to better serve LEP residents and workers in San Francisco, leveraging both city and community assets.

Language Access Community Summit - In September 2012, OCEIA hosted the City's first Community Summit on Language Access. Nearly 100 community-based service providers attended an interactive day-long session featuring LAO training, planning, discussions and a resource fair by city departments.

Language Access Community Surveys - During July and August of 2012, OCEIA conducted two first-time baseline Language Access Surveys: 1) one of community-based organizations working with immigrant, monolingual and LEP individuals to gauge awareness of laws and processes, satisfaction levels, experience, suggestions and community capacity, and 2) the other of city departments and how they provision services to these populations. The surveys were conducted to help inform OCEIA of service gaps and were used to provide feedback to department LAO Liaisons during 2012 annual training sessions. Survey participants from the community and the City overwhelmingly expressed interest in collaborating and developing joint solutions to increase access.

Language Services Unit (LSU) - In early 2011, OCEIA established the Language Services Unit (LSU). Initiated by the Board of Supervisors and community advocates, the LSU was created to provide high quality, 24/7 translation and interpretation services during crisis, emergency and urgent public safety situations. The LSU has in-house capability in Cantonese, Mandarin, Spanish and Russian. While the LSU was initially created to provide assistance during emergency situations, the majority of requests for assistance have been urgent or short-turnaround assistance for special public information projects, technical advice, and on-site translations for meetings and hearings. The LSU has provided hundreds of document translation and on-site interpretation services to both city departments and community-based organizations serving immigrant, monolingual and/or limited-English proficient persons. The majority of services have involved Cantonese and Spanish translations and interpretations. In some cases, the LSU has translated or coordinated translations in other languages, including

Russian, Tagalog and Vietnamese. The unit has also handled walk-in and telephonic requests for assistance, and reached over 10,000 LEP/monolingual city residents through multilingual community events, meetings and convenings.

Mandatory Citywide LAO Training - San Francisco is the only local jurisdiction with a language access law that also requires mandatory training of city departments. OCEIA requires this as part of its oversight responsibilities and city departments have been overwhelmingly supportive, attending sessions for the past three years. All Tier 1 and many Tier 2 city departments attended an interactive 2012 Language Access Ordinance Training, which also featured community feedback, survey results, and opportunities for department representatives to interact directly with advocates and experts. Annual trainings include the importance of language access, changing demographics and general legal requirements, sharing best practices, challenges and solutions, general tools and resources, and hands-on, interactive sessions for Tier 1 departments on how to complete annual compliance plan reports. The trainings allow OCEIA to gather direct feedback from departments on compliance challenges and innovations.

Technical Assistance to City Departments - OCEIA increased ongoing technical assistance to Tier 1 and other city departments, including recommendations for wording of notices and signage, in-house translation and interpreter services, and identification of community and external resources and low-cost solutions. OCEIA instituted an open-door policy for departments to schedule one-on-one consultations with staff experts and provided customized LAO training for city departments. LSU senior staff worked closely with Language Line, the largest and most commonly used vendor, to assist client departments with data collection, tailored reports, and account/billing management.

C o n c l u s i o n

San Francisco remains a language access leader but more can and should be done to fully meet the needs of LEP residents. The importance of complying with language access laws is clear; the investment in ensuring that all San Francisco residents and workers have equal access to information, services and opportunities to participate in meaningful and relevant ways is critical to our future.

Language Access in San Francisco is part of a broader public engagement vision that links access to meeting core community needs, supporting immigrant integration, and encouraging civic participation. By supporting community-based efforts to articulate needs and develop relevant, culturally appropriate solutions; providing tools and access for meaningful and relevant participation; and leveraging collaborative efforts among city departments, officials and community leaders, the City can ensure that every resident and worker benefits from and contributes to San Francisco's overall success and well-being.

Language access should be a normal part of doing business with local government. The City's goal is to communicate effectively with all its diverse communities and residents, regardless of the languages they speak.

II. KEY FINDINGS

All Tier 1 departments are required by the LAO to file annual compliance plans with the Office of Civic Engagement & Immigrant Affairs (OCEIA) by December 31 of each year. For this report period, and going forward, Tier 1 Departments were asked to submit their annual plans by December 15, 2012 to allow time for clarifications and corrections with LAO Liaisons before the holidays.

- ✓ **Overall compliance** - In general, Tier 1 departments continue to make good faith efforts to comply with the LAO and recognize the importance of identifying and better serving LEP residents. All 26 Tier 1 departments filed complete compliance plans for this report period – 24 departments (92%) submitted their reports by December 15, 2012, and the remaining two departments submitted their reports by December 18, 2012. Additionally, all Tier 1 departments participated in OCEIA mandatory training sessions held in September 2012 and several consulted regularly with OCEIA staff throughout the year. Several departments also requested tailored training sessions for their respective staffs.
- ✓ **Consistency in data collection processes, tracking LEP client information and reporting relevant data** - Departments are required under the LAO to use one of three methods to determine the number of LEP clients: 1) surveys, 2) at the point of service, and/or 3) records from Language Line or other telephonic language translation vendors contracted by the department. Over the last two years, departments have reported significant improvements in data collection for LEP clients served. Twenty Tier 1 departments (77 percent) used one or more of the methods listed in the LAO to track clients; and four departments (15 percent) made improvements in the data collection process, relying less on annual estimates from the U.S. Census Bureau and tracking actual phone calls received by the department.

Tier 1 departments reported serving fewer LEP clients in FY2011-12 (7.1 percent of total client interactions) compared to 8.9 percent in FY2009-10 and 11.2 percent in FY2010-11. This is inconsistent with U.S. Census and other data which do not indicate lower demand or fewer LEP numbers. The decrease in reported LEP client interactions is likely due to 1) changes in tracking methodologies used by departments and/or 2) lack of continuity in reporting due to staff turnover and reassignment of LAO Liaisons.

Ninety-two percent of departments reported that they either currently track LEP client demographic information or plan to track in the future, a significant increase from the 69 percent reported across Tier 1 departments two years ago. However, departments still face significant challenges in tracking clients served by supervisorial district. Even with an eight percent improvement over the last two years, only 31 percent reported LEP client interactions disaggregated by supervisorial district for this report period.

- ✓ **Bilingual public contact staff capacity** - Tier 1 departments reported 3,247 total bilingual public contact staff, a 5 percent increase over the last two years. The percentage of bilingual public contact staff in relation to total public contact staff remained relatively stable at 24 percent, a 0.3 percent increase over the last two years. The most commonly spoken languages by bilingual public contact staff were Spanish (8.9 percent of total public contact staff), Cantonese (5.7% of total public contact staff), and Tagalog (2.6% of total public contact staff).
- ✓ **Consistency of bilingual staff training** - Fifty-four percent of departments reported that they offer training for bilingual staff, a 12 percent improvement over the last two years. However, content, breadth and depth of training offered to employees continue to differ significantly among departments, ranging from basic language courses available through City College or standardized terminology and usage, to more intense language assistance training keyed to requirements of the LAO.
- ✓ **Emergency and crisis situation protocols** - Sixty-two percent of Tier 1 departments reported working regularly with clients in emergency or crisis situations; of those departments, 75 percent have written protocols for serving LEP clients in emergency situations. Overall, 50 percent of Tier 1 departments have written protocols for serving LEP clients in emergency situations, a 12 percent improvement over the last two years. However, despite the emphasis during mandatory LAO trainings over the past three years that protocols are essential, 35 percent of departments report still not having protocols of any kind to serve LEP clients in emergency situations.
- ✓ **Language Needs** - LEP client interactions by language remained consistent for the past two years, with Cantonese as the most common language spoken by LEP clients (48 percent), followed by Spanish (31 percent), Russian (4.5 percent) and Tagalog (4 percent). However, when compared to general client interactions across all Tier 1 departments, only Cantonese and Spanish made up more than one percent of total client interactions (2.6 percent for Cantonese, 1.7 percent for Spanish).
- ✓ **Projected FY2013-14 Expenditures for Language Access Services** - Tier 1 departments reported a projected \$8.3 million FY2013-14 budget for language services, a 32 percent increase from \$6.3 million budget for FY2012-13 and 40 percent overall increase from the \$5.9 million budget for FY2011-12. The significant increase in budget reported in the last year may be due in part to the new budget category added for departments to report on other associated costs, including special projects and grants, related to improving language access services. This category accounted for \$1.2 million of the total projected FY2013-14 budget (14 percent). On-site interpretation and bilingual employees remained the largest expenditure categories, 39 percent and 32 percent respectively. Over the last two years, the most dramatic growth was in on-site interpretation services, which increased by 53 percent, from \$2.1 million to \$3.3 million, and surpassed compensatory pay for bilingual employees as the greatest expenditure category.

- ✓ **Public notification of language access rights and complaint procedures** - Fifty-four percent of departments indicated that they do not publically post procedures for accepting and resolving complaints of alleged violations of the LAO. However, 100 percent of Tier 1 departments reported that complaints are accepted in person, by phone, and in writing via U.S. mail. While departments reported 18 complaints of LAO violations in the past year, only a fraction of the complaints were forwarded to OCEIA as required by the LAO. Community-based organizations, however, report numerous anecdotal incidents of insufficient language access, lack of in-language complaint information, slow response to requests for language assistance, and clients who were turned away by departments. Factors that may influence the low number of reported LAO complaints remain the same: limited public awareness of language access rights and complaint procedures, unavailability of translated language rights and complaint information, lack of access to the Internet, and inability to navigate and access information on English-based websites. Educating both city departments and the LEP client population remains vitally important.
- ✓ **Self-Assessment of Adequacy of Internal Processes and Continuous Improvement** - Eighty-five percent of Tier 1 departments reported that their current processes to facilitate communication with LEP persons are adequate and all Tier 1 departments provided goals for improving language access or planned improvements for serving LEP clients in FY2013-14. However, many departments reported that they plan to maintain current levels of service, or provide the same goals for each year, such as developing written protocols, seeking additional bilingual staff or providing bilingual certification for staff. Departments may require additional guidance or assistance in accomplishing goals and addressing deficiencies in procedures and processes required by the LAO.
- ✓ **Written policies and quality control** - Seventeen Tier 1 departments (65 percent) provided written policies for serving LEP clients, an 11 percent increase over the last two years. Of the nine remaining departments, six indicated that written policies were under development. Sixty-two percent of Tier 1 departments reported having quality controls for bilingual staff, a 4 percent increase over the last two years.

Overall, departments remain inconsistent in applying objective evaluation criteria for quality control; three departments reported not having quality controls this report period, despite indicating in previous reports that quality controls were in place. Most departments relied solely on the certification testing administered by the Department of Human Resources to serve as quality controls. The DHR certification process only tests for basic language ability and is not an indicator of ongoing translation/interpretation accuracy and competence

Whether in an emergency or in the course of routine business matters, the success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information.

–U.S. Attorney General Eric J. Holder, Jr.

III. LAO REQUIREMENTS

The Language Access Ordinance (LAO) was enacted in 2001 to ensure equal access to city services for all San Franciscans, including those with limited proficiency in English. The LAO imposes on Tier 1 City departments the obligation to use sufficient numbers of bilingual employees in public contract positions to provide the same level of information and services to Limited English Proficient (LEP) persons as they provide to English speakers in each language that meets certain language thresholds.⁴

TIER 1 DEPARTMENTS	TIER 2 DEPARTMENTS
<p><i>All departments designated as Tier 1 must comply with the full extent of the law and submit Annual Compliance Plans to the Board of Supervisors, Mayor, and the Immigrant Rights Commission through the Office of Civic Engagement & Immigrant Affairs.</i></p> <ol style="list-style-type: none"> 1. Adult Probation Department 2. Airport (San Francisco International) 3. Assessor Recorder (Office of the) 4. Building Inspection (Department of) 5. Building Management (City Hall) 6. District Attorney’s Office 7. Elections (Department of) 8. Emergency Management (Department of) 9. Environment (Department of the) 10. Fire Department 11. Human Service Agency 12. Juvenile Probation Department 13. Mayor’s Office of Economic and Workforce Department 14. Municipal Transportation Agency 15. Planning Department 16. Police Department 17. Public Defender’s Office 18. Public Health (Department of) 19. Public Library (San Francisco) 20. Public Utilities Commission 21. Public Works (Department of) 22. Recreation and Park Department 23. Residential Rent Stabilization and Arbitration Board 24. Sheriff’s Office 25. Treasurer and Tax Collector (Office of the) 26. San Francisco Zoo 	<p><i>All other city departments not specified as Tier 1 that provide information or services directly to the public must comply with minimum requirements of the LAO. Based on the extent of their work with the public, the following departments are considered Tier 2 (list not limited to these departments):</i></p> <ol style="list-style-type: none"> 1. 311 2. Animal Care and Control 3. Child Support Services 4. Department of Children, Youth & Their Families 5. Office of Citizen Complaints 6. City Administrator’s Office 7. City Attorney 8. Clerk of the Board of Supervisors 9. Office of Contract Administration 10. Controller’s Office 11. County Clerk 12. General Services Agency 13. Human Resources 14. Human Rights Commission 15. Office of Labor Standards Enforcement 16. Mayor’s Office 17. Mayor’s Office of Criminal Justice 18. Mayor’s Office on Disability 19. Mayor’s Office of Housing 20. Mayor’s Office of Neighborhood Services 21. Medical Examiner 22. Port of San Francisco 23. Office of Public Finance 24. Purchasing 25. Office of Small Business 26. Department on the Status of Woman 27. Department of Technology

⁴ Departments must provide information and services in each language spoken by either a Concentrated or Substantial number of Limited English Speaking Persons. “Concentrated Number of Limited English Speaking Persons” means either five percent of the population of the district in which a covered department facility is located or five percent of those persons who use the services provided by the facility. Section 91.2(e). “Substantial Number of Limited English Speaking Persons” means either 10,000 city residents or five percent of those persons who use the department’s services. Section 91.2(k).

Following is a summary of key requirements under the Language Access Ordinance for all city departments that provide information to the public.

MINIMUM REQUIREMENTS FOR ALL PUBLIC-SERVING CITY DEPARTMENTS (TIER 1 AND 2)

1. Inform Limited English Speaking Persons who seek services in their native tongue of their right to request translation services from all city departments.
2. Translate all publicly-posted documents related to (1) services provided and, or affecting a person's rights to, determination of eligibility of, award of, denial of, or decrease in benefits, or (2) services into the languages spoken by a Substantial Number of Limited English Speaking Persons.
3. Post notices in public areas of facilities.
4. Ensure translations are accurate and appropriate.
5. Designate a staff member for quality control.
6. Oral interpretation of any public meeting or hearing if requested at least 48 hours in advance.
7. Translate meeting minutes if (1) requested; (2) after the Legislative body adopts the meeting minutes; and (3) within a reasonable time period thereafter.
8. Allow complaints alleging violation of the LAO.
9. Document actions to resolve complaints and maintain copies of complaints for not less than 5 years. A copy shall be forwarded to the Immigrant Rights Commission and OCEIA within 30 days of receipt.

ADDITIONAL REQUIREMENTS FOR TIER 1 CITY DEPARTMENTS

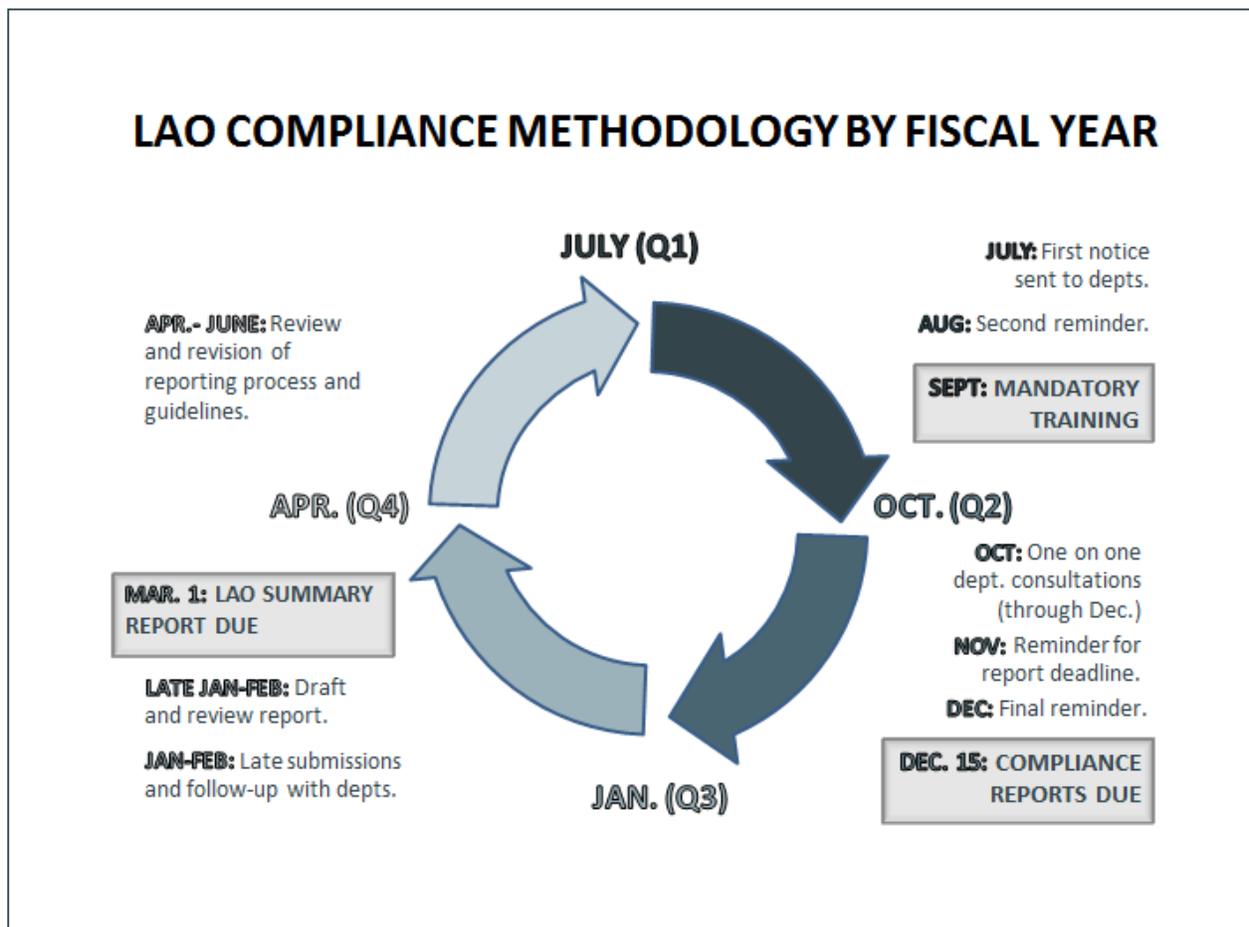
In addition to meeting the above minimum requirements, Tier 1 Departments must also track and provide the following information in their annual plans:

1. Total number and percentage of limited English speaking persons who use the department's services listed by language.
2. Total number and percentage of limited English speaking clients residing in the supervisorial district in which the department is located who use department services, listed by language.
3. A demographic profile.
4. Total number of public contact positions.
5. Bilingual public contact positions.
6. Language access liaison.
7. Telephone-based interpretation services.
8. Protocols to communicate with limited English-speaking clients.
9. Employee development and training strategy, and quality control protocols for bilingual employees and individuals in crisis situations.
10. An assessment of the adequacy of bilingual staff public contact positions.
11. List of all designated bilingual staff assigned to review accuracy and appropriateness of translation materials.
12. List of the department's written materials required to be translated by language.
13. Written copies on providing services to Limited English Speaking Persons.
14. Procedures for receiving and resolving complaints of any alleged violations of the ordinance.
15. Department goals for the upcoming year and a comparison to the previous year's goals.
16. Budget allocation and strategy.
17. Changes between previous Plan submittal and current submittal.
18. Any information requested by the Immigrant Rights Commission necessary for implementing listed requirements above.

IV. CITYWIDE COMPLIANCE REVIEW AND METHODOLOGY

As amended in 2009, the LAO requires OCEIA to ensure citywide compliance with language access laws and to provide a summary report each year to the Immigrant Rights Commission, Board of Supervisors and Mayor indicating which Tier 1 departments have filed their annual language access plans.

In 2009, OCEIA developed a standardized compliance plan form to simplify the reporting process and facilitate analysis across diverse Tier 1 departments. The mandatory reporting form, which is based on Chapter 91 of the Administrative Code, is divided into three sections: 1) Departmental Results, 2) Language Access Planning and, 3) Language Access Documentation. Tier 1 departments must complete the form and provide relevant attachments to supplement the information requested, including written policies, assessments, goals, and protocols for emergency situations. All compliance plans must be reviewed and signed by respective Department Heads.



Following is an overview of the LAO Process:

<p>Mandatory Training</p>	<p>Since 2010, departments have been required to attend mandatory training sessions. OCEIA developed the training to reinforce LAO requirements and rationale. Two levels of interactive training are provided:</p> <ul style="list-style-type: none"> ✓ Mandatory Tier 1 training to reinforce and clarify compliance reporting requirements. The trainings include information on collecting, monitoring and reporting language services for each department. Tier 1 departments are trained on LAO legal requirements, language access rights, complaint procedures and cost-effective methods of tracking data. ✓ General training to familiarize all departments providing information to the public (Tier 1, Tier 2 and interested parties) with local, state and national legal requirements, LEP demographics, and an overview of San Francisco’s LAO. Departments are encouraged to participate in dialogue and share best practices, challenges and innovations. ✓ In September 2012, a third component was added to the mandatory training to include community feedback panels and interactive discussion.
<p>Reporting Period</p>	<p>Compliance plans from Tier 1 departments are due on December 15 of each year. Departments report data from the previous complete fiscal year (July 1 to June 30). Reminders are sent to department heads and liaisons several times during the year in advance of the filing date. The summary compliance report prepared by OCEIA is due on March 1 of each year to the Mayor, the Board of Supervisors and the Immigrant Rights Commission (IRC).</p>
<p>Submission of Annual Compliance Plans</p>	<p>Once individual Tier 1 department plans are submitted, they are reviewed by OCEIA staff for completeness and accuracy. Incomplete reports are not accepted and departments must first correct their plans before resubmitting.</p>
<p>Annual Plan Review and Analysis</p>	<p>OCEIA conducts a thorough analysis and comparison of all submitted data. Individual department reports are recorded and the annual summary report is prepared and reviewed several times. An IRC advisor reviews the data sections of the summary report in advance.</p>
<p>Immigrant Rights Commission Oversight</p>	<p>The IRC reviews citywide compliance with the LAO and may conduct a joint hearing with the Board of Supervisors. The Commission is responsible for conducting outreach to LEP persons about their rights under the law; reviewing complaints about alleged LAO violations; working with Departments to resolve complaints and maintaining records of complaints and their resolution; coordinating a language bank for Departments that choose to have translation done outside the Department and need assistance in obtaining translators; and reviewing Annual Compliance Plans. Most of this work is conducted by OCEIA staff on behalf of the IRC.</p>
<p>Public Hearings on Language Access</p>	<p>By June 30th of each year, OCEIA may request a joint public hearing with the Board of Supervisors and the Immigrant Rights Commission to assess the adequacy of the City's ability to provide the public with access to language services. The Board of Supervisors may link LAO compliance to the annual budgeting process.</p>

V. DEPARTMENT COMPLIANCE DATA AND PLANS

This section provides a compilation of data provided by Tier 1 departments in their annual compliance plans for fiscal year 2011-2012 (year ending June 30, 2012), submitted on or before December 15, 2012 as required by the LAO. Each department was asked to respond to a standardized set of questions contained in the annual compliance plan form. The following table is a guide to departmental abbreviations and symbols used throughout this section.

Tier 1 Departments Abbreviation Key

APD = Adult Probation Department	ENV = Department of Environment	RPD = Recreation and Parks Department
ASR = Office of the Assessor-Recorder	HSA = Human Services Agency	SFFD = San Francisco Fire Department
CHBM = City Hall Building Management	JUV = Juvenile Probation Department	SFO = San Francisco International Airport
DA = District Attorney's Office	MTA = Municipal Transportation Agency	SFPD = San Francisco Police Department
DBI = Department of Building Inspection	OEWD = Office of Economic/Workforce Development	SFPL = San Francisco Public Library
DEM = Department of Emergency Management	PDR = Public Defender	SHF = Sheriff's Department
DPH = Department of Public Health	PLN = Planning Department	TTX = Treasurer and Tax Collector (Office of)
DPW = Department of Public Works	PUC = San Francisco Public Utilities Commission	ZOO = San Francisco Zoo
ELEC = Department of Elections	RNT = Residential Rent Stabilization and Arbitration Board	

Language Abbreviation Key

CAN = Cantonese	SPN = Spanish
MDRN = Mandarin	TAG = Tagalog
RUS = Russian	VIET = Vietnamese

Report Legend

√ = Complete information	~ = Partial/Incomplete information provided
- = Did not provide information or did not meet requirements	AVG = Average

A. Compliance with Filing Deadline & Mandatory Training

The LAO requires all Tier 1 departments to submit annual compliance plans by December 31 of each year. For this reporting period, OCEIA requested that all Tier 1 departments file their reports by December 15, 2012 to allow adequate time for corrections and clarifications. All 26 Tier 1 Departments filed compliance plans, with 24 (92%) filing on time and the remainder filing by December 18, 2012. All Tier 1 departments attended mandatory training in the fall of 2012 conducted by OCEIA. In summary, overall compliance, timeliness of report submittal and mandatory training attendance were very good.

Table 1 reflects attendance at mandatory training, timeliness of report submittal, and the inclusion of key components required for compliance plans.

Table 1. Summary of department compliance participation and submitted materials

DEPT.	ATTENDED LAO TRAINING	SUBMITTED PLAN ON TIME	LEP CLIENT DATA	PUBLIC CONTACT & BILINGUAL EMPLOYEES	TRANSLATED MATERIALS	WRITTEN POLICY & PROTOCOL FOR SERVING LEP CLIENTS	TELEPHONIC TRANSLATION & RECORDED MESSAGE	ANNUAL GOALS, BUDGET & STRATEGY
APD	√	√	√	√	√	√	√	√
ASR	√	√	√	√	√	√	√	√
CHBM	√	√	~	√	√	√	√	~
DA	√	√	√	√	√	√	√	√
DBI	√	√	√	√	√	√	√	√
DEM	√	√	√	√	√	√	√	√
DPH	√	√	√	√	√	√	√	√
DPW	√	√	√	√	√	√	√	√
ELEC	√	√	√	√	√	√	√	√
ENV	√	√	√	√	√	√	√	√
HSA	√	√	√	√	√	√	√	√
JUV	√	√	√	√	√	√	√	√
MTA	√	√	√	√	√	√	√	√
OEWD	√	√	√	√	√	√	√	~
PDR	√	√	√	√	√	√	√	√
PLN	√	-	√	√	√	√	√	√
PUC	√	√	√	√	√	√	√	√
RNT	√	√	√	√	√	√	√	√
RPD	√	√	√	~	√	√	√	~
SFFD	√	√	√	√	√	√	√	√
SFO	√	√	√	√	√	√	√	~
SFPD	√	√	√	√	√	√	√	√
SFPL	√	√	√	√	√	√	√	√
SHF	√	√	√	√	√	√	√	√
TTX	√	√	√	√	√	√	√	√
ZOO	√	-	√	√	√	√	√	~

B. Summary of Changes

Table 2 summarizes changes from the previous year’s annual compliance plans as reported by departments. Tier 1 departments were asked to describe 1) planned improvements for providing language services; 2) barriers to complying with the LAO and proposed solutions; and 3) planned redistribution of resources to meet gaps in providing language access services. Twenty-two departments (85%) reported improvements in providing language services.

Table 2. Summary of Changes from FY 11-12 in Language Services Provided by Departments

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
APD	APD reissued policy 2.01.04 Personnel Assignments: Bilingual Premium and policy 3.06.02 Client Rights and Access to Services: Language Access for Limited English Language Speakers. APD hired 20 new Deputy Probation Officers and designated 6 as Spanish speaking and 1 Cantonese speaking.	The updated policies advise APD staff on how to provide language services to clients. In addition, the newly designated Spanish and Cantonese Deputy Probation Officers will provide additional resources for interpretation and translation services.	None	The department is able to make staff reassignments when necessary and seek assistance from bilingual staff.
ASR	Reinforced bilingual staff by adding two more DHR-certified employees for SPN, CAN, and MDRN bilingual translation services.	The annual Notice of Assessed Value letters and FAQ’s are also translated to accommodate the Japanese speaking community.	Lack of demographic data for customers and lack of funding available for additional translation services.	ASR can increase publicity of LAO services, provide training to bilingual staff, survey and assess client needs, monitor effectiveness of existing programs and provide additional access to information.
CHBM	Brochures translated into CHN, RUS, and SPN to accompany the City Hall welcome sign.	City Hall will have a welcome sign in English and brochures in CHN, RUS, and SPN located at all entrances. The implementation of the complaint procedures log is in process for the next calendar year.	None	Call 311.

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
DA	DA prioritizes hiring bilingual staff in public contact positions and the use of Language Line telephones. It increased outreach programs and production of bilingual and trilingual materials for the public through the work of the Victim Witness Advocacy unit.	The DA has required increased resources for translated materials and placement of bilingual staff in key public service positions and increased translated materials overall.	Finding wide and varied language skills among the specialized staff employed by the office.	The DA has a list of those capable of providing language translations that can be called to a particular part of the office when needed. Eight language lines are also available throughout the offices.
DBI	DBI added SPN and CHN language customer information brochures for its Code Enforcement Outreach Program and Voice-Activated Scheduling Inspection System. It reported a significant increase in total in-person and telephonic language assistance.	DBI maintains its designated bilingual staff level and continues to participate in community outreach opportunities to inform residents of additional language assistance its staff is able to provide.	Recovering from the recession has resulted in re-hiring challenges, and makes it difficult to have the bilingually competent staff required.	DBI established times where public counters are staffed with bilingual personnel to meet and respond to peak demand. Designated bilingual staff are assigned throughout the divisions and supervisors can call upon such staff as-needed.
DEM	None	None	None	No plans to redistribute resources at this time.
DPH	The report provides updated budget information and an updated list of bilingual employees.	SFGH Interpreter Services are available to all Health Centers and Laguna Honda Hospital. DPH has had very good success with polycam phones at locations where VMI (video monitor interpreters) is not available.	HIPAA regulations prohibit use of Internet-based video communications. It is also costly to expand VMI to other locations.	No plans to redistribute resources at this time.
DPW	DPW translated its harassment prevention training materials into CHN and SPN for line staff and new-hires. In the past year DPW trained 1,158 employees and tracked demographic information of participants at community meetings.	DPW successfully delivered Title VI Education Workshop Trainings to 1,158 DPW employees and administered a Public Participation Survey distributed at all community meetings.	None	No plans to redistribute resources at this time.

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
ELEC	ELEC expanded the criteria for identifying precincts that may need language assistance on Election Day, and established Community Network meetings for community-based organizations serving Chinese- and Spanish-speaking communities to share ideas on how to increase awareness of and participation in elections.	ELEC recently reanalyzed its voter information to target precincts not previously identified for language assistance. ELEC also established regular meetings with community-based organizations (CBOs) to discuss how to best reach out to the City's diverse communities and disseminate information.	None	None at this time; however if staff reassignments are necessary, ELEC can seek assistance from bilingual staff.
ENV	ENV increased "in-language" documents available on the website and developed and implemented targeted "in-language" education and outreach campaigns.	ENV increased translation of news releases and advisories, partnered with organizations to increase ethnic media participation and incorporated LAO awareness in program planning to ensure that it was addressed in the design process.	None	None
HSA	Caseload data is updated and new methodology is being used to reduce possible duplication of clients.	HSA re-contracted its language services, resulting in multiple providers. These are also now designated staff within Labor Relations responsible for handling translation.	HSA wanted to translate its entire web page; however, this has proven to be too costly. It is now looking into translating key programmatic pages and listing resources and contact information.	HSA's services and community partner relationships can be leveraged to meet language service gaps.
JUV	No substantial changes.	The Chief re-issued department memo articulating the value of serving clients in their primary language.	Lack of personnel to perform on-site translation services.	To use internal, existing resources to maximum advantage and to continue implementing the best-practices regarding language access developed over the past 6 years.

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
MTA	Provided updated demographic information; updated information for public contact employees and language capabilities; and updated the Language Assistance Plan.	MTA expanded Language Line access; expanded multilingual content on its website; translated additional materials, and conducted 12 language access training sessions for its staff.	Increased resources would allow additional document translation and more multilingual public contact staff, which would offset some translation costs.	SFMTA bilingual staff will continue to provide written and oral language assistance as needed and appropriate.
OEWD	Addition of bilingual staff and translation feature to the office's website.	OEWD hired additional bilingual staff since the previous LAO plan. The Workforce Division added a translation feature to their website that includes over 30 languages.	Lack of bilingual staff and resources to train current staff.	OEWD will evaluate its materials and supplies budget to identify a training budget as well as contract budget for language services vendors.
PDR	None	None	None	No plans to redistribute resources at this time.
PLN	Introduced and assigned communications manager as Language Access Liaison.	None	None	PLN will identify next fiscal year.
PUC	PUC implemented Language Line, multi-language LED streetlights campaign, outreach campaigns, and bilingual surveys for the Urban Watershed Program and Sewer System Improvement Program.	PUC implemented Language Line services in the office and on the field, and developed emergency crisis protocols and procedures to LEP population.	None	PUC plans to partner with OCEIA staff for further language support. It also implemented Language Line services for key department divisions and plan to expand availability for more employees.
RNT	RNT updated numbers for its yearly language access needs survey and telephonic translation services usage; updated performance measures for language access; and updated the sections on demand for interpreters.	RNT continues its strategy of making more documents accessible in more places to try to better meet the needs of its LEP clients.	Seeking qualified applicants for positions requiring a language special condition.	RNT has significantly increased its budget for language access to better assist the community.

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
RPD	RPD reported increased interactions with LEP individuals, more comprehensive translation of written materials, and a move toward providing translation services at program registration sites.	None	None	No plans to redistribute resources at this time.
SFFD	SFFD obtained its own telephonic interpretation service account, revised its calculations for client demographic estimates and is working with the Department of Human Resources to conduct a new bilingual certification testing to fill vacant positions.	SFFD obtained its own Language Line account, conducted an internal language survey, orally translated voicemail message on department's mainline, and posted translated materials on its website.	Absence of a current bilingual certification testing and limited funding for translated materials.	SFFD can review staffing to ensure that there are sufficient bilingual speakers in critical languages in each district.
SFO	Signs regarding nondiscrimination as required by Title IV of the Civil Rights Act of 1964 and Language Line translation services availability are posted both pre and post-security in the terminals and at information desks.	FAA Audit regarding Title VI compliance preformed at SFO in March 2012 included review of LEP language accessibility.	None	No plans to redistribute resources at this time.
SFPD	More accurate data compilation from three sources: Computer Assisted Dispatch (CAD) records, telephonic interpretation records, and a two-week Airport Bureau survey.	SFPD is looking into options to streamline the data gathering and recording process.	None	No plans to redistribute resources at this time.

DEPT.	OVERALL CHANGES FROM FY 2011-2012	IMPROVEMENTS IN PROVISIONING LANGUAGE SERVICES	BARRIERS TO COMPLIANCE & PROPOSED SOLUTIONS	REDISTRIBUTION OF RESOURCES TO MEET GAPS
SFPL	SFPL analyzed Census data, identified translation vendor options, revised patron complaint/comment tools, and reviewed policies for LEP access.	In FY2013, SFPL will realign service areas to meet with Census tracts. The translation project, a review with the goal of increasing and streamlining translation processes, was completed in April 2012. Systemwide "Suggestions & Comments" form was edited to address complaints regarding language access barriers.	The process of expanding print translation requires a significant amount of staff time and numerous steps that may be simplified with a centralized entity to oversee this process.	SFPL will allocate public contact positions with language requirements as needed, designate a budget for cultural competency training; add telephonic and expanded print/in-person translation if able, and modify existing comment/complaint process and instruments to capture complaints about language access and the LAO.
SHF	SHF changed to an after-hours phone system which allows the caller to hear the announcement in English, Spanish, and Cantonese.	See previous.	None	No plans to redistribute resources at this time.
TTX	TTX implemented the use of Language Line and trained staff on its use. It is in the process of translating forms into Spanish and Chinese, and the phone bank has been transferred to 311 which has a comprehensive translation system.	The use of Language Line, staff training, and use of 311 for customer services has improved customer service.	Staffing changes and changes in department forms has delayed translation.	No plans to redistribute resources at this time.
ZOO	ZOO is still in the development stage of the Annual Compliance Plan. The process to capture demographic information related to requests and complaints that are submitted by an LEP client will be developed and reviewed per legal parameters.	ZOO is reviewing options for capturing demographic information regarding LEP clients served.	None	No plans to redistribute resources at this time.

C. Demographic Data Tracking

As amended in 2009, the LAO requires Tier 1 departments to report various demographic data. Tier 1 departments are mandated to provide statistics on the LEP population served by each department and a breakdown by supervisorial district. This section groups reported demographic information, with a special emphasis on data for Limited English Proficient (LEP) individuals.

Tier 1 departments do not utilize a standardized method of tracking general and LEP client information. Departments still struggle in some areas of data collection, including collecting information by supervisorial district.

1. General Demographics & Tracking Methods- Table 3 provides an overview of the general client population served by each department, as well as how each department tracked the number and characteristics of their client populations. Twenty-two departments (85%) reported developing mechanisms to regularly track client demographic information. Tier 1 departments serve a wide range of city residents and also describe their clients with a wide range of variables (age, race, language, occupation, et cetera). For this report period, most Tier 1 departments made an effort to track language data and track some specific demographic data via departmental programs. For example the Department of Elections tracked demographic information included in voter registration records, and the Department of Public Health tracked information through patient intake.

Table 3. Demographic Information of Clients and Tracking Methods

DEPT.	PRIMARY CLIENTS	SECONDARY CLIENTS	TRACKING METHOD
APD	Adult males between the age of 25 and 45 years old.	None	APD tracks age, race, gender and language information through client intake.
ASR	Does not track.	Does not track.	ASR tracks demographic information through: in two categories: Notice of Assessed Value letters, which can be requested in various languages; and Language Line statistics.
CHBM	City Hall tenants and City and County of San Francisco employees.	Vendors and the general public.	None
DA	Victims and witnesses of crime.	None	DA tracks information through: Victim Witness Unit; FOPP (First Offender Prostitution Program); and Consumer Mediation Program. These programs track language spoken, among other information.
DBI	Contractors, design professionals, developers and other City agency staff. Many have multiple projects and are in the department on a daily basis.	Homeowners or those who have a specific need or one-time project. This clientele is more likely to include LEP persons.	DBI tracks the number of CHN and SPN bilingual phone calls received, and tracks the number of customers assisted in person.
DEM	First responders, residents, visitors, and workers of all demographics who call 9-1-1 for emergency services.	Members of the public who receive information through the City's 72hours.org website, events, and updates through the AlertSF system.	DEM gathers information on the languages spoken by the 9-1-1 callers who require translation services.

DEPT.	PRIMARY CLIENTS	SECONDARY CLIENTS	TRACKING METHOD
DPH	SF residents requiring medical/behavioral health services and anyone requiring trauma services in San Francisco and northern San Mateo County.	None	DPH tracks Race, Ethnicity, Language, Marital Status, Age, City of Residence, State of Residence, Homeless Status, Financial Information (used to determine eligibility), and Family Size.
DPW	Residents, non-resident homeowners, client agencies and businesses.	Workers, students, and visitors/tourists to San Francisco.	DPW tracks and monitors demographic information at all agency-hosted community meetings. Agency representatives complete a visual tally of participants and participants voluntarily complete a survey. DPW also tracks requests for language assistance via walk-in customers and by phone calls.
ELEC	Registered voters: age 25-44; Party Affiliation: Democratic/None.	None	ELEC tracks addresses, date of birth, political party preference, ethnicity/race, and language preference through its voter registration system.
ENV	San Francisco residents.	San Francisco businesses and property owners.	None
HSA	Youth, elderly, families, veterans, immigrants, and refugees.	CalWorks and PAES participants, anyone that is at or below 200% of the federal poverty level.	In general, HSA captures client's date of birth, race, gender, ethnicity, language, income and address.
JUV	Juveniles between the ages of 11-17 who are arrested or have been adjudicated of an offense and made a formal ward of the court.	Parents and guardians of the youth that come under the department's jurisdiction.	JPD uses the REGGO method (Race, Ethnicity, Gender, Geography and Offense), which is a national juvenile justice best practice, and also tracks clients by age, primary language, category of charge, and length of stay.
MTA	San Francisco residents, workers, students, local visitors, non-resident commuters, transit riders, automobile owners and drivers.	None	Tracking methods include: through Language Line usage; requests by walk-in customers in the SFMTA Customer Service Center through an electronic queue system, QMATIC Q-Win, and number of times multilingual webpages were viewed.
OEWD	Office of Small Business tracks: adult English speakers, small business owners; Workforce Division: Adults, dislocated workers & youth ages 18-24.	Office of Small Business: Adults Spanish & Chinese Speakers.	Office of Small Business and the Workforce Division tracks various information, including: gender, race/ethnicity, veterans status, labor force status, public assistance status, education status, etc.
PDR	Adult and juvenile clients in the criminal justice process, and ex-offenders utilizing PDR's Clean Slate Program.	Families of juvenile and adult clients.	PDR inputs a client's age, race and sex into the Gideon System after the client has been arraigned and/or interviewed by his/her attorney, but this information is not tracked.
PLN	Residents, developers, property owners, business owners, tenants, consultants, elected and appointed officials.	None	None

DEPT.	PRIMARY CLIENTS	SECONDARY CLIENTS	TRACKING METHOD
PUC	Adults, children, seniors, families and business owners/operators within the City and County of San Francisco.	None	The Customer Service Bureau Call Center receives calls via the Interactive Voice Response (IVR) and directs calls to live agents. The PUC tracks the number of calls received in Spanish or Chinese.
RNT	San Francisco landlords, tenants, attorneys and advocates who represent tenants.	None	RNT tracks language requirements through its use of Language Line telephonic-based interpreter services and its annual survey of LEP clients.
RPD	Youth (Ages 2-18), adults, seniors, families, persons with disabilities, and low-income families	None	RPD accesses information via the U.S. Census when needed. RPD captures some demographic information from individuals and families who sign up for programs, including age and income levels.
SFFD	Residents, visitors, or employees who work in San Francisco or at the San Francisco International Airport at the scene of a 911 dispatch for a fire, rescue or medical emergency.	San Francisco residents, businesses within San Francisco, and visitors to SF International Airport.	Beginning November 2011, SFFD has its own telephonic interpretation service account, and is now able to track client demographics more accurately. SF international Airport information is tracked separately, using SFIA's telephonic interpretation services account.
SFO	Travelers (only 8.8% of clients surveyed were San Francisco residents).	None	SFO obtains information regarding residency, method of arriving, age, gender, income, flight destination, and market destination through its Annual Customer Service survey. The survey was conducted in English, Spanish, Chinese and Japanese.
SFPD	The entire population of San Francisco.	None	SFPD tracks relevant demographic and required information in criminal investigations. The Language Access Officer tracks interpreted language of person(s) served.
SFPL	Library card holders are primarily adults (71%) and children (15%).	Patrons who may not have an active library card.	SFPL patron records include patron age and zip code. In FY2013 SFPL is adding a voluntary language preference identifier to the Library Card application.
SHF	Adults	None	Person(s) who require services in a language other than English.
TTX	Business owners, property owners, and other adult users of City services.	Administrative support staff of San Francisco businesses and property owners and industry-related professionals.	Does not generally track subsets of demographic information within the department or for individual service areas; however, there are minor exceptions where some demographic information is available for certain programs.
ZOO	Adults, children, families; school age children and their instructors.	None	None

2. LEP Clients Served and Tracking Methods- Twenty-three Tier 1 departments (88%) have mechanisms to track language data: 20 departments utilize one or more of the LAO-allowed methods⁵, and three utilize bilingual staff to track the number of telephonic requests for service by language. The three remaining departments provided limited client information using partial surveys and report data.

Table 4 compares client interactions between FY 2010-11 and FY 2011-12. The total number of client interactions as reported by departments for FY 2011-12 was 6,576,749; 469,641 (or 7%) were LEP client interactions, a decrease of 4.1% from the previous fiscal year. Differences in LEP client interactions may be attributed in part to the manner in which many departments changed their tracking methods during this report period, shifting from relying on general U.S. Census data to tracking actual client interactions.

Table 4. Two Year Comparison of Client Interactions

DEPT.	FY2011-12			FY2010-11		
	TOTAL CLIENT INTERACTIONS	LEP CLIENT INTERACTIONS	% OF TOTAL LEP CLIENT INTERACTIONS	TOTAL CLIENT INTERACTIONS	LEP CLIENT INTERACTIONS	% OF TOTAL LEP CLIENT INTERACTIONS
APD	5,780	388	6.7%	6,131	566	9.2%
ASR	37,000	1,689	4.6%	36,624	300	0.8%
CHBM	-	60	-	-	10	-
DA	20,210	3,345	16.6%	22,751	3,533	15.5%
DBI	60,000	6,786	11.3%	-	-	-
DEM	1,017,010	14,337	1.4%	980,032	14,897	1.5%
DPH	139,822	44,473	31.8%	141,362	46,839	33.1%
DPW	805,230	1,045	0.1%	-	-	-
ELEC	503,096	27,240	5.4%	468,418	26,864	5.7%
ENV	8,455	3,056	36.1%	12,500	2,500	20.0%
HSA	94,413	52,241	55.3%	132,814	70,549	53.1%
JUV	1,926	89	4.6%	1,723	137	8.0%
MTA	789,172	506	0.1%	700,000	514	0.1%
OEWD	5,179	790	15.3%	-	-	-
PDR	29,302	2,756	9.4%	25,000	1,500	6.0%
PLN	32,000	148	0.5%	32,000	96	0.3%
PUC	812,826	190,049	23.4%	805,235	281,500	35.0%
RNT	37,272	4,560	12.2%	31,035	2,951	9.5%
RPD	65,000	383	0.6%	45,000	284	0.6%
SFFD	235,440	476	0.2%	186,200	3,726	2.0%
SFO	42,000,000	599	0.0%	39,000,000	2,574,000	6.6%
SFPD	812,826	1,875	0.2%	805,235	18,256	2.3%
SFPL	808,456	110,273	13.6%	805,250	117,978	14.7%
SHF	18,534	529	2.9%	5,120	661	12.9%
TTX	12,800	2,607	20.4%	175,200	37,416	21.4%
ZOO	225,000	0	0.0%	225,000	0	0.0%
CITYWIDE TOTAL⁶	6,576,749	469,641	7.1%	5,642,630	631,067	11.2%

⁵ Section 91.2 (k)

⁶ Citywide totals and percentages exclude client population information submitted by CHBM, which did not provide a total client population and SFO, due to its large client population reported. For FY2011-12, SFO's total client population constitutes 86% of total client interactions across the 26 Tier 1 departments. Including SFO's reported information, the percentages of LEP clients served for FY2010-11 and FY2011-12 are 7.2% and 1.0%, respectively.

3. LEP interactions by Language- Table 5 shows the distribution of LEP client interactions by department and language. Most LEP client interactions were conducted in Cantonese (48%) and Spanish (31%). Some Tier 1 departments did not fully disaggregate LEP interactions by language, as a result, LEP clients grouped under “other languages spoken,” which accounts for 8%, may include clients who speak Cantonese, Mandarin, Russian, Spanish, Tagalog or Vietnamese.⁷

Table 5. LEP Client Interactions by Language and Department

DEPT.	TOTAL BY DEPT	CAN	MDRN	RUS	SPN	TAG	VIET	Other
APD	388	19	1	6	328	8	15	11
ASR	1,689	1,487	34	3	162	0	1	2
CHBM	60	15	2	0	38	0	0	5
DA	3,345	969	164	3	2,139	3	35	32
DBI	6,786	5,286	0	0	1,500	0	0	0
DEM	14,337	3,243	979	442	8,833	139	224	477
DPH	44,473	11,593	1,262	1,436	23,314	872	1,895	4,101
DPW	1,045	425	0	0	560	60	0	0
ELEC ^{8*}	27,240	22,885	-	0	3,949	73	214	119
ENV	3,056	1,294	423	0	1,339	0	0	0
HSA	52,241	24,076	2,522	5,789	12,407	2,773	1,967	2,707
JUV	89	6	0	6	73	0	2	2
MTA	506	154	66	11	242	1	3	29
OEWD	790	40	40		142			568
PDR	2,756	182	78	0	2,028	78	208	182
PLN	148	122	22	0	3	0	0	1
PUC*	190,049	95,160	-	8,363	49,582	10,115	5,699	21,130
RNT	4,560	2,216	102	51	1,809	102	153	127
RPD	383	122	25	0	234	0	0	2
SFFD	476	63	15	24	9	0	2	363
SFO	599	8	77	11	264	1	7	231
SFPD	1,875	407	145	61	1,060	4	52	146
SFPL	110,273	-	-	-	-	-	-	-
SHF	529	55	27	0	445	0	2	0
TTX	2,607	1,308	197	50	898	25	86	43
ZOO	0	0	0	0	0	0	0	0
TOTAL	470,300	171,135	6,181	16,256	111,358	14,254	10,565	30,278
% OF TOTAL (n=360,027)	-	47.5%	1.7%	4.5%	30.9%	4.0%	2.9%	8.4%

⁷The total number of LEP interactions used to determine percentage (360,027 interactions) is less than the total number of LEP client interactions reported (470,300 interactions) because some departments did not break out their reported totals by language.

⁸ Cantonese client population includes count for Mandarin client interactions.

Figure 1 below compares LEP client interactions by department from FY 2009-10 through FY 2011-12, by reporting period. Citywide LEP interactions as a percentage of total client interactions reported by Tier 1 departments were 8.9% for FY 2009-10, 11.2% for FY 2010-11, and 7.1% for FY 2011-12.

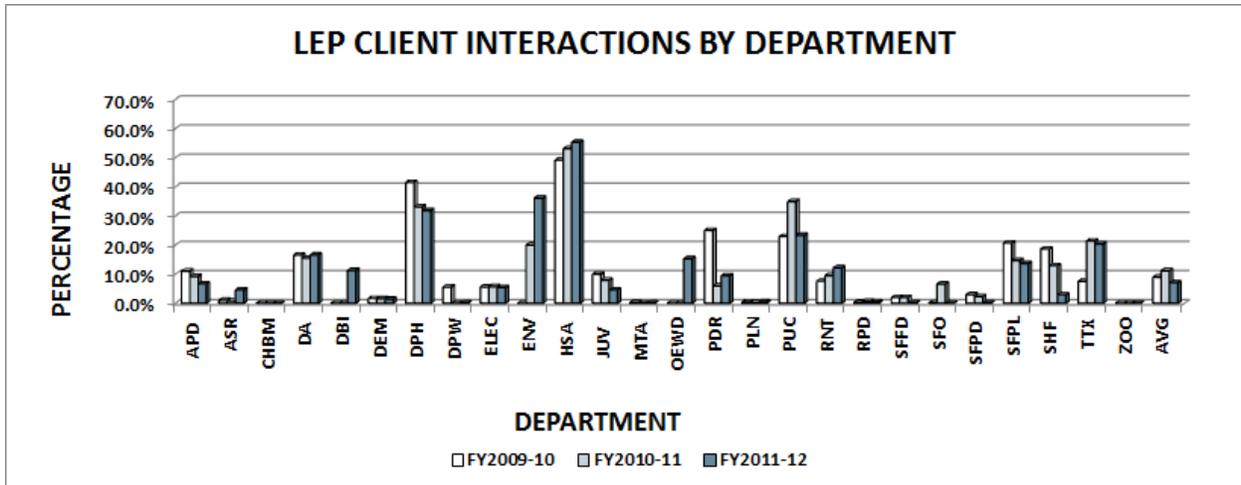


Figure 1. LEP Client Interactions by Department and Fiscal Year

Figure 2 shows the distribution of LEP client interactions reported by eight Tier 1 departments (DA, DPH, ELEC, ENV, HSA, OEWD, PDR, SFPL) by the supervisorial district where the interaction occurred. A total of 239,256 LEP interactions were reported by supervisorial district as described below. Among the eight departments, 24% of all LEP client interactions were located in District 9, followed by 15% in District 3, and 12% in District 6. However, since only 31 percent of Tier 1 departments reported LEP client information by supervisorial district, it is difficult to draw any meaningful conclusions on client populations served by all Tier 1 departments by supervisorial district.

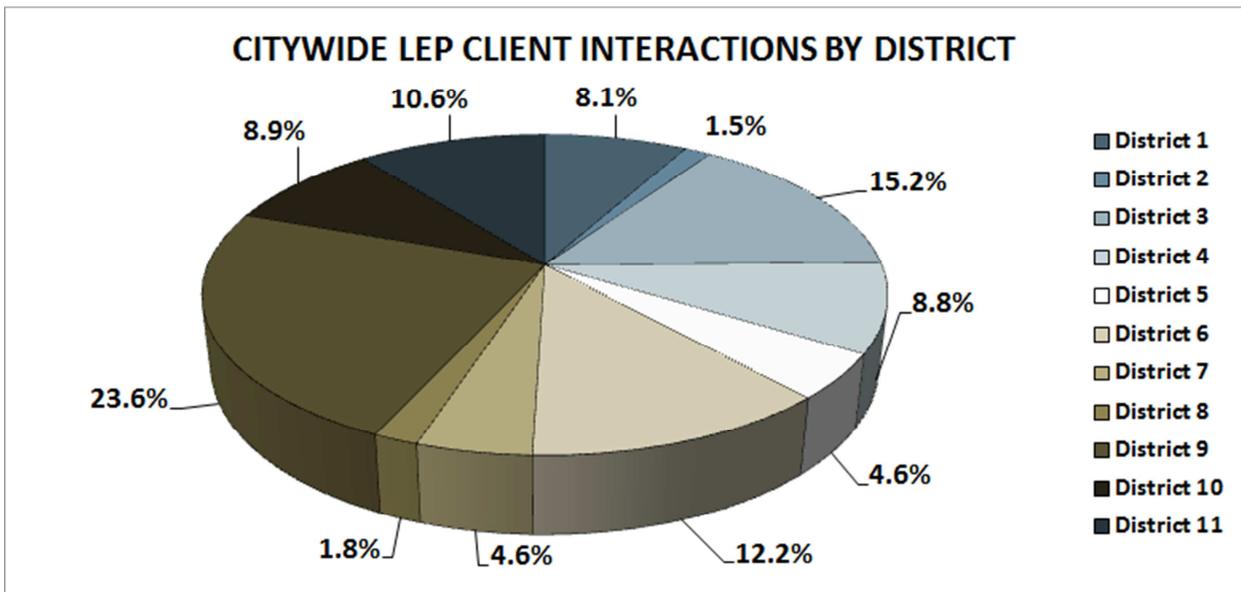


Figure 2. LEP Client Interactions by Supervisorial District

Table 6 provides a description of in-language telephonic calls requested by LEP clients of Tier 1 departments. Of the 20 Tier 1 departments that track call volumes, 85% utilize Language Line or another telephonic interpretation provider, and 20% utilize bilingual staff to track requests for telephonic interpretation. Among the calls reported, 43% were conducted in Spanish, 32% in Cantonese, and 5% in Mandarin. Although the total call volume reported across Tier 1 departments decreased from the previous year,⁹ more departments now track this information (15% more from the last report period, and a 23% increase over the previous two years).

Table 6. Telephone-based Interpretation Volume by Department and Language¹⁰

DEPT.	TOTAL CALL VOLUME (LEP CLIENTS)	CALL VOLUME BY LANGUAGE						
		CAN	MDRN	RUS	SPN	TAG	VIET	Other
APD	114	33	8	0	58	1	7	7
ASR	239	187	34	3	12	0	1	2
DA	287	27	8	4	223	1	7	17
DBI	6,828	5,270	0	0	1,558	0	0	0
DEM	14,337	3,243	979	442	8,833	139	224	477
DPH	47,698	13,905	2,503	1,896	15,525	1,085	3,926	8,858
DPW	640	210	0	0	430	0	0	0
ELEC	2,750	1,750	-	0	1,000	0	0	0
HSA	1,442	177	144	87	614	20	115	285
JUV	61	4	0	0	43	0	0	14
MTA	506	154	66	11	242	1	3	29
PDR	10,165	2,042	502	1	7,589	0	2	29
PLN	1	0	0	0	0	0	0	1
RNT	107	24	28	1	48	3	3	0
RPD	383	122	25	0	234	0	0	2
SFFD	79	42	10	16	6	0	1	4
SFO	570	8	75	10	260	0	7	210
SFPD	1,739	368	141	66	970	4	52	138
SHF	8	3	0	0	2	0	1	2
TTX	379	271	57	6	41	0	4	0
TOTAL	88,333	27,840	4,580	2,543	37,688	1,254	4,353	10,075
% OF TOTAL	100.0%	31.5%	5.2%	2.9%	42.7%	1.4%	4.9%	11.4%

⁹ DPH reported the most significant drop in call volume, from 132,315 telephonic requests from LEP clients last year.

¹⁰ Based on self-reported data. Does not include departments that did not track requests for telephonic interpretation by language, except for ELEC and SFFD, which provided an estimate of calls received. All departments above except DBI, DPW and ELEC use Language Line; they utilize bilingual staff. PDR utilizes Language Line in addition to bilingual staff.

4. LEP Clients Served by Supervisorial District- As shown in Table 7, eight Tier 1 departments (31%) reported the distribution of their client interactions by supervisorial district.¹¹ This is an increase of one department from the last report period. Information by district is not tracked by most departments, particularly for those with a central office serving the entire city or that offer services not specific to a particular district. For example, the SFPL has branches throughout the City in addition to the main branch, and ELEC is equipped to track voters by district but serves the entire city. Since fewer than half of Tier 1 departments were able to break down the number of clients served by district, the partial information provided in response to this question does not reflect a complete citywide picture.

Table 7. Client Information reported by Departments by Supervisorial District

SUPERVISORIAL DISTRICT	TOTAL CLIENT INTERACTIONS	TOTAL LEP CLIENT INTERACTIONS	% OF TOTAL CLIENT INTERACTIONS THAT ARE LEP	DEPARTMENTS TRACKING CLIENTS BY DISTRICT
District 1	133,208	19,338	14.5%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 2	115,260	3,561	3.1%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 3	123,721	36,472	29.5%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 4	123,199	21,166	17.2%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 5	138,624	10,939	7.9%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 6	185,921	29,293	15.8%	DA, DPH, ELEC, ENV, HSA, OEWD, PDR, SFPL
District 7	127,490	10,982	8.6%	DA, DPH, ELEC, ENV, HSA, OEWD, PDR, SFPL
District 8	135,264	4,307	3.2%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 9	230,222	56,471	24.5%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 10	138,080	21,338	15.5%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL
District 11	138,470	25,389	18.3%	DA, DPH, ELEC, ENV, HSA, OEWD, SFPL

¹¹ DA, DPH, ELEC, ENV, HSA, OEWD, PDR, SFPL provided client interaction information by supervisorial district.

D. LANGUAGE SERVICES

This section summarizes the range of language services that Tier 1 departments provide to LEP residents. As mandated by the LAO, departments must ensure that their public contact positions are adequately filled by bilingual employees in order to serve LEP clientele. Departments must also provide both written translations and interpretation services to LEP residents.

1. Public Contact Positions- The LAO defines a public contact position as “a position in which a primary job responsibility consists of meeting, contacting, and dealing with the public in the performance of the duties of that position.”¹² For FY 2011-12, 3,247 out of a total of 14,550 public contact employees in Tier 1 departments were reported as bilingual, a significant increase over past years (3,050 total bilingual employees in public contact positions reported for FY 2009-10 and 3,091 reported for FY 2010-11). Table 8 provides a breakdown of the languages spoken by bilingual employees in bilingual public contact positions: 40% speak Spanish; 26% speak Cantonese; and 12% speak Tagalog.¹³

Table 8. Bilingual & All Public Contact Staff by Department and Language¹⁴

DEPT.	ALL PUBLIC CONTACT STAFF	BILINGUAL PUBLIC CONTACT STAFF	% OF ALL PUBLIC CONTACT STAFF THAT IS BILINGUAL	BILINGUAL PUBLIC CONTACT STAFF BY LANGUAGE						
				CAN	MDRN	RUS	SPN	TAG	VIET	OTHER ¹⁵
APD	104	15	14.4%	1	0	0	14	0	0	0
ASR	6	4	66.7%	2	2		2			
CHBM	2	2	100.0%	1			1			
DA	200	67	33.5%	6	1	2	32	2	3	21
DBI	240	25	10.4%	17	1	0	7	0	0	0
DEM	216	31	14.4%	5	2	2	16	3	1	2
DPH	3,500	1,001	28.6%	216	104	13	383	168	35	82
DPW	1,100	107	9.7%	12	2	1	39	10	1	42
ELEC	32	12	37.5%	4	5	2	4	1	0	0
ENV	19	10	52.6%	2	2	0	6	1	1	2
HSA	1,330	550	41.4%	216	45	41	215	46	33	2
JUV	263	62	23.6%	21	0	1	30	8	1	1
MTA	239	108	45.2%	31	13	1	26	23	5	27
OEWD	84	13	15.5%	6	2	0	6	1	0	2
PDR	163	49	30.1%	4	4	1	29	2	2	7
PLN	8	2	25.0%	1	1	0	1	0	0	0
PUC	150	20	13.3%	8	7	1	9	0	0	1
RNT	11	4	36.4%	3	1	0	1	0	0	0
RPD	1,000	-	-	-	-	-	-	-	-	-
SFFD	1,449	272	18.8%	56	15	6	140	18	3	91
SFO	314	193	61.5%	24	19	3	37	13	0	97
SFPD	2,164	443	20.5%	96	20	7	173	39	5	103

¹² Section 91.2(j).

¹³ The LAO defines a bilingual employee as “a city employee who is proficient in the English language and in one or more non-English language.” Section 91.2(b).

¹⁴ The breakdown of languages spoken by bilingual public contact staff may exceed the total number of bilingual public contact staff by department because one staff member may speak multiple languages.

¹⁵ Includes Cambodian, French, Greek, Japanese, Korean, Laotian, Samoan, Toisanese, and other unspecified languages.

DEPT.	ALL PUBLIC CONTACT STAFF	BILINGUAL PUBLIC CONTACT STAFF	% OF ALL PUBLIC CONTACT STAFF THAT IS BILINGUAL	BILINGUAL PUBLIC CONTACT STAFF BY LANGUAGE						
				CAN	MDRN	RUS	SPN	TAG	VIET	OTHER ¹⁵
SFPL	743	72	9.7%	41	12	3	19	1	1	2
SHF	1,055	116	11.0%	32	0	1	70	13	0	0
TTX	123	60	48.8%	28	14	1	34	24	1	21
ZOO	35	9	25.7%	0	3	0	5	0	0	1
TIER 1 TOTAL ¹⁶	13,550	3,247	24.0%	833	275	86	1,299	373	92	504
% OF TOTAL BILINGUAL PUBLIC CONTACT STAFF	-	-	-	25.7%	8.5%	2.6%	40.0%	11.5%	2.8%	15.5%
% OF ALL PUBLIC CONTACT STAFF TOTAL	-	-	-	6.1%	2.0%	0.6%	9.6%	2.8%	0.7%	3.7%

2. Translated Materials- Tier 1 departments are mandated to translate written materials that provide vital information to the public about department services and programs. As shown in Table 9, Tier 1 departments reported producing over 1,250 translated documents. The Residential Rent Stabilization and Arbitration Board and Department of Public Health produced the highest number of translated materials (approximately 390 and 240 translated documents, respectively) while other departments reported a wide range of types of documents translated and languages. The majority of documents were translated into Spanish and Chinese; a few included Russian, Vietnamese, and Tagalog. Departments such as HSA, MTA, and SFPL translated materials in several other languages such as Arabic, Gujarati, Hindi, Thai, French and Korean.

Table 9. Number of Translated Documents by Department and Language

DEPT.	NO. OF TRANSLATED DOCUMENTS	TYPES OF TRANSLATED DOCUMENTS	LANGUAGES
APD	18	Forms, written notices, and important written documents.	Spanish
ASR	4	Forms, notices, and important written documents.	Chinese, Japanese, Russian, Spanish, Tagalog, and Vietnamese
CHBM	1	Notices	Chinese, Russian, and Spanish
DA	45	Applications, forms, written notices, program materials, and important written documents.	Chinese, Japanese, Korean, Portuguese, Russian, Spanish, Tagalog, and Vietnamese
DBI	26	Written notices and important written documents.	Chinese and Spanish
DEM	Not reported	Program materials	Chinese, Russian, Spanish, and Vietnamese
DPH	236	Forms, written notices, program materials, complaint forms, and important written documents.	Arabic, Bengali, Chinese, Russian, Spanish, Tagalog, and Vietnamese
DPW	30	Written notices, program materials, complaint forms, and important written documents.	Chinese, Spanish, and Tagalog

¹⁶ RPD only provided partial information and its information is not included in the citywide totals for public contact staff.

DEPT.	NO. OF TRANSLATED DOCUMENTS	TYPES OF TRANSLATED DOCUMENTS	LANGUAGES
ELEC	70	Applications, forms, written notices, program materials, complaint forms, and important written documents.	Chinese, Russian, Spanish, Tagalog, and Vietnamese
ENV	33	Program materials and informational materials.	Chinese, Spanish, and Tagalog
HSA	104	Applications, forms, written notices, program materials, complaint forms, and important written documents.	Arabic, Chinese, Farsi, French, Korean, Russian, Spanish, Tagalog, Thai, Vietnamese, and others
JUV	17	Forms, written notices, complaint forms, and important written documents.	Chinese, Samoan, Spanish, Tagalog, and Vietnamese
MTA	230-470	Applications, forms, written notices, program materials, complaint forms, and important written documents.	Chinese, French, Japanese, Russian, Spanish, Tagalog, Vietnamese, and others
OEWD	24	Applications, forms, written notices, program materials, complaint forms, and important written documents.	Chinese, Russian, Spanish, Tagalog, Vietnamese, and others
PDR	2	Written notices and program materials.	Spanish
PLN	5	Written notices and program materials.	Chinese and Spanish
PUC	44	Applications, brochures, fact sheets, forms, written notices, complaint forms, important written documents, promotional materials, and reports.	Chinese, Russian, Spanish, Tagalog, Vietnamese, and others
RNT	387	Forms, written notices, program materials, and important written documents.	Chinese, Gujarati, Hindi, Spanish, Tagalog, and Vietnamese
RPD	Not reported	Written notices and program materials.	Chinese and Spanish
SFFD	34	Forms, written notices, program materials, complaint forms and important written documents.	Chinese, Japanese, Russian, Spanish, Tagalog, and Vietnamese
SFO	0	-	-
SFPD	18	Forms, written notices, and program materials.	Chinese, Russian, Spanish, Tagalog, and Vietnamese
SFPL	139	Applications, forms, written notices, tests, program materials and complaint forms.	Chinese, Japanese, Korean, Russian, Spanish, Tagalog, and Vietnamese
SHF	5	Forms, written notices, program materials, and complaint forms.	Chinese, Russian, Spanish, and Tagalog
TTX	15	Applications, forms, program materials, and important written documents.	Chinese, Russian, Spanish, Tagalog, and Vietnamese
ZOO	0 ¹⁷	-	-

¹⁷ No translated documents were reported by the Department, although OCEIA assisted the ZOO with several translations at its request.

3. Interpretation Services & Telephonic Messages- Departments that utilize telephonic messages must also provide these messages in each language spoken by at least 10,000 Limited English Proficient (LEP) residents. Eighteen Tier 1 departments (69%) reported using recorded telephonic messages available in languages other than English. The Department of Public Health and SFPL have recordings in five languages other than English. Sixteen Tier 1 departments (62%) have greetings in at least Spanish and Cantonese; eight departments (31%) only offer greetings in English. Twelve Tier 1 departments (46%) provided oral interpretation at public meetings or events when requested by the public. Table 10 is an overview of additional oral interpretation services beyond the services provided at department offices or facilities. For example, HSA and MTA provided oral interpretation at a significant number of public meetings, and provided interpretation in Cantonese, Mandarin, Russian, Spanish, and Tagalog, and many other languages.

Table 10. Oral Interpretation & Telephonic Message

DEPT.	HAS RECORDED TELEPHONIC MESSAGE IN LANGUAGES OTHER THAN ENGLISH	PROVIDED ORAL INTERPRETATION AT PUBLIC MEETINGS/HEARINGS
APD	Yes, the message is recited in Spanish.	No
ASR	No	No, the department does not hold any public meetings or hearings.
CHBM	No	No, the department does not hold any public meetings or hearings.
DA	Yes, in Cantonese and Spanish.	No
DBI	Yes, in Chinese (Cantonese and Mandarin) and Spanish.	Yes, bilingual staff provides assistance as needed.
DEM	DEM has a recorded telephonic message in Spanish, Cantonese, and TTY/TTD. DEM also manages the Outdoor Public Warning System, and in select neighborhoods with a high concentration of LEP residents, DEM has instructed the Dept. of Technology to broadcast the message "This is only a test" in Spanish or Cantonese.	DEM provided translation at approximately 23 public meetings in FY2011-12, including 10 in Cantonese, 8 in Spanish, and 5 in Tagalog.
DPH	Yes, in Cantonese, Russian, Spanish, Tagalog, and Vietnamese.	Yes, at least six in Spanish and Cantonese.
DPW	DPW has recorded telephonic messages in Cantonese and Spanish. Staff members who provide translation services also have recorded messages in Cantonese, Mandarin, Spanish, and Tagalog.	No
ELEC	Yes, in Cantonese, Mandarin, and Spanish.	No
ENV	Yes, in Cantonese and Spanish.	Yes, ELEC conducted 15 trainings (Spanish and Vietnamese) and 2 public meetings (Chinese).
HSA	No	Yes, HSA conducted 1,012 meetings and hearings and provided services in 29 languages.
JUV	Yes, in Spanish.	No
MTA	Yes, in Cantonese and Spanish.	Yes; SFMTA bilingual staff provided oral translations at 50-100 meetings, primarily in Chinese and Spanish, but also in Tagalog and Russian. Staff also coordinated language assistance at public meetings in Russian, Tagalog and Vietnamese.
OEWD	No	No
PDR	Yes, PDR has a voicemail tree that connects callers to staff and programs. The message is available in Spanish, Cantonese and Mandarin.	PDR does not hold public hearings or meetings, but provides clients with certified court interpreters for court appearances.

DEPT.	HAS RECORDED TELEPHONIC MESSAGE IN LANGUAGES OTHER THAN ENGLISH	PROVIDED ORAL INTERPRETATION AT PUBLIC MEETINGS/HEARINGS
PLN	Yes, in Chinese (Cantonese and Mandarin) and Spanish.	Yes: 1 variance hearing (Cantonese); 3 hearings (Cantonese); and 1 hearing (Cantonese and Mandarin).
PUC	Yes, in Cantonese and Spanish.	Yes; Chinese and Spanish oral translation services were offered for two workshops. Five Chinese language tours were provided at 525 Golden Gate Avenue.
RNT	Yes, in Cantonese and Spanish.	Yes; RNT provided interpreters at 51 hearings in Cantonese, Japanese, Mandarin, and Spanish.
RPD	No. RPD is in the process of implementing messages in Cantonese and Spanish and will be fully implemented by June 2013.	No
SFFD	Yes, in Cantonese and Spanish.	SRO public education workshops were offered in Cantonese and Spanish and NERT trainings were offered in Cantonese.
SFO	No	No
SFPD	No	SFPD provided Cantonese and Mandarin interpretation at two community meetings.
SFPL	Regular telephonic messages are provided for library branch hours by location and special messages. These messages are available in Cantonese, Mandarin, Spanish, Russian, Japanese, and English. The library's call-in story service, the telephone Story Line, is available in Spanish, Cantonese, and Mandarin.	No
SHF	Yes, in Cantonese and Spanish.	No
TTX	TTX utilizes IVR ("pay-by-phone") systems for thousands of electronic payments annually, and these services are available in Spanish, Cantonese and Mandarin.	No
ZOO	No	No

E. DEPARTMENTAL POLICIES AND PROTOCOLS

The LAO requires that Tier 1 departments provide a description of the procedures used to facilitate communications with LEP clients.

1. LEP Communication Protocol- Most departments have written policies on how to communicate with LEP clients. Table 11 indicates which Tier 1 departments reported having written policies and provided examples in their annual compliance plan filings, as required by the LAO. Seventeen departments (65%) reported and submitted copies of their policies, an increase from 15 departments in FY 2010-11, and an 11% improvement overall over the last two years. Of the remaining nine departments that do not currently have written policies, six indicated that their written policies were in development.

Table 11. Departmental Policy on Providing Services to LEP Persons

DEPT.	PROVIDED WRITTEN POLICY ON PROVIDING SERVICES TO LEP PERSONS	POLICY/EXAMPLES OF WRITTEN POLICY
APD	√	APD has two written policies related to LEP clients: a bilingual premium policy, reissued on May 3, 2012, which outlines the process for employees to serve LEP clients in a certified bilingual position; and a language access policy for LEP clients, reissued on May 3, 2012, which outlines the importance of language services and how to access services when working with LEP clients.
ASR	-	None
CHBM	-	CHBM is current establishing policies to provide services to LEP persons and expects to have the policies available by the end of FY2012-13.
DA	√	The DA's policy is to provide services to any Limited English Speaking Person to the best of the department's ability. It is committed to attaining the goals of this Ordinance and strives to increase its ability to serve LES people with each new hire and resource.
DBI	-	DBI will draft a written policy in FY2012-13 on providing services to LEP customers and submit this policy to the Building Inspection Commission for approval.
DEM	√	"DEM Policy for Language Access Services for Limited English Proficient Persons" states that DEM shall provide free language assistance to LEP individuals upon requires and outlines the procedures in providing the services.
DPH	√	DPH's Interpreter Services and Language Assistance states that the department will provide language services free of charge to patients and outlines the procedures for requesting assistance.
DPW	√	DPW's policy "Procedure 2.2.7 Providing Access to Limited English Proficient Persons" addresses the processes for providing services to clients and translating accurate and appropriate materials for limited English proficient people.
ELEC	√	ELEC developed a document outlining multilingual services and materials it offers to residents, citizens, and voters. Additionally, every election ELEC devises a Bilingual Poll Worker Assignment Plan and a Voter Outreach and Education Plan specific that describes outreach goals and strategies to reach those goals.
ENV	-	ENV does not have a separate written policy.
HSA	√	HSA protocols deal with allowing individuals to self-identify and recording preferences, how to access interpretation/translation services as well as who is an acceptable interpreter for the individual.

DEPT.	PROVIDED WRITTEN POLICY ON PROVIDING SERVICES TO LEP PERSONS	POLICY/EXAMPLES OF WRITTEN POLICY
JUV	√	"Assessment of Procedures used to Communicate with Limited English Speaking Persons" outlines the protocols and procedures for providing service to LEP clients.
MTA	√	MTA's 2012 Language Assistance Plan outlines procedures and tools to accomplish its goal of ensuring reasonable and meaningful access to its vital services and programs, including multilingual customer alerts, outreach materials, and translated content online.
OEWD	√	Workforce Developments' Directive 17-12 Limited English Proficiency provides guidance and clarifies existing legal requirements for LEP persons by providing a description of the factors recipients should consider in fulfilling their responsibilities to LEP persons.
PDR	√	Bilingual employees are available to assist limited English proficient (LEP) individuals in-person and over the telephone. Language Line is also available as a resource. At the main lobby of our offices, signs are posted stating that interpreters are available free of charge to LEP individuals.
PLN	-	PLN will develop a policy in FY2012-13.
PUC	√	PUC Language Access Services Policy and Procedures 2011 provides an overview of procedures for serving clients who are limited English proficient and is available on the PUC website.
RNT	√	Rent Board Policy for Providing Services to LEP Persons addresses how the staff handles calls via the Counseling Line and serving LEP clients as the front counter.
RPD	-	None
SFFD	√	SFFD issued General Order, G.O. 11 A-66 Language Interpretive Services. SFFD bilingual members, while on the scene of an emergency incident, may assist LEP clients or may request the assistance of a bilingual SFPD Officer through the 911 dispatch center. Otherwise, members utilize telephonic language translation service.
SFO	√	Language Line is used at the information desks to provide service to LEP clients. Once translation is provided, the Communications Center will dispatch fire, police if needed.
SFPD	√	SFPD General Order 5.20 "Language Access Services for Limited English Proficient (LEP) Persons" outlines how to assist an LEP person, identify language spoken, and the process for seeking a qualified interpreter.
SFPL	-	A separate written policy has not yet been developed. This item is being added to SFPL's FY14 LAO goals.
SHF	√	Policy is developed and awaiting for the Sheriff's signature.
TTX	-	TTX has not formalized a set of written policies. This will be addressed by the department's Language Access Project Team in the coming year.
ZOO	-	A written policy is in development.

2. LEP Protocols for Emergency or Crisis Situations- Table 12 provides an overview of protocols reported by Tier 1 departments for serving LEP persons in emergency or crisis situations. Although many Tier 1 departments are not considered first responders, 16 departments (62%) reported working regularly with clients in crisis or emergency situations— 15 have protocols in place and 12 have these protocols in writing. Of the remaining 10 Tier 1 departments, two reported some, but not regular, contact with individuals in crisis or emergency situations (although the MTA has LEP protocols, it reports that it does not serve clients in crisis or emergency situations on a regular basis, and SFPL has general protocols but none specific to LEP persons). Nine Tier 1 departments (35%) lacked protocols of any kind.

Table 12. Protocol for Serving LEP Persons in Crisis or Emergency Situations by Department

DEPT.	WORKS WITH CLIENTS IN CRISIS OR EMERGENCY SITUATIONS	CURRENT PROTOCOL FOR SERVING LEP PERSONS IN CRISIS OR EMERGENCY SITUATIONS	WRITTEN PROTOCOL
APD	Yes; APD often works with clients who are having a housing, mental health, substance abuse, or other similar crises.	The department's policies on bilingual premium and language access apply to clients in a range of circumstances, and allow it to adequately meet a client's language needs during a crisis or emergency situation.	√
ASR	No	None	No
CHBM	No	None	No
DA	Yes; victims or witnesses to a crime being called to testify in court and asking the DA's Victim Witness Advocates for services.	Employees are trained to access bilingual employees; If a person is not available, they are trained to use a Language Line telephone.	√
DBI	Yes; construction-related emergencies, such as those caused by fires, earthquakes, etc.	Designated bilingual staff are known to all DBI managers/supervisors, and called on as-needed to provide linguistic assistance.	No
DEM	Yes; DEM manages the 9-1-1 call system for the City and County of San Francisco, including police, fire, and emergency medical calls.	DEM does not have separate written protocols for serving LEP clients, as all 911 callers are by definition in an emergency situation. Call-takers are trained on how to access Language Line for translation services.	√
DPH	Yes; medical emergencies	The department's written policy on providing services is the same for emergencies. In disaster situations, protocols are in place to request assistance from HR to provide information regarding bilingual employees.	√
DPW	Yes; natural disasters, including flooding and earthquakes.	For staff at customer service counters, designated staff is available to provide translation. If staff is unavailable, Language Line can be accessed by calling 311.	No
ELEC	Yes; the postponement of an election or the cancellation of an election (if ordered by the Governor of California); changes in polling place locations.	Information will be disseminated through community contacts and ethnic media. ELEC will provide public notice with a voice mail message stating information in-language, on its website, and with translated notices.	√
ENV	No	None	No
HSA	Yes; various situations, including homelessness, domestic violence, physical abuse, and unemployment.	HSA's policies and procedures for LEP persons are the same for emergency and non-emergency situations. Some programs have specific policies and procedures that cover issues related to individuals in crisis.	√

DEPT.	WORKS WITH CLIENTS IN CRISIS OR EMERGENCY SITUATIONS	CURRENT PROTOCOL FOR SERVING LEP PERSONS IN CRISIS OR EMERGENCY SITUATIONS	WRITTEN PROTOCOL
JUV	Yes; JUV provides crisis intervention to the families it serves.	JUV utilizes bilingual staff and the Language Line services.	√
MTA	No; MTA does not regularly work with clients in crisis situations; however, such situation could occur in the event of a natural catastrophe or emergency.	The MTA 2012 Language Assistance Plan details how to serve LEP persons in crisis or emergency situations.	√
OEWD	Yes; disasters such as fires and floods; Office of Small Business also handles emergency situations such as evictions and lawsuits.	The Office of Small Business provides information on actions taken in responding to and helping businesses, including LEP business owners recover from emergencies.	No
PDR	No	None	No
PLN	No	None	No
PUC	Yes; the PUC may on occasion experience an event such as a broken water main or wastewater main.	The Communications Director or liaison lead will utilize in-language staff for an emergency and will contact other PUC divisions or OCEIA if additional support is needed. Notifications are distributed to ethnic media, community organizations, and city agencies.	√
RNT	No	None	No
RPD	No	None	No
SFPD	Yes; FIRE works with clients in crisis and emergency situations every day, responding to over 200 emergency calls per day.	If an appropriate bilingual member is not on scene, crews will radio dispatch to request SFPD assistance. In medical situations where a patient requires attention, assistance from hospital staff will be requested.	√
SFO	Yes; in the event that LEP families become separated or a family member is missing.	Employees are trained to call 911 from airport phones and the Communications Center will dispatch fire, paramedics or police if necessary. Instructions on how to use Language Line are provided.	√
SFPD	Yes; shootings, assaults, domestic violence, robberies, earthquakes, and fires.	SFPD Department Bulletin directs its members to contact Crisis Response Services during a homicide or when a critically wounded victim is involved.	√
SFPL	No; SFPL's services are not directly related to an emergency or crisis situation, but it occasionally faces crises situations, such as theft, overdose/ unconsciousness, and altercations between patrons.	SFPL employs a full time DPH Social Worker at the Main Library to assist with serious issues but otherwise does not have a separate protocol for LEP persons. In the event of an emergency, SFPL would use multilingual and pictographic signage so that everyone may understand the directive to leave the facility.	No
SHF	Yes; SHF works with clients who are in custody, executing arrest warrants, during the eviction process, during investigations, and while providing security at designated buildings.	SHF will translation services on the premises, and utilize Language Line when an interpreter is not available on the premises.	√
TTX	No	None	No
ZOO	Yes; natural disasters, dangerous animal escapes and human disasters.	None; the written protocol is in development.	No

F. QUALITY ASSURANCE

The LAO mandates that all translated materials be accurate and appropriate for the target audience. Departments must designate a staff member to ensure that all translations meet the accuracy and appropriateness standard set in Section 91.4, subsections (d) and (e) of the LAO. Departments that lack qualified bilingual staff must obtain checks from external translators and are encouraged to obtain feedback from community organizations.

1. Designated Staff to Ensure Accuracy- Twenty Tier 1 departments (77%) reported having designated bilingual staff to ensure translation accuracy. Table 13 provides a breakdown of the number of employees who ensure accuracy and their respective language capabilities. The majority of designated staff members provide translations and interpretations in Spanish and Chinese (Cantonese and Mandarin).

Table 13. Number of and Languages Spoken by Designated Staff Responsible for Ensuring Translation Accuracy

DEPT.	NO. OF DESIGNATED STAFF	LANGUAGES	OTHER METHODS OF ENSURING ACCURACY AND CULTURAL COMPETENCY
APD	15	Cantonese and Spanish	APD ensures accuracy and cultural competency in translated materials through staff members who have been tested and certified by the Department of Human Resources as bilingual officers.
ASR	4	Cantonese, Mandarin, and Spanish	ASR relies on Language Line Services, a professional translation company, to translate its documents. ASR then performs an in-house quality control by having our DHR bilingual-certified employees review the translated documents for accuracy and cultural competency.
CHBM	0	None	Through OCEIA.
DA	11	Cantonese, Mandarin, Russian, Spanish, Vietnamese, Tagalog, and other	DA sends it to a professional translator or has a qualified person translate the material.
DBI	25	Cantonese, Mandarin, and Spanish	Bilingual staff provides a draft to a City-approved vendor to ensure accuracy and cultural competency of its materials. DBI bilingual staff will review before printing.
DEM	0	None	DEM contracts with outside vendors to ensure accuracy and cultural competency of translated materials.
DPH	4	Cantonese, Russian, Spanish, Tagalog, and Vietnamese	Materials are sent out for translations to vendors who also field test materials; generally for a 6th grade reading level. Department may also work with CBO's depending on content and audience for materials.
DPW	7	Cantonese, Mandarin, Spanish, and Tagalog	DPW translates all written materials by utilizing its designated bilingual staff members and independent monitoring through City Reproduction and a city vendor.
ELEC	10	Cantonese, Mandarin, Russian, and Spanish	ELEC utilizes professional translation services provided by InterEthnica and internal employees certified by the City. Temporary as-needed personnel are employed to assist with accuracy and appropriateness of materials produced.
ENV	4	Cantonese, Mandarin, Spanish, and Tagalog	ENV ensures accuracy and cultural competency through: peer review, use of a translation style guide, periodic reviews with intended audiences, and feedback to internal staff and contract translators.

DEPT.	NO. OF DESIGNATED STAFF	LANGUAGES	OTHER METHODS OF ENSURING ACCURACY AND CULTURAL COMPETENCY
HSA	550	Cantonese, Mandarin, Russian, Spanish, Tagalog, Vietnamese, and others	Translation request are centralized through the Labor Relations Division (LRD). HSA with several agencies to provide translation services. Qualified bilingual staff with subject matter knowledge of programmatic area review the translated document for accuracy.
JUV	3	Cantonese, Mandarin, Spanish, and Vietnamese	JUV uses a four-step process to ensure accuracy and cultural competency that involves review by JUV staff, city vendors, and community representatives.
MTA	108	Cantonese, Mandarin, Russian, Spanish, Tagalog, and other	Translated materials are reviewed by designated SFMTA bilingual staff or through external resources, including contractors and other city staff.
OEWD	2	None	OEWD utilizes a professional translation services, bilingual staff, and service providers to translate documents.
PDR	0	None	The department uses the services of a court certified translator.
PLN	Varies	Not provided	Select staff review materials received from city-approved vendors to ensure accuracy and understanding of planning terminology.
PUC	6	Cantonese, Mandarin, Russian, and Spanish	Materials are translated by contractors, consultants, or bilingual staff and then reviewed and edited by another staff member.
RNT	2	Cantonese, Mandarin, and Spanish	Translated materials are checked by members of staff who are culturally and linguistically proficient in that language; if staff is unavailable, materials are checked for accuracy by an outside vendor.
RPD	3	Cantonese, Mandarin, Russian, and Spanish	The staff members designated for translation into Spanish, Chinese and Russian are proficient in their respective languages.
SFFD	2	Cantonese, Mandarin, Spanish, and others as needed	SFFD generally uses City-approved vendors to translate written materials and has them verified by bilingual staff.
SFO	6	Mandarin and Spanish	Translations are done by a City approved service provider if needed.
SFPD	0	None	SFPD utilizes city-approved vendors for written translations. Additionally bilingual staff of partner organizations ensure accuracy and cultural competency.
SFPL	15	Cantonese, Japanese, Mandarin, Russian, Spanish, and Tagalog	Designated staff appointed to language requisitions are responsible for reviewing materials prior to publication; a staff committee provides oversight.
SHF	0	None	Every effort is made to have a bilingual staff person review the materials prior to posting and distribution.
TTX	10	Cantonese and Spanish	TTX uses Language Line for the majority of its document translations. Translated materials are reviewed by designated certified staff or submitted to an approved vendor for translation.
ZOO	0	None	There are no translated materials at this time.

2. Specific Training for Bilingual Staff- Table 14 summarizes the training and quality control mechanisms implemented by Tier 1 departments. Many departments are unclear on the levels of quality control needed to ensure accurate, quality translations. Fourteen departments (54%) reported that they offer training for bilingual staff, a 12% improvement over the last two years; 62% of Tier 1 departments reported having quality controls for bilingual staff, a 4% increase over the last two years. However, departments are inconsistent in stating their evaluation criteria or are unable to assess quality objectively; three departments reported not having quality controls this report period, despite previously reporting that quality controls were present (ENV, PLN, and SHF). Furthermore, most departments rely solely on the certification testing administered by the Department of Human Resources, which only tests for basic language ability, not ongoing accuracy and quality. Although the DHR test sets the standard for citywide bilingual pay in some languages (Spanish and Chinese), there is no additional follow-up after the certification is rendered, nor is there a citywide language competency standard for translation and interpretation services.

Table 14. Summary of Training and Quality Controls for Bilingual Staff by Department

DEPT.	OFFERS TRAINING FOR BILINGUAL STAFF	QUALITY CONTROLS FOR BILINGUAL STAFF
APD	Yes, training in basic Spanish and Cantonese is available for both support staff and deputy probation officers.	Yes, all bilingual employees have passed a required language proficiency test administered by the City and County of San Francisco, Department of Human Resources.
ASR	No, ASR is considering providing additional training to these bilingual employees.	Yes, document translations are first done by Language Line and then checked by DHR-certified staff. All bilingual employees are expected to provide the correct information to LEP customers.
CHBM	No	None
DA	No	Yes, DA has designated staff who ensure the accuracy of translated material.
DBI	Yes, Bilingual staff utilized training with respect to departmental process and procedures to assist customers on an as-needed basis.	No, bilingual staff offers assistance in their respective designated areas of expertise and overall knowledge of DBI operations, although supervisory staff may provide additional quality control.
DEM	Yes, DEM has offered elementary Spanish classes to employees through City College.	No, Language Line provides the overwhelming majority of bilingual services and DEM accesses Language Line for medical calls because the subject is more technical.
DPH	Yes, Annual Interpreter/Translation training taught by the Program Director of the City College Healthcare Certificate program.	Yes, Employees receiving bilingual pay must be certified by taking DPH bilingual proficiency test, which tests on medical interpretation.
DPW	No, DPW does not have internal resources and plans to utilize community and OCEIA's resources.	Yes, DPW utilizes a proof-reading vendor, sub-contracted through City Reproduction for written and printed materials.
ELEC	Yes, ELEC developed a glossary of terminology used in its official materials. All bilingual employees are familiarized with these documents and the proper usage of the terms. ELEC also takes steps to ensure that its employees are sensitive to and respectful of different cultures, and aware of resources available to LEP clients.	Yes, when possible, only employees that pass the Department of Human Resources' bilingual proficiency test hold the positions designated as requiring bilingual fluency. ELEC also developed tests designed to evaluate written proficiency in the target language and in English to allow for accurate translation. Applicants must attain an acceptable score on these tests to be considered.
ENV	Yes, ENV offers City University classes.	No, ENV strives to pair bilingual staff in public-facing positions to ensure message quality.
HSA	Yes, trainings in general are designed to meet the needs of the general population: however, portions of select trainings are designed to also cover working with special populations, including LEP's.	Yes, staff are certified as qualified bilingual through the Civil Service process, which involves testing in the designated language by the HSA Examinations Unit.
JUV	No, JUV is exploring language training; however, the demands on training regarding changes in law and practices for staff often take precedence.	No, qualified staff members are tested by the City and County of San Francisco to certify bilingual status, but JUV does not monitor ongoing bilingual skills.

DEPT.	OFFERS TRAINING FOR BILINGUAL STAFF	QUALITY CONTROLS FOR BILINGUAL STAFF
MTA	Yes, Title VI and Language Assistance training is provided to public contact employees. Training materials include an overview of the SFMTA's responsibilities under Title VI and its responsibilities under the Department of Transportation LEP Guidance and the Language Access Ordinance.	Yes, MTA utilizes the DHR certification process and feedback from external groups, including community based organizations, and other external resources.
OEWD	No, OEWD does not offer training classes.	Yes, the Office of Small Business uses professional translation services for departmental materials along with bilingual staff.
PDR	No, training is related to the essential functions of a position and for software used by the department.	No, the performance standards are the same for all employees.
PLN	No, PLN will consider in the upcoming fiscal year.	No, PLN will consider in the upcoming fiscal year.
PUC	Yes, training includes handling in-language calls and disseminating information in appropriate client language. Language Line Services and SFPUC Department of Human Resources trainings are also available.	Yes, the bilingual test administered by the City and County of San Francisco is used to verify language ability. Within the PUC, a multilanguage Glossary of Terms and translation reference guide is available. Communications staff also reviews written translation materials.
RNT	Yes, RNT trains staff on the applicable requirements of the job, including how to serve the LEP community.	Yes, the quality of services provided to the public is monitored by supervisory staff who are present to audit interactions with clients.
RPD	Yes, front-line staff members are trained along National Parks and Recreation Association guidelines. One of the training topics includes interacting with non-English speaking clients. RPD is working to provide training for all staff in interacting with LEP clients.	Yes, front-line staff members are trained along National Parks and Recreation Association guidelines. One of the training topics includes interacting with non-English speaking clients.
SFFD	No, bilingual personnel developed language testing scenarios in Spanish & Cantonese for the certification test. SFFD is working with DHR to move forward with language testing.	Yes, persons applying for bilingual positions (excluding NERT Instructors) must be DHR language certified. Eligible candidates for H-2 entry-level Firefighter positions are given a survey which includes a portion on bilingual skills.
SFO	Yes, SFO is beginning an ESL program for custodial staff. SFO offers Language Line training and has purchased a contract with Rosetta Stone for employees to learn other languages.	Yes, all bilingual employees must be tested and certified by the City and County of San Francisco in order to receive the bilingual premium.
SFPD	No	No, DHR ensures SFPD employees' abilities to interpret in one of five core languages.
SFPL	Yes, bilingual staff may participate in any of the over 100 training courses offered by SFPL that help to enhance their Library skills.	Yes, job candidates must pass the City and County's comprehensive bilingual examination and department selection process, and is selected by a diverse panel that focuses on the public service needs of the hiring Branch and the Main Library.
SHF	No	No, SHF relies on the Department of Human Resources to provide proficiency examinations for employees who wish to be certified as bilingual.
TTX	Yes, TTX offers training to the entire staff, but it does not offer language-specific training.	Yes, TTX held mandatory training sessions this past year for public contact staff, largely focused on the use of Language Line, but also to present and discuss issues related to customer service as it pertains to language issues. This issue is also emphasized at weekly managers' meetings, and in the monthly meeting of the department's main customer service group.
ZOO	No; currently the requests by LEP individuals are too low to warrant specific training. Once protocols are established the appropriate training will be undertaken.	No

G. SELF-ASSESSMENT

The LAO allows Tier 1 departments to assess their own progress relative to compliance and language access goals.

1. Public Contact Positions- Most Tier 1 departments reported having sufficient bilingual staff to meet LAO requirements and to serve LEP clients. Collectively, bilingual staff represented 34% of all public contact staff while LEP clients represented 7% of all client interactions. Departments reported no significant disparities in the proportion of bilingual staff available relative to LEP clients served among departments.

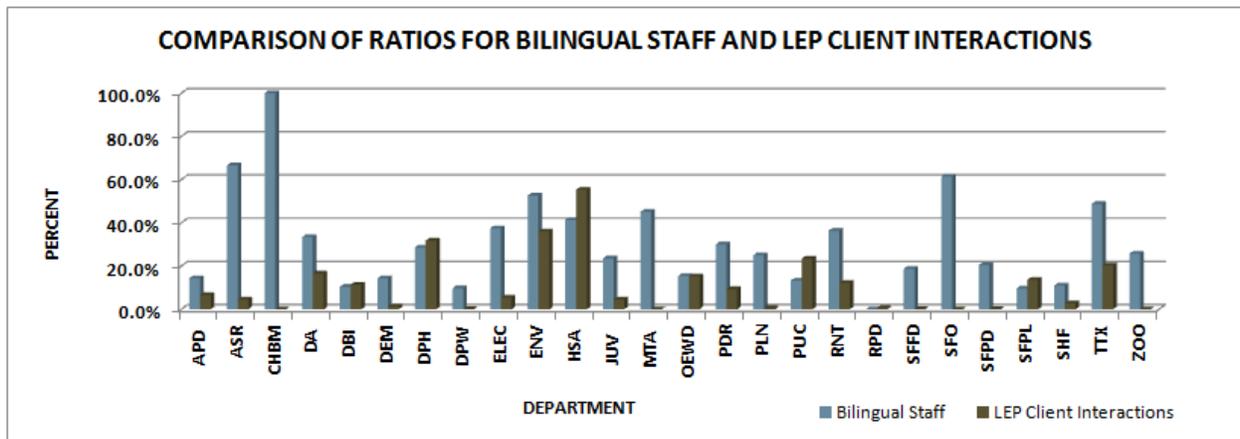


Figure 3. Ratios of Bilingual Staff and LEP Client Interactions

Table 15 provides information on various positions held by bilingual staff. Public contact positions include a variety of titles, for example, clerks, attorneys, engineers, public relations officers and firefighters.

Table 15. Description and Assessment of Bilingual Employees by Department

DEPT.	STAFF POSITIONS	MEETS LAO REQUIREMENTS
APD	Clerks, deputy probation officers	✓
ASR	Appraiser, clerks	✓
CHBM	Administrative aide, senior secretary	✓
DA	Attorneys, investigators, victim/witness advocates	✓
DBI	Clerks, building inspectors, typists	✓
DEM	Public safety dispatchers, public safety supervisors	✓
DPH	Managers, analysts, technicians, nurses, physician specialists	✓
DPW	Administrative analysts, assistant engineer, public relations officers	✓
ELEC	Elections clerks, junior clerks, community development assistant	✓
ENV	Outreach associates	✓
HSA	Clerk typists, protective services workers, senior eligibility workers, social work specialists	✓
JUV	Counselors, deputy probation officers, secretary	✓
MTA	Public relations officers, station agents, transit fare inspectors	✓
OEWD	Not specified	✓
PDR	Investigators, legal process clerks, social workers	✓
PLN	Executive secretary and senior clerk typist	✓
PUC	Public information officers, senior water clerks, water service inspectors	✓
RNT	Citizen's complaint officers	✓
RPD	Facility coordinator, recreation leader, recreation supervisor	✓
SFFD	Firefighters, captains, lieutenants	✓

DEPT.	STAFF POSITIONS	MEETS LAO REQUIREMENTS
SFO	Communications dispatchers, information volunteers, personnel analysts	√
SFPD	Civilians, inspectors, police officers, sergeants	√
SFPL	Librarian, library assistants	√
SHF	Not specified	√
TTX	Account clerks, senior collections officers, cashiers, management assistants	√
ZOO	Guest services, payroll coordinator	√

2. Protocols to Communicate with LEP Persons- Tier 1 departments were asked to summarize their procedures for serving LEP clients and self-assess whether their methods to communicate with LEP clients were adequate. As shown in Table 16, 25 departments (96%) provided a summary of their procedures for serving LEP clients. Twenty-two departments (85%) assessed their current methods for serving LEP clients as adequate. Most departments use bilingual staff or a telephonic language provider such as Language Line in their procedures for dealing with LEP clients.

Table 16. Summary of Procedures for Serving LEP clients and Self-Assessment of Procedures

DEPT.	SUMMARY OF PROCEDURES FOR SERVING LEP CLIENTS	ADEQUATE BY DEPT'S ASSESSMENT
APD	APD has bilingual staff (SPN and CAN) in the Records and Reception Unit. Staff provides interpretation services as needed. When possible, it assigns cases to bilingual officers based on language need. For languages other than the ones spoken by bilingual staff and for monolingual staff, the Department uses Language Line Translation Services.	√
ASR	Employees are familiar with and trained to use the Language Line dual-handset phones to assist LEP persons. In-person translations required for SPN and CHN speaking persons will be provided by DHR-certified bilingual employees.	√
CHBM	None	-
DA	The office has a person designated to interpret for CAN, MDRN, or SPN speaking people who come to the front reception area. If another language is needed, bilingual certified staff from another division is called upon or Language Line is used.	√
DBI	Designated bilingual staff are known to all DBI managers/supervisors, and called on an as-needed basis to provide linguistic assistance to an LEP client.	√
DEM	DEM first identifies the language spoken by the person, then will connect the caller with an interpreter. The preferred method of providing services is with a qualified bilingual member; if one is not available DEM will utilize a professional interpretation service.	√
DPH	At minimum, all LEP persons accessing DPH's services are provided telephonic translation services at no cost.	√
DPW	DPW plans to maintain its current level of service for all interactions with LEP persons and will continue to educate employees and provide additional resources to improve compliance.	√
ELEC	ELEC employs a variety of practices and policies to ensure assistance and outreach for San Francisco voters, including providing translated print materials, outreach, multilingual website, to ensure the voting process is accessible to all members of the electorate and comply with federal, state and municipal laws. During an election, the Department employs nearly 25 additional temporary as-needed bilingual staff to assist with tasks requiring bilingual skills.	√
ENV	ENV designs its programs with the LAO policy at the front end to ensure programs meet the language needs of residents and businesses in San Francisco.	√
HSA	HSA protocols deal with allowing individuals to self-identify and recording preferences, how to access interpretation/translation services as well as who is an acceptable interpreter for the individual.	√
JUV	The JUV Chief provides resources, in terms of staff time and for the costs of translations, to ensure that LEP clients can communicate in the language they best understand.	√

DEPT.	SUMMARY OF PROCEDURES FOR SERVING LEP CLIENTS	ADEQUATE BY DEPT'S ASSESSMENT
MTA	Oral language assistance is provided primarily through bilingual public contact staff. Public contact employees make every effort to communicate with LEP customers. If a customer requires language assistance and there is no Language Line access or an on-site bilingual employee available, staff members will ask available SFMTA bilingual employee for assistance. In the Customer Service Center, Spanish and Chinese LEP clients can self-select to enter the queue system for assistance in either language; other LEP clients can indicate language preference in one of 20 languages on "Interpretation Service Available" signs.	√
OEWD	The Ordinance which created the Office of Small Business Assistance Center stated that it shall support the full diversity of San Francisco's small businesses and support the needs of diverse small businesses and provide services to LEP persons.	√
PDR	Bilingual employees are available at the reception desk and throughout the office to assist limited English proficient (LEP) individuals in-person and over the telephone. Language Line is also available as a resource.	√
PLN	PLN has a separate phone line for Spanish, Cantonese and Mandarin speakers. Customers can leave a message and receive a call back from a bilingual employee. Signage is placed at the reception and Planning Information Center offering translation services for any clients. Additionally PLN has access to the 311 call center, which has translation services available 24/7.	No
PUC	The Customer Service Bureau (CSB), Water Conservation (WC) and Communications Division (CD) are the main points of contact for LEP clients. Telephonic assistance is available in Chinese and Spanish, and materials are available in Chinese, Spanish, Tagalog, Vietnamese and Korean. Telephonic translation procedures will be implemented once the Language Line service is in place.	√
RNT	RNT assists walk-in clients and calls from LEP clients by first assessing the client's language requirements, and uses bilingual staff, if available, or utilizes telephone-based interpretation services (Language Line) to communicate with the client.	√
RPD	RPD places bilingual capable staff in communities in which their language skills are utilized most. Requests for on-site translation services utilizing Language Line are on the rise, and RPD is committed to meeting those needs and serving its clients.	√
SFFD	SFFD will utilize available bilingual personnel and try to match bilingual capabilities to LEP client demographics in San Francisco. It may also request assistance from bilingual SFPD personnel when appropriate or utilize telephonic interpretation service.	√
SFO	Language Line and bilingual employees provide translation and assistance to our clients. An Airport contract vendor staffs the information desks on the arrivals levels and volunteers staff the airport information desks. Most airlines also have bilingual staff available to serve clients.	√
SFPD	SFPD members are instructed to follow the preferred order of methods to communicate with LEP individuals: 1). Use a qualified bilingual member, 2). Use a qualified bilingual civilian or professional interpreter, 3). Use a qualified interpreter telephonically.	√
SFPL	SFPL provides core library services in multiple languages, including in-person reference and information services and signage in select facilities. Live/telephone staff provide interpretation if on-duty staff do not have the specific language skill at a location where it is needed.	No
SHF	SHF has bilingual employees certified in five different languages as well as Language Line to assist clients.	√
TTX	TTX relies upon in-house certified translators and Language Line to supplement the department's services. TTX also utilizes IVR ("pay-by-phone") systems for electronic payments annually, and these services are available in Spanish, Cantonese and Mandarin. TTX is developing written protocols for communicating with LEP clientele.	√
ZOO	ZOO has not had a request for any type of communication by an LEP person in the past year. LEP requests would be handled on a case by case basis by the bilingual staff.	-

3. Self-Assessment of FY 2012-13 Plans & Goals- Twenty-two Tier 1 departments submitted goals for FY2012-13 and provided assessments of goals and improvements, reporting that: 1) they were achieving their goals, or 2) progress was ongoing. The goals included: increasing publicity of language services, maintaining bilingual staff and increasing translated materials.

Table 17. Self-Assessment of FY2012-13 Plans and Goals

DEPT.	GOALS SUBMITTED FOR FY2012-13	ASSESSMENT OF GOALS FROM FY2012-13
APD	<p>1. Maintain the current level of service for all LEPs.</p> <p>a) Currently, APD has posted Language Access information in the main reception area, including complaint procedures for violations of this ordinance. In addition, 3 out of 6 Records and Reception staff are bilingual. (2 Spanish, 1 Cantonese).</p> <p>b) LEP probation cases are mostly assigned to bilingual officers for services.</p> <p>c) Staff has been trained about the Language Line services. Staff reviews of Language Line continue to be extremely positive.</p> <p>2. Adhere to the Department's staff Bilingual Premium Policy to ensure compliance with collective bargaining unit's labor Memorandum of Understanding and City policies.</p>	APD is compliant with its goal to adhere to City standards for language services. In May 2012 it issued two written policies related to serving LEP clients.
ASR	ASR has increased the number of translated forms and made letters available in languages spoken by LEP clients. It has also made its website translatable into commonly spoken languages and increased publicity of its services.	ASR translated vital information on its website, added Japanese translations, and reinforced our bilingual services by adding two more DHR-certified bilingual employees.
CHBM	None	Obtained translated brochures from the Office of Civic Engagement & Immigrant Affairs.
DA	<p>1) Complete website language translation as the DA completes the website design.</p> <p>2) Place a language proficiency emphasis when hiring backfills for the department.</p> <p>3) Continue to translate informational materials into core languages: Spanish, Cantonese, Mandarin, Russian, Vietnamese and Tagalog.</p> <p>The DA also notes that the District Attorney, George Gascón, speaks Spanish fluently and is very supportive of the program's goals.</p>	The DA maintained bilingual employees in key public contact positions and this year greatly improved the number of translated materials for victims and witnesses of crime and the general public. It currently has advocates doing community office hours at three locations, two of which offer bilingual services.
DBI	<p>1) Invite OCEIA staff to visit the department to discuss its needs and how to meet LAO compliance.</p> <p>2) Implement a standard complaint form.</p> <p>3) Work with other City agencies to develop and implement written policies to ensure accuracy and applicability of LAO compliance.</p> <p>4) Develop, implement, and post LAO complaint procedures.</p> <p>5) Run a two-week survey of all customers to determine bilingual assistance requirements.</p>	DBI continues to meet all language assistance needs and goals and LEP customers express constant satisfaction at the availability of both bilingual staff and written materials in CHN and SPN.
DEM	DEM's goals for FY2012-13 are the same as the ones from the previous year: to continue providing fast and accurate oral translation services for 911 callers as well as accurate written materials in multiple languages.	DEM is satisfied with its progress in meeting LEP goals.
DPH	DPH plans to expand VMI to Primary Care Clinics, LHH, and other parts of the SFGH.	DPH is compliant with the LAO and continues to expand VMI to LHH and the Health Centers.

DEPT.	GOALS SUBMITTED FOR FY2012-13	ASSESSMENT OF GOALS FROM FY2012-13
DPW	DPW will educate employees about LAO compliance and provide them with the resources to implement them, and ensure that employees implement Title VI procedures when DPW is hosting a community meeting. It also plans to continue partnering with community based organizations and media that serve Spanish and Chinese-speaking communities in order to provide program and project updates.	DPW's training department received almost 100% staff participation in Title VI training workshops. Staff hosted and attended dozens of community meetings where they provided translated materials and key documents.
ELEC	ELEC plans to develop and implement an outreach and voter education plan aimed at reaching communities protected by the Voting Rights Act, Section 203 and produce multilingual voter education materials in preparation for the June 5, 2012 Presidential Primary Election and the November 6, 2012 General Election. It will collaborate with community-based organizations to assess its multilingual materials and provide bilingual assistance at the voting locations on Election Day.	ELEC is meetings its Language Access Ordinance goals for FY2012-13. For the November 6, 2012 election it utilized communication systems within the San Francisco Unified School District and other city departments to reach diverse communities. Outreach personnel also took the lead in accommodating new citizens throughout Northern California, by preparing and distributing trilingual written voter registration cards and instructions and making trilingual announcements at USCIS oath ceremonies.
ENV	ENV uses its website (sfenvironment.org) as a major communications channel to reach multiple clients. It is in an exploratory phase of making a plan to either translate a massive number of pages in bulk with a lesser overall quality, or go with a targeted strategy with a higher quality. Possible strategies for determining how to translate the website include: Dynamic Translation services, outsourced human translation, and page translation request forms.	ENV launched language pages featuring targeted high-value content online, translated select press releases and public information materials, and continues to plan department strategies for translation.
HSA	<ol style="list-style-type: none"> 1) To develop a central repository on the H.S.A. intranet containing materials for staff to use in working with bilingual clients 2) Increase client access to benefit information 3) Increase HSA's resources to translation and interpretation services. 	Additional benefit information is available to clients online. Materials have been posted to the intranet, however the central repository has not been realized. HSA also increased the budgeted amount for interpretation and translation services.
JUV	JUV intends to ensure the continuous availability of its "Parent Guide to the Juvenile Justice System" at Juvenile Hall and with community partners, and ensure that updates are made when needed. It also looks for guidance from OCEIA to review and refine its protocols for communicating with LEP clients, and analyze what is needed by JUV to track LEP information by Supervisorial District.	JUV is meeting its goals for FY2012-13 and recently identified new materials which need to be translated.
MTA	MTA plans to increase bilingual capabilities in the Community Outreach group and Customer Service Center, if resources allow; survey existing language assistance documents and MTA documents to prioritize translation, and partner with OCEIA to provide training and assess the needs of LEP customers.	MTA met most of its goals for FY2012-13. Due to limited resources, it was not able increase bilingual capabilities in its Community Outreach group and Customer Service Center. It continues to identify and prioritize documents for translation.
OEWD	None	OEWD met its FY2012-13 goals through: addition of bilingual staff, additional translation features for its website, leadership in coordinating appropriate city staff and departments to provide LEP clients equitable access to city programs , and appointment of Deputy Director as the department lead for LAO compliance.
PDR	PDR plans to translate materials into Cantonese and Spanish and conduct a survey of clients served to determine a more accurate count of clients served.	PDR is meeting LEP client needs.

DEPT.	GOALS SUBMITTED FOR FY2012-13	ASSESSMENT OF GOALS FROM FY2012-13
PLN	In FY 2011-12, PLN tested a public engagement model in order to develop methodologies to better reach people who do not normally engage in public outreach processes, including limited-English speaking individuals. In the upcoming year, PLN will be working to develop a public engagement strategy and develop strategies, policies and procedures to provide service to limited-English speaking communities.	PLN has been consistent in achieving LAO requirements.
PUC	PUC plans to continue to provide LEP clients with exceptional dissemination of all agency policies and information and enhance outreach methodology for LEP clients. It also plans to implement additional languages for its Interactive Voice Response telephone line and expand availability of translation services to field personnel.	Due to budget constraints and technical challenges, there have been no changes made to the IVR line to include additional language choices. However, the availability of six bilingual Customer Service staff members, Spanish and Chinese voice mail boxes, and the Language Line service currently meet the needs of LEP customers.
RNT	Continue to translate documents and increase availability through multiple sources.	RNT translated documents and increased distribution, and hired interpreters when needed by clients.
RPD	In development	None
SFFD	SFFD plans to continue to provide and maintain supply of currently available translated materials. SFFD plans to work with DHR to conduct language certification testing so more employees will be eligible for bilingual positions. SFFD also plans to expand its ability to provide language services telephonically and increase resources and improve accessibility of its website.	SFFD is meeting most of its FY2012-13 goals. Progress is ongoing for some of its goals, including identifying additional funding for translation materials, language certification testing, and availability of materials online.
SFO	SFO will continue to monitor language needs and recruit and hire bilingual volunteers to staff the information desks.	SFO is able to serve clients adequately with bilingual staff, volunteers, and Language Line.
SFPD	None	Dept. Bulletin DB 12-132 "Providing Language Access Services to Limited English Proficient (LEP) Individuals" outlines the duties and responsibilities of SFPD members in relation to Dept. General Order 5.20; video for Limited English Proficient (LEP) is in progress; SFO officers were retrained; and digital recording devices were purchased to allow for recorded statements.
SFPL	Update demographic reports to 2010 Census data, develop a strategy for enhancing translation of print materials, and implement policies and procedures that address specific needs of LEP patrons.	SFPL is in the process of renewing its GIS license through partnership with the Dept. of Technology and arranging contracts for language services with Language Line and a translation vendor for printed materials.
SHF	Continue to provide the same level of service to clients through bilingual staff and Language Line, and identify additional staff that speak a foreign language but are not yet certified through DHR.	SHF is meeting its FY2012-13 goals.
TTX	The Language Access Project Team will be responsible for facilitating an internal awareness campaign of LAO requirements and the use of Language Line. It will also assist in determining and implementing written protocols and procedures as required by the LAO and prioritize the translation of documents and signage in public service areas.	TTX implemented the use of Language Line and trained staff on its use. It is in the process of having all forms translated into Spanish and Chinese and the phone bank has been transferred to 311 which has a comprehensive translation system. This has improved TTX's customer service.
ZOO	ZOO plans to determine what is required by the LAO and assess and adjust its current processes and materials for communicating with the public. It also plans to develop a protocol for front-line staff and determine if additional systems are needed.	Goals are ongoing.

H. COMPLAINTS

The LAO requires departments to allow the public to make complaints alleging violations of the LAO in each language spoken by a Substantial Number of Limited English Speaking Persons.¹⁸ All departments are required to document actions taken to resolve each complaint and maintain copies of complaints and documented resolutions for a period of not less than five years. A copy of each complaint must be forwarded to the IRC and OCEIA within 30 days of its receipt. Tier 1 departments must provide information on their LAO complaint processes in their annual compliance plan filings.

1. Complaint Procedures- Table 18 describes complaint procedures used by Tier 1 departments. Most complaints are reviewed by a specific unit or officer within the department. Fourteen Tier 1 departments (54%) reported having written complaint procedures, and only 12 departments (46%) reported that complaint procedures were publically posted. While this is an 8% improvement over the last two years, information reported by departments remains inconsistent with information reported by community-based service providers.

Although city departments are required by the LAO to forward complaints to OCEIA, in FY2011-12, only four complaints regarding LAO violations were forwarded, three of which concerned Tier 1 departments. However, annual compliance plans reveal that departments reported receiving a total of 18 LAO complaints in FY2011-12, 100% of which were resolved internally and accounted for 0.04% of all complaints received by Tier 1 departments.

Table 18. Complaint Procedures by Department

DEPT.	WRITTEN	PUBLICALLY POSTED	DESCRIPTION OF PROCEDURE
APD	√	√	After a complaint is accepted, the supervisor is notified. An investigation is conducted and the conclusions of the investigation are discussed with the employee(s), complainant, and Chief or supervisor. If the complaint is determined to be well founded, appropriate action is initiated. If unfounded, that conclusion is also fully communicated to all involved parties.
ASR	-	√	All external complaints are addressed first by the manager of the Public Service Unit and, if necessary, by the Deputy Assessor-Recorder.
CHBM	-	-	CHBM is working on complaint policies as part of its services to LEP persons. It expects this to be available by the end of FY2012-13.
DA	√	-	The office manager will accept the complaint and forward to the staff member designated for ensuring the accuracy and appropriateness of the translation. After review, a solution will be presented to the District Attorney or their designee. A copy of the complaint is forwarded to the Commission within 30 days of its receipt.
DBI	-	√	When a complaint is received, an inspector or other staff will investigate. If merited, a notice of violation may be written and posted; if the owner fails to respond, a second notice is provided. Failure to respond then generates a Director's Hearing. In worst cases, the matter may be referred to the City Attorney or the property may be liened.
DEM	-	-	DEM staff members review the Computer Aided Dispatch system to identify any delay in translation, then send a complaint to Language Line if necessary.
DPH	√	√	Patient's rights are posted in public areas and included in the admitting packet. When a complaint is received, it is assigned to a patient advocate to investigate and respond. Complaints may be resolved in person or by phone but always followed up in writing.
DPW	√	-	Complaints are investigated and recorded according to DPW's procedures under the Title VI Procedure 3.3.7-Processing Discrimination Complaints "National Origin."
ELEC	√	√	A complaint may be submitted through a Comment Form or online Contact Form, which are available in Chinese and Spanish on the website and at the reception desk.
ENV	-	-	ENV does not have a written LAO complaint process. Concerns are addressed and resolved within program areas or forwarded to the appropriate agency for resolution.

¹⁸ As defined by section 91.2(k) means either 10,000 City residents, or 5 percent of those persons who use the Department's services.

DEPT.	WRITTEN	PUBLICALLY POSTED	DESCRIPTION OF PROCEDURE
HSA	√	√	HSA will acknowledge receipt of the complaint and schedule a telephone or in-person interview to obtain specific details; if submitted in any language other than English, HSA will translate the complaint in advance. Depending on the outcome of the investigation, the client will be notified of the results and any actions taken.
JUV	√	-	JUV has an ombudsman for youth placed in Juvenile Hall and Log Cabin Ranch to handle complaints within 48 hours. The Chief's executive assistance provides forms for parents wishing to make a formal complaint.
MTA	√	√	Complaints regarding LAO violations are handled as Title VI discrimination complaints. Once received, the division manager will review the complaint form and perform follow-up. LAO complaints will be forwarded to OCEIA within 30 days of receipt.
OEWD	-	-	Complaints may be received in person or writing. Complaints are routed to the Deputy Director or Supervisor of the related Division who will then reach out to the individual directly to assess the problem.
PDR	√	√	Complaints should be addressed to PDR's Human Resources Manager. Complaints forms are available in the reception area and personnel are available to assist LEP individuals in completing the form as needed.
PLN	-	-	In the event of a complaint, staff would resolve it by using Language Line or bilingual staff. The complaint is forwarded to the Communications Manager who would work with the client, interpreters and staff to resolve the complaint.
PUC	√	-	The Language Access Compliant Form is translated into Chinese and Spanish and available online and in the Customer Service area. Complaints may be filed with Customer Service by phone or mail, or with OCEIA.
RNT	√	√	Individuals may submit a complaint by requesting to speak to a supervisor, writing to the department or contacting 311. Complaints are forwarded to a supervisor for investigation.
RPD	-	-	Complaints are taken seriously and responded to in a timely fashion. RPD staff receives complaints in person, via telephone, in writing, and electronically.
SFFD	√	√	Complaints may be submitted through any method, and the complaint form is available online. All complaints are handled by managerial staff and/or forwarded to the Chief of Department, depending upon the nature and severity of the complaint. Complaints are generally handled on a case-by-case basis.
SFO	√	√	Title VI nondiscrimination policy and complaint procedures are posted on the SFO website and signs for Language Line translation are posted both pre and post security and at information. Complaints in person are handled by Airport staff and the information desks. Telephone complaints are handled by the Customer Service Office.
SFPD	√	-	Complaints directed at SFPD members are handled by the Office of Citizen Complaints. For each complaint, an OCC investigator is assigned. Once an investigation is completed, a determination is made. Depending on the determination made, the complaint may be forwarded to the Police Chief and the Police Commission for further examination and determination of penalty.
SFPL	-	-	In 2012, SFPL revised the comment form to include an option for commenting/complaining about access to services in the patron's language and translated the form into Chinese, Russian, and Spanish. In 2013, SFPL will begin tracking responses per the LAO and the form will be translated into an additional 2-3 languages.
SHF	-	-	Depending on the circumstances, follow up is performed either by the Investigative Services Unit or referred to other appropriate staff for resolution. A grievance system is in place in the jail system to respond to complaints from prisoners.
TTX	-	-	TTX utilizes a Customer Service Feedback (CSF) response form to receive service ratings and to field complaints. Complaints are copied and provided to the section supervisor or manager in question for follow-up. If the language spoken could be ascertained, the follow-up comes from an appropriate bilingual staff member.
ZOO	-	√	Complaints generally submitted through public contact staff, the Visitor Comment Form, the Education Department Office or the Human Resource Office. The complaint is then referred to the appropriate department for handling.

2. Method of Receiving and Resolving Complaints- Table 19 summarizes the methods used by departments to receive and resolve complaints. Fourteen Tier 1 departments (54%) have written complaint procedures. Twelve Tier 1 departments (46%) reported that complaint procedures are publically posted, either online or at the service site. The most common methods for accepting or receiving complaints are in-person, by telephone and by mail, all of which are accepted by all Tier 1 departments. The most common method of resolving complaints mirrors methods to receive complaints: telephone (96%), U.S. Mail (96%) and in person (88%). Although most departments have complaint mechanisms, it is unclear whether they provide their general forms in languages other than English. OCEIA developed a standard complaint form in Spanish and Chinese and provided this tool during the mandatory training sessions conducted in fall 2011 and 2012; to date, 18 departments (69%) reported incorporating this form into their procedures.

Table 19. Methods for Accepting and Resolving Complaints by Department

DEPT.	ACCEPTING COMPLAINTS						RESOLVING COMPLAINTS				
	IN PERSON	BY PHONE	US MAIL	COMPLAINT FORM	WEBSITE	OTHER	IN PERSON	BY PHONE	US MAIL	EMAIL	OTHER
APD	√	√	√	-	-	-	-	√	√	-	-
ASR	√	√	√	√	√	-	√	√	√	√	-
CHBM	√	√	√	-	√	-	√	√	√	√	-
DA	√	√	√	√	-	-	√	√	√	√	-
DBI	√	√	√	-	-	√	√	√	√	-	-
DEM	√	√	√	-	√	-	√	√	√	√	-
DPH	√	√	√	√	-	-	√	√	√	√	-
DPW	√	√	√	√	√	-	-	-	√	-	-
ELEC	√	√	√	√	√	-	√	√	√	√	-
ENV	√	√	√	-	-	-	√	√	√	√	-
HSA	√	√	√	√	-	√	√	√	√	√	-
JUV	√	√	√	√	√	-	√	√	-	-	-
MTA	√	√	√	√	√	-	-	√	√	√	-
OEWD	√	√	√	-	√	-	√	√	√	√	-
PDR	√	√	√	√	-	-	√	√	√	√	-
PLN	√	√	√	√	-	-	√	√	√	√	-
PUC	√	√	√	√	√	-	√	√	√	√	-
RNT	√	√	√	-	-	-	√	√	√	-	-
RPD	√	√	√	-	√	-	√	√	√	√	-
SFFD	√	√	√	√	√	-	√	√	√	√	-
SFO	√	√	√	√	√	-	√	√	√	√	-
SFPD	√	√	√	√	-	-	√	√	√	-	-
SFPL	√	√	√	√	√	√	√	√	√	√	√
SHF	√	√	√	√	-	√	√	√	√	√	-
TTX	√	√	√	√	-	-	√	√	√	√	-
ZOO	√	√	√	√	√	-	√	√	√	√	-

I. FY2013-14 PLANNED GOALS & IMPROVEMENTS

The LAO requires that each Tier 1 Department’s annual compliance plan include planned goals and improvements for the upcoming fiscal year.

1. Goals and Improvements- Twenty-five departments (96%) provided their goals and planned improvements to providing services for LEP clients for FY 2012-13, as summarized in Table 20. The most commonly reported goals include: translating additional materials, educating and training employees, and developing policies and procedures regarding the LAO. In addition, 19 departments (73%) plan to make improvements of some kind to their procedures for communicating with LEP clients for FY 2013-14. Some of the proposed improvements include: hiring additional bilingual staff, publicizing interpreter/translation services, and translating more documents.

Table 20. Summary of Goals and Improvements Planned for FY 2013-14

DEPT.	PLAN & FY2013-14 GOALS SUBMITTED	SUMMARY OF IMPROVEMENTS TO PROCEDURES FOR SERVING LEP CLIENTS FOR FY2013-2014
APD	APD plans to increase the level of service for all LEPs, provide training regarding LAO policies for staff, and ensure that the department is compliant with City policies.	APD bilingual officers are in CORE training and will be tested for language proficiency and certified by the Department of Human Resources in 2013; it will add Cantonese to its recorded telephonic greeting; post translated signage in the reception area and implement and apply the Bilingual Premium Policy.
ASR	Consider displaying a language identification poster in the reception area to help identify an LEP person and his/her language; and increase publicity of LAO services to LEP communities.	ASR will publicize the availability of translation services.
CHBM	Look into providing bilingual certification for staff.	None
DA	Complete website language translation; place a language proficiency emphasis when hiring backfills; and translating information material into core languages as they are developed.	The DA believes it needs to expand the office’s in-house ability to ensure multi-lingual capacity and intends to translate more materials for the public.
DBI	Maintain sufficient bilingual staff to meet LEP client needs; work with the Dept of Technology to ensure accurate translation of materials posted online; and develop and update multilingual brochures and make available online and in print.	As the economy recovers and the demand for DBI professional services increases, the addition of staff, including bilingual staff, will ensure that DBI will be able to keep pace with market demand.
DEM	Continue to provide fast and accurate oral translation services for 9-1-1 callers, as well as accurate written materials in multiple languages.	None.
DPH	DPH's goals are to improve the quality of interpreter services available. It has found greater efficiencies with regard to quality through the use of Polycom phones. It added 8.5 FTE to Interpreter Services and an exam is in process through DPH and DHR. It will continue to review needs and add language waivers to positions, as appropriate.	DPH strives to improve the quality of interpreter services provided by in-person interpreters, VMI, and internal interpreters via polycom phones.
DPW	DPW plans to explore adding translated content to its webpage in Chinese and Spanish; establish a language interpretation account number; maintain an updated list of bilingual employees; and continue to partner with OCEIA, CBOs and media.	DPW will update its website to direct LEP persons to bilingual staff for information and as the website is developed, work with Language Line staff and other vendors to assist in webpage development in multiple languages.

DEPT.	PLAN & FY2013-14 GOALS SUBMITTED	SUMMARY OF IMPROVEMENTS TO PROCEDURES FOR SERVING LEP CLIENTS FOR FY2013-2014
ELEC	ELEC will develop and implement an outreach and voter education plan for the November 5, 2013 Municipal Election and the June 3, 2014 Consolidated Gubernatorial Primary Election. It will partner with community-based organizations, media and press to disseminate information about multilingual services and provide adequate language assistance at the polls on Election Day.	None
ENV	ENV will continue to increase the number of translated education and outreach materials available online, partner with ethnic media to communicate with diverse audiences, and design and produce education and outreach material.	None
HSA	To develop a central repository on the HSA intranet containing materials for staff to use in working with bilingual clients and to develop web content in main languages.	None
JUV	JUV's goals remain the same, with the addition of translating the complaint procedures and the complaint letter and Chief's response into Chinese and Spanish.	The LAO Coordinator is constantly aware of new forms that are in need of translation and will initiate the translation protocols as these forms are identified.
MTA	MTA plans to increase bilingual capabilities in the Community Outreach group and Customer Service Center; survey language assistance documents and MTA documents to prioritize translation; partner with OCEIA to continue providing training; and maintain partnerships with community organizations to meet the needs of LEP customers.	MTA will continue partnering with other entities serving LEP populations, review documents for translation, increase outreach efforts, conduct trainings for public contact staff, increase translated content on website and continue to refine and improve its Language Assistance Plan, policies and procedures.
OEWD	OEWD plans to add Language Line to provide telephonic translation services; leverage its community-based organization partners and resources; translate materials disseminated to the public; partner with OCEIA; and work with other Tier 1 departments to identify best practices.	OEWD is interviewing for positions for the Invest In Neighborhood Team and seeking bilingual staff to assist and work directly with LEP persons. It also plans to contract with Language Line Services.
PDR	Translate Clean Slate program materials into Spanish and Chinese and written notices of rights into Chinese.	PDR plans to translate Clean Slate program materials into Spanish and Chinese and written notices of rights into Chinese.
PLN	PLN plans to develop LAO department policy and procedures.	PLN plans to establish a policy and procedures for improving access to information for limited English speaking individuals.
PUC	PUC will continue informing LEP clients of all agency policies; implement Language Line Service agency-wide and provide telephonic interpretation for field personnel; enhance outreach methodology; and explore implementation of in-language audio and virtual tours of 525 Golden Gate.	Attention will be given to hire multilingual staff when opportunities arise. PUC is working to ensure that all print collateral materials and the website are available in Spanish and Chinese. The PUC is also developing a multilingual survey for events, and exploring multilingual social media outreach.
RNT	Continue to translate documents and increase availability through multiple sources.	None

DEPT.	PLAN & FY2013-14 GOALS SUBMITTED	SUMMARY OF IMPROVEMENTS TO PROCEDURES FOR SERVING LEP CLIENTS FOR FY2013-2014
RPD	None	RPD will continue to provide service options, including telephone and in-person translation services at all 12 registration sites throughout the city. RPD will develop a written policy for LEP interactions, and include standard language on written materials informing the public of translated materials.
SFFD	SFFD will work with OCEIA to obtain demographic data; identify and translate additional materials, assess and review bilingual assignments and language certification testing, and explore opportunities to partner with the community.	SFFD will conduct DHR language certification testing, reassign bilingual positions and/or restructure bilingual incentive to premium pay, look into more bilingual NERT Instructors, and dispatch of volunteer language liaisons.
SFO	SFO will monitor language needs and recruit bilingual volunteers to staff the information desks; strive to hire qualified candidates for staff positions with bilingual capabilities; and translate the website into other languages.	The SFO website will be translated and available in other languages.
SFPD	Recruit for SFPD officers for bilingual certification; incorporate an LEP scenario in the Domestic Violence Unit's public service video; and print laminated placards in five core languages to advise walk-in reportees or victims of crime to wait for a certified interpreter or inform them that a translation service is being summoned.	SFPD plans to incorporate an LEP victim scenario in its domestic violence video; print translated cards notifying walk-in clients of language services at station PSAs, and continue to coordinate training and staff development regarding language access.
SFPL	SFPL plans to identify and implement methods of tracking library user language needs/preferences, within departmental policy and privacy restrictions; increase public and staff awareness of Language Access Ordinance requirements and expectations; and increase access to Library resources and services through translation and interpretation services.	SFPL monitors language needs for collection materials, programs, and in-person services and adjusts staffing, program development, and materials acquisition assumptions accordingly. Several new tools for FY2014 include: Language Line services, print translation vendors, GIS mapping of city demographics and Library resource usage, system for tracking complaints, and signage in all library facilities.
SHF	SHF plans to continue maintaining its level of service for LEP clients.	None
TTX	TTX will continue its internal campaign regarding LAO requirements; encourage and monitor use of Language Line; identify and prioritize documents to be translated, including signage for public service areas; introduce a more formal process for complaints related to the LAO; determine and implement a formalized training and quality controls for bilingual staff; and develop written protocols for communicating with LEP clients.	TTX will continue its internal campaign regarding LAO requirements; encourage and monitor use of Language Line throughout service areas; and develop written protocols for communication with LEP clientele.
ZOO	ZOO plans to determine what is required by the LAO and assess and adjust its processes and materials for communicating with the public. It also plans to develop a protocol for front-line staff and determine if additional systems are needed.	The ZOO will assess its processes and materials for communicating and develop a protocol for front line staff to refer any LEP requests to a specific office or position. It will also determine if additional systems are required.

Table 21 summarizes department plans to hire additional bilingual staff. All Tier 1 departments indicated that current levels of bilingual staff are adequate in meeting LEP client needs and LAO requirements. Seven Tier 1 departments (27%) indicated that once vacant positions became available, they would consider filling them with bilingual staff.

Table 21. Plans to Hire Additional Bilingual Staff

DEPT.	PLANS TO FILL VACANT PUBLIC CONTACT POSITIONS WITH BILINGUAL STAFF IN FY2012-13
APD	None
ASR	None
CHBM	None
DA	The DA places a premium on qualified candidates who have language capacity as part of the recruitment process. As positions become vacant during FY2012-13 it will continue to work to hire the most qualified staff with language access capacity.
DBI	None
DEM	None
DPH	None
DPW	None
ELEC	None
ENV	None.
HSA	None
JUV	None
MTA	When vacancies arise, MTA will make every effort, within hiring protocols, to hire candidates with language skills.
OEWD	An additional four bilingual staff members.
PDR	None
PLN	None
PUC	PUC will designate additional resources in languages other than Spanish and Chinese if demand for language access increases.
RNT	None
RPD	None
SFFD	SFFD is considering proposals for amending the bilingual positions. However, challenges include conducting language certification testing, and potentially making changes to the MOUs.
SFO	SFO will make every effort to hire qualified candidates with foreign language skills.
SFPD	None
SFPL	SFPL has adequate staffing levels, but is challenged by its ability to recruit qualified librarians proficient in Korean, Russian, Tagalog, and Vietnamese.
SHF	None
TTX	None
ZOO	None

J. FY2012-13 LANGUAGE ACCESS BUDGET

The LAO mandates Tier 1 departments to provide budget information related to language services. Tier 1 departments reported a total proposed language services budget of over \$8.3 million for FY 2013-14, a 32% increase in spending from the previous fiscal year, and a 40% increase overall in the past two years. Fifty-seven percent of the citywide projected budget for language services is accounted for by DPH (\$4.8 million); 13% by ELEC (\$1.1 million); 11% by HSA (\$906,000); and the remaining 19% by 23 other Tier 1 departments (\$1.6 million). Seventy-one percent of the total proposed budget is comprised of compensatory bilingual pay and on-site interpretation services.

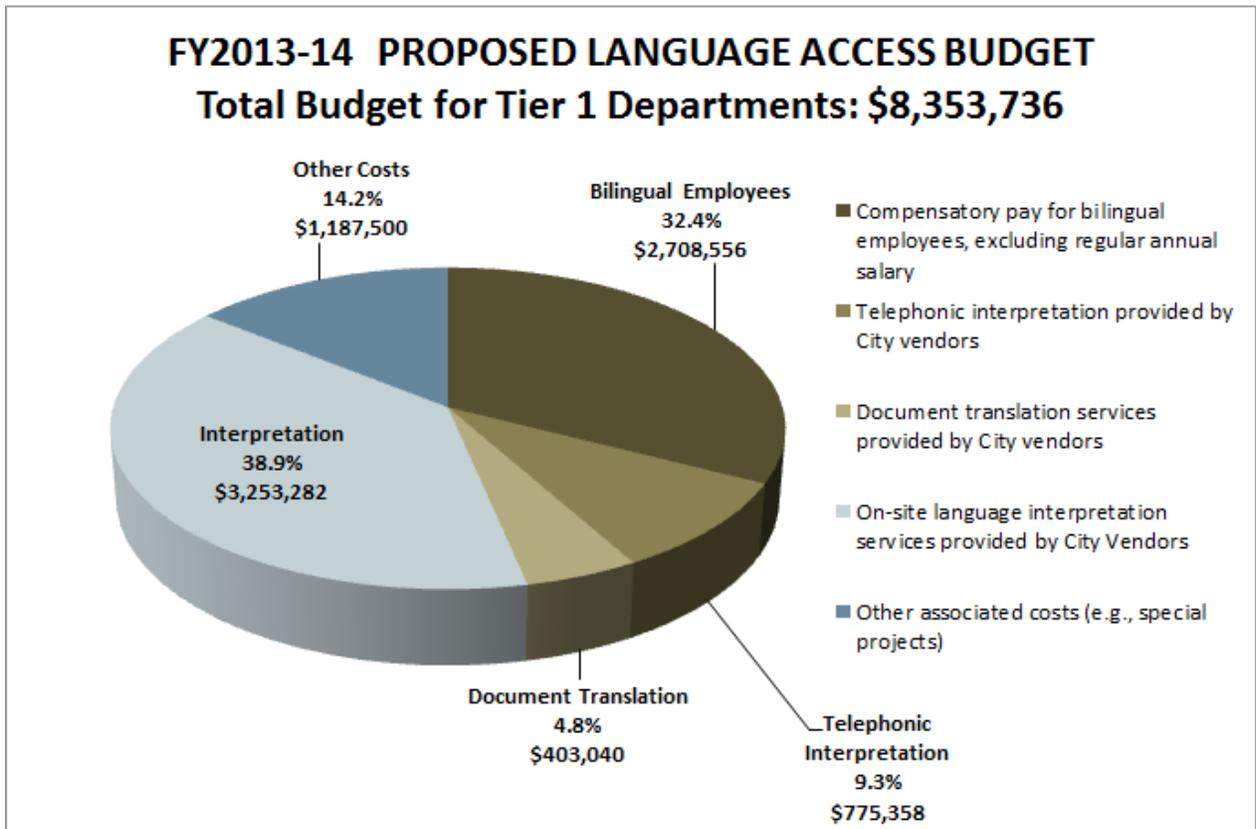


Figure 4. Citywide Language Services Budget

Figure 5 highlights changes in the citywide budget for language access services. On-site interpretation services and compensatory bilingual pay constitute the majority of Tier 1 department's budgets for language access services and continue to grow. For FY 2013-14, the budget for on-site interpretation services is expected to exceed compensatory bilingual pay.

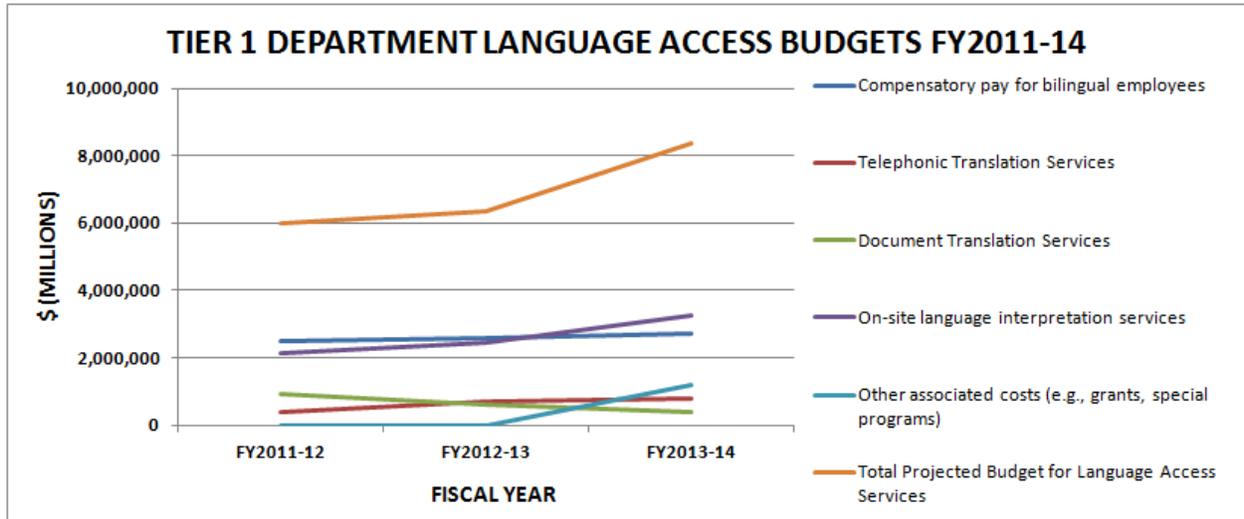


Figure 5. Citywide Language Services Budget, FY2011-14

Table 22 outlines the budget allocated for compensatory pay for bilingual employees who perform bilingual services (excluding regular annual salary expenditures), as well as for services provided by city vendors. Thirty-nine percent of the overall citywide language services budget projected for FY2013-14 is for on-site language interpretation services through city vendors. Thirty-two percent of the projected budget for language services is anticipated for bilingual employee compensation.

Table 22. Budget Allocation and Strategy for Meeting the Needs of LEP Clients by Department (FY2013-14)

DEPT.	COMPENSATORY PAY FOR BILINGUAL EMPLOYEES FOR BILINGUAL SERVICES	TELEPHONIC TRANSLATION SERVICES (PROVIDED BY CITY VENDORS)	DOCUMENT TRANSLATION SERVICES (PROVIDED BY CITY VENDORS)	ON-SITE LANGUAGE INTERPRETATION SERVICES (PROVIDED BY CITY VENDORS)	OTHER ASSOCIATED COSTS	TOTAL PROJECTED BUDGET FOR LANGUAGE SERVICES
APD	75.0%	25.0%	0.0%	0.0%	0.0%	\$20,000
ASR	25.7%	74.3%	0.0%	0.0%	0.0%	\$15,570
CHBM	0.0%	0.0%	0.0%	0.0%	0.0%	\$0
DA	24.4%	6.1%	63.4%	6.1%	0.0%	\$82,000
DBI	-	-	-	-	-	\$26,000
DEM	100.0%	0.0%	0.0%	0.0%	0.0%	\$36,540
DPH	22.1%	11.9% ¹⁹	-	66.0%	0.0%	\$4,755,620
DPW	5.0%	0.0%	95.0%	0.0%	0.0%	\$26,320
ELEC	2.1%	0.0%	11.4%	0.0%	86.5%	\$1,098,000
ENV	0.0%	0.0%	0.0%	0.0%	0.0%	\$0
HSA	76.7%	11.2%	12.2% ²⁰	-	0.0%	\$905,820
JUV	92.2%	7.8%	0.0%	0.0%	0.0%	\$20,600
MTA	0.0%	7.7%	76.9%	15.4%	0.0%	\$65,000
OEWD	0.0%	0.0%	0.0%	0.0%	0.0%	-
PDR	29.1%	2.5%	6.2%	62.2%	0.0%	\$80,400
PLN	18.6%	8.9%	0.0%	72.5%	0.0%	\$11,200
PUC	10.0%	0.8%	8.0%	0.8%	80.3%	\$124,480
RNT	3.2%	1.8%	7.3%	14.6%	73.1%	\$164,200
RPD	0.0%	100.0%	0.0%	0.0%	0.0%	\$25,000
SFFD	95.7%	2.8%	0.5%	0.9%	0.0%	\$70,202
SFO	96.5%	2.5%	0.4%	0.4%	0.2%	\$265,700
SFPD	88.9%	11.1%	0.0%	0.0%	0.0%	\$290,344
SFPL	68.8%	3.6%	3.6%	11.6%	12.3%	\$138,000
SHF	99.3%	0.2%	0.4%	0.0%	0.0%	\$112,740
TTX	50.0%	15.0%	35.0%	0.0%	0.0%	\$20,000
ZOO	0.0%	0.0%	0.0%	0.0%	0.0%	\$0
CITYWIDE TOTAL (%)	32.4%	9.3%	4.8%	38.9%	14.2%	-
CITYWIDE TOTAL	\$2,708,556	\$775,358	\$403,040	\$3,253,282	\$1,187,500	\$8,353,736²¹

¹⁹ Budget for telephonic translation services is shared with the budget for document translations.

²⁰ Budget for document translations is shared with budget for on-site interpretation services.

²¹ The total projected citywide budget (\$8,353,736) exceeds the total breakdown by budget category (\$8,327,736) because some departments did not provide a complete breakdown of their total projected budget for language services.

Table 23 provides an overview of allocations for language services out of total projected Tier 1 department budgets for FY 2013-14. Elections and RNT reported the highest allocation for language services as a percentage of the departments' total budgets, at 6.8% and 2.8%, respectively. Overall, expenditures for language services account for approximately 0.14% of total Tier 1 department budgets.

Table 23. Budget Allocation and Strategy for Meeting the Needs of LEP Clients by Department (FY 2013-14)

DEPT.	TOTAL PROJECTED BUDGET FOR LANGUAGE SERVICES	TOTAL PROJECTED BUDGET (DEPT).	BUDGET FOR LANGUAGE ACCESS (% OF TOTAL)
APD	\$20,000	\$25,000,000	0.1%
ASR	\$15,570	\$21,208,584	0.1%
CHBM	\$0	\$0	-
DA	\$82,000	\$39,285,809	0.2%
DBI	\$26,000	\$51,000,000	0.1%
DEM	\$36,540	\$43,550,000	0.1%
DPH	\$4,755,620	\$1,748,476,340	0.3%
DPW	\$26,320	\$194,300,000	0.0%
ELEC	\$1,098,000	\$16,136,678	6.8%
ENV	\$0	\$18,000,000	0.0%
HSA	\$905,820	\$703,500,000	0.1%
JUV	\$20,600	\$35,600,000	0.1%
MTA	\$65,000	\$851,100,000	0.0%
OEWD	-	-	-
PDR	\$80,400	\$28,000,000	0.3%
PLN	\$11,200	\$28,143,143	0.0%
PUC	\$124,480	\$889,400,000	0.0%
RNT	\$164,200	\$5,905,378	2.8%
RPD	\$25,000	Not provided	-
SFFD	\$70,202	\$329,715,754	0.0%
SFO	\$265,700	Not provided	-
SFPD	\$290,344	\$475,447,000	0.1%
SFPL	\$138,000	\$94,680,000	0.1%
SHF	\$112,740	\$174,580,000	0.1%
TTX	\$20,000	\$28,000,000	0.1%
ZOO	\$0	-	-
CITYWIDE TOTAL (%)	-	-	0.14% ²²
CITYWIDE TOTAL	\$8,353,736 ²³	\$5,801,028,686	-

²² Does not include budget information provided by CHBM, ENV, OEWD, RPD, SFO, and ZOO, as these departments provided incomplete budget information. 0.14% is calculated using a language access services budget of \$8,063,036 and a citywide department budget of \$5,783,028,686.

²³ The total projected citywide budget (\$8,353,736) exceeds the total breakdown by budget category (\$8,327,736) because some departments did not provide a complete breakdown of their total projected budget for language services.

Table 24 provides a two-year comparison of fiscal year budgets submitted by Tier 1 departments for language services. DPH and ELEC have the largest budgets for language services and account for much of the increase in the City's total FY 2013-14 budget for language services. Elections, PUC, RNT, and SFFD reported significant increases in their projected FY 2013-14 budgets for language services, with each of the departments reporting at least a 100% increase from FY 2012-13. These numbers are self-reported and changes in budget may be due to how departments report information each year.

Table 24. Changes in Budget Allocation by Department

DEPT.	FY2013-14 TOTAL PROJECTED BUDGET	FY2012-13 TOTAL PROJECTED BUDGET	CHANGE IN BUDGET (\$)	CHANGE IN BUDGET (%)
APD	\$20,000	\$20,000	\$0	0.0%
ASR	\$15,570	\$27,309	-\$11,739	-43.0%
CHBM	\$0	\$0	\$0	0.0%
DA	\$82,000	\$68,408	\$13,592	19.9%
DBI	\$26,000	\$26,000	\$0	0.0%
DEM	\$36,540	\$34,452	\$2,088	6.1%
DPH	\$4,755,620	\$3,839,725	\$915,895	23.9%
DPW	\$26,320	\$25,000	\$1,320	5.3%
ELEC	\$1,098,000	\$286,196	\$811,804	283.7%
ENV	\$0	\$0	\$0	0.0%
HSA	\$905,820	\$891,700	\$14,120	1.6%
JUV	\$20,600	\$29,600	-\$9,000	-30.4%
MTA	\$65,000	\$65,000	\$0	0.0%
OEWD	\$0	\$0	\$0	0.0%
PDR	\$80,400	\$78,840	\$1,560	2.0%
PLN	\$11,200	\$11,200	\$0	0.0%
PUC	\$124,480	\$15,750	\$108,730	690.3%
RNT	\$164,200	\$54,000	\$110,200	204.1%
RPD	\$25,000	\$0	\$25,000	-
SFFD	\$70,202	\$17,286	\$52,916	306.1%
SFO	\$265,700	\$254,000	\$11,700	4.6%
SFPD	\$290,344	\$330,000	-\$39,656	-12.0%
SFPL	\$138,000	\$131,000	\$7,000	5.3%
SHF	\$112,740	\$116,136	-\$3,396	-2.9%
TTX	\$20,000	\$15,000	\$5,000	33.3%
ZOO	\$0	\$0	\$0	0.0%
CITYWIDE TOTAL	\$8,353,736	\$6,336,602	\$2,017,134	31.8%

A couple of years ago, my husband suffered a stroke and I called 911 but couldn't communicate with the operator because I don't speak English. No one could help me for 30 minutes, but fortunately, I found a neighbor who was able to talk to the operator. My husband ended up being sent to the hospital. It's important for departments, especially first responders, to provide important language services to residents- it's actually a matter of life and death sometimes.

-Cantonese-speaking resident at Board of Supervisors
Language Access Hearing, May 2012

VI. APPENDICES

- A. State and National Language Laws
- B. San Francisco Language Access Ordinance
- C. Standardized Annual Compliance Plan Form
- D. Glossary
- E. Resources

APPENDIX A: LEGAL MANDATES FOR LANGUAGE ACCESS

Linguistic rights have been affirmed at every level of government – there are currently over 1,000 laws requiring language access. Following is summary of federal and state requirements.

LEVEL	LAW/GUIDANCE	DESCRIPTION
F E D E R A L	Title VI of the Civil Rights Act of 1964 (42 U.S.C. §2000d, et. seq.): “No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”	Prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. Title VI has consistently been interpreted by courts as mandating that recipients of federal funds (including cities, counties and public agencies) take reasonable steps to ensure their services and programs are meaningfully accessible to LEP individuals, including providing information in languages that LEP individuals understand.
	Department of Health and Human Services (HHS) Regulations (45 C.F.R. §80.1, et. seq) (1964, 1967, 1973, 1975, 2005)	HHS regulations interpreting Title VI of the Civil Rights Act to prohibit federal aid recipients from utilizing “criteria or methods of administration which have the effect of subjecting individuals to discrimination because of their race, color, or national origin.” The emphasis on “effect” is important because a federal aid recipient does not have to act in an intentionally discriminatory fashion an act that results in a discriminatory impact is sufficient an HHS to commence an enforcement action.
	Lau v. Nichols (1974)	Landmark decision by the U.S. Supreme Court that found discrimination based on a person’s inability to speak, read, write or understand English is a form of discrimination on the basis of national origin. Following the integration of San Francisco’s school system by a 1971 federal court order, a class action lawsuit was filed in 1974 on behalf of Kinney Timmon Lau and approximately 1,800 non-English-speaking students of Chinese ancestry against the president of the San Francisco School Board and the school district. The lawsuit alleged that school district officials failed to provide English language instruction or other equal education opportunities to these students, thus denying them a meaningful opportunity to participate in the public education program in violation of their Fourteenth Amendment Rights. The Supreme Court reversed an earlier judgment of the Court of Appeals and found that Section 601 of the Civil Rights Act of 1964, which bans discrimination on the grounds of race, color, or national origin in any program or activity receiving federal financial assistance, had been violated.
	Executive Order 13166 (EO13166) (2000) “Improving Access to Services for Persons with Limited English Proficiency”	Executive Branch order Signed on August 11, 2000 by President William Clinton. Requires federal agencies to examine the services they provide, identify needs for services and implement a system to provide language services so LEP individuals may have meaningful access in languages other than English. Federal agencies must: <ul style="list-style-type: none"> ▪ Plan for their own programs to meet Title VI standards ▪ Issue LEP guidances to their grantees. Ensure that grantees meet Title VI standards and that community members and organizations have adequate input on language access needs.

	Office of Minority Health (OMH) Culturally and Linguistically Appropriate Standards (CLAS) (2000)	OMH sets out a total of 14 national standards. Language Access Services (standards 4-7) are requirements for all federal fund recipients. Standards 4-7 requires all health care organizations to provide and notify all patients of free oral and written language assistance services. The health care organization must ensure competence of bilingual assistance provided and shall not use family or friends for language interpretation services unless requested by the patient. All signage and patient-related material shall be provided in the most common languages encountered in the area of service.
	Federal Medicaid/SCHIP Managed Care Contracts (42 Code of Federal Regulations 438.10) (2002) Applies to each state’s enrollment broker: MCO, PIHP, PAHP, and PCCM	Requires each state to assess the linguistic needs of their enrollee population for prevalent LEP enrollees and creating oral and written language services. Oral services shall be available for all languages necessary through interpreters/translators and written language services shall only be reserved for prevalent non-English speaking population.
	Department of Justice (DOJ) LEP Guidance (2002)	The Department of Justice (DOJ) provides guidances for Title VI, leads the Coordination and Review (COR) section, which helps federal agencies implement LEP policies consistently; investigates DOJ grantees; and litigates Title VI cases for federal agencies. Sets forth a four-factor analysis for federal agencies to require their federal funding recipients to use in order to ensure that programs and activities are accessible to persons who are limited English proficient. The four factors include: 1) the number or proportion of LEP individuals the program serves, 2) the frequency of contact LEP individuals have with the program, 3) the nature and importance of the program, particularly whether the denial or delay of access has life or death implications, and 4) the recipient’s available resources.
	Department of Health and Human Services Guidance Regarding National Origin Discrimination Affecting Limited English Proficient Patients (68 Fed. Reg. 47311) (2003)	Requires federal aid recipients “to take reasonable steps to ensure meaningful access to their programs and activities by LEP persons” based upon the DOJ’s four-factor standard.
	Medicare Regulations for Medicare Advantage Program (42 C.F.R. §§ 422.112 & 422.2264) (1999, 2008)	Medicare Advantage plans, which are private health plans receiving Medicare payments, are required to provide multilingual marketing materials in those areas where there is a significant non-English speaking population. Medicare Advantage plans must also ensure that services are provided in a culturally and linguistically competent manner to all enrollees.

Sources for information on Federal and State Language Access Laws:

Duong, Tuyet and Jammal, Sam. (2008). *Briefing Book Language Rights: An Integration Agenda for Immigrant Communities*. Washington, D.C.: Asian American Justice and Mexican American Legal Defense & Educational Fund. Retrieved from: http://maldef.org/education/public_policy/language_access/index.html.

New York Lawyers for The Public Interest, Inc. (2009). *Language Access Legal Cheat Sheet*. New York. Retrieved from <http://www.nympi.org>.

Perkins, Jane and Youdelman, Mara. (2008). *Summary of State Law Requirements Addressing Language Needs in Health Care*. Washington, D.C.: National Health Law Program. Retrieved from: http://www.healthlaw.org/images/pubs/nhelp_lep-state-law-chart_12-28-07.pdf.

Youdelman, Mara K. (March 2008). *The Medical Tongue: U.S. Laws and Policies On Language Access*. Health Affairs, vol. 27 no. 2, 424-433. Project HOPE. Retrieved from: <http://content.healthaffairs.org/content/27/2/424.full>.

LEVEL	LAW/GUIDANCE	DESCRIPTION
S T A T E	Dymally-Alatorre Bilingual Services Act “The effective maintenance and development of a free and democratic society depends on the right and ability of citizens and residents to communicate with their government.” - Cal. Government Code § 7290 et seq. (1973)	One of the first state laws to require access to government services for LEP residents- contains specific requirements to ensure that State programs and services are accessible to such individuals. State departments must create implementation plans, and provide specific information about their Bilingual Services Programs and actions taken to correct deficiencies found in previous language surveys.
	Kopp Act of 1983 CA Health & Safety Code § 1259	Applies to all California general acute care hospitals. Requires all general acute care hospitals in California to provide 24 hours availability of a bilingual staff member or professional translator/interpreter. Available language services are required for groups that comprise 5% or more of the hospital’s patient population or geographic service area.
	Medi-Cal Contracts (1999)	Applies to all Medi-Cal managed care plans. Must comply with Civil Rights Act of 1964 and provide 24-hour available language services to language groups with: 3,000 or more beneficiaries in a county, 1,000 in a zip code, or 1,500 in two contiguous zip codes. Also requires the development and implementation of a group needs’ assessment for all beneficiaries with LEP, Linguistics Standards, and a Cultural and Linguistic Services Plan.
	Healthy Family Contracts (1999)	Applies to all managed care plans that contract with healthy families. LEP groups that are 5% of the enrollee population or 3,000 members will be provided with 24-hour language services. Minors shall be discouraged to translate between the enrollee and health care service plan unless in dire need.
	Medicaid/SCHIP —CMS Letter 8/31/00	Recipients must comply with OCR LEP Guidance. Reimbursement is available for language assistance including translation and interpreters to Medicaid/SCHIP enrollees and Medicaid/enrollees. States can draw down federal funds at either their administrative match rate (50%) or their “covered service” match rate (50-85%) depending on how they choose to provide language services.
	CA Government Code §§ 11135-1113 (2003)	Applies to all agencies and programs operating and administrating in California, all state-funded programs, and any agency receiving state funds. State version of Civil Rights Act of 1964. Provides protection from discrimination on the basis of race, national origin, ethnic group identification, religion, age, sex, color, or disability for any program or activity conducted, funded directly by, or that receives any financial assistance from the State of California. Brings the protection of Title II of the ADA, which ensures accessibility to government programs into state law and codifies Section 508 of the Rehabilitation Act, requiring accessibility to electronic and information technology.
	SB 472 (Corbett): Prescription Drug Labels (2007)	Requires Board of Pharmacy to publish on its website a list of standardized directions translated in five languages by October 2011 (information is now available). Pharmacy shall have policies to help LEP patients to understand the directions on the labels. Policies shall include: 1) how pharmacy will identify patients’ language and 2) how pharmacy will provide interpreter services, if interpretive services in the language are available.
	SB 853 (Escutia): Health Plans (2009)	Applies to all health plans and insurers. A health care service plan with an enrollment of 1,000,000+ must translate all vital documents in the top one non-English languages-additional languages shall be added based on an increased 0.75% or 15,000 enrollee population. Health plans must conduct a needs assessment to identify linguistic needs of its enrollee population and notify their enrollees of the cost-free translation services.

APPENDIX B: SAN FRANCISCO LANGUAGE ACCESS ORDINANCE

CITY AND COUNTY OF SAN FRANCISCO SAN FRANCISCO ADMINISTRATIVE CODE, CHAPTER 91: - LANGUAGE ACCESS

SEC. 91.1. - PURPOSE AND FINDINGS.

(a) Title. This Chapter shall be known as the "Language Access Ordinance."

(b) Findings.

(1) The Board of Supervisors finds that San Francisco provides an array of services that can be made accessible to persons who are not proficient in the English language. The City of San Francisco is committed to improving the accessibility of these services and providing equal access to them.

(2) The Board finds that despite a long history of commitment to language access as embodied in federal, state and local law, beginning with the landmark Civil Rights Act of 1964, there is still a significant gap in the provision of governmental services to limited-English language speakers.

(3) In 1973, the California State Legislature adopted the Dymally-Alatorre Bilingual Services Act, which required state and local agencies to provide language services to non-English speaking people who comprise 5% or more the total state population and to hire a sufficient number of bilingual staff.

(4) In 1999, the California State Auditor concluded that 80% of state agencies were not in compliance with the Dymally-Alatorre Act, and many of the audited agencies were not aware of their responsibility to translate materials for non-English speakers.

(5) In 2001, in response to these findings, the San Francisco Board of Supervisors enacted the Equal Access to Services Ordinance, which required major departments to provide language translation services to limited-English proficiency individuals who comprise 5% or more the total city population.

(6) Eight years later, the Board finds that differential access to City services still exists due to significant gaps in language services, lack of protocols for departments to procure language services, low budgetary prioritization by departments for language services.

(7) The Board finds that the lack of language services seriously affects San Francisco's ability to serve all of its residents. A 2006 survey by the United States Census Bureau found that 45% of San Franciscans are foreign-born and City residents speak more than 28 different languages. Among the 24% of the total population who self-identify as limited-English speakers, 50% are Chinese speakers, 23% are Spanish speakers, 5% are Russian speakers and 4% speak Tagalog.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.2. - DEFINITIONS.

As used in this Chapter, the following capitalized terms shall have the following meanings:

(a) "Annual Compliance Plan" is set forth in Section 91.10 of this Chapter.

(b) "Bilingual Employee" shall mean a City employee who is proficient in the English language and in one or more non-English language.

(c) "City" shall mean the City and County of San Francisco.

(d) "Commission" shall mean the Immigrant Rights Commission.

(e) "Concentrated Number of Limited English Speaking Persons" shall mean either 5 percent of the population of the District in which a Covered Department Facility is located or 5 percent of those persons who use the services provided by the Covered Department Facility. The Office of Civic Engagement and Immigrant Affairs shall determine annually whether 5 percent or

more of the population of any District in which a Covered Department Facility is located are Limited English Speaking Persons who speak a shared language other than English. The Office of Civic Engagement and Immigrant Affairs shall make this determination by referring to the best available data from the United States Census Bureau or other reliable source and shall certify its determination to all City Departments and the Commission no later than December 1 of each year. Each Department shall determine annually whether 5 percent or more of those persons who use the Department's services at a Covered Department Facility are Limited English Speaking Persons who speak a shared language other than English using either of the following methods specified in Section 91.2(k) of this Chapter.

(f) "Covered Department Facility" shall mean any Department building, office, or location that provides direct services to the public and serves as the workplace for 5 or more full-time City employees.

(g) "Department(s)" shall mean both Tier 1 Departments and Tier 2 Departments.

(h) "Districts" shall refer to the 11 geographical districts by which the people of the City elect the members of the City's Board of Supervisors. If the City should abandon the district election system, the Commission shall have the authority to draw 11 district boundaries for the purposes of this Chapter that are approximately equal in population.

(i) "Limited English Speaking Person" shall mean an individual who does not speak English well or is otherwise unable to communicate effectively in English because English is not the individual's primary language.

(j) "Public Contact Position" shall mean a position, a primary job responsibility which consists of meeting, contacting, and dealing with the public in the performance of the duties of that position.

(k) "Substantial Number of Limited English Speaking Persons" shall mean either 10,000 City residents, or 5 percent of those persons who use the Department's services. The Office of Civic Engagement and Immigrant Affairs shall determine annually whether at least 10,000 limited English speaking City residents speak a shared language other than English. The Office of Civic Engagement and Immigrant Affairs shall make this determination by referring to the best available data from the United States Census Bureau or other reliable source and shall certify its determination to Departments and the Commission no later than December 1 of each year. Each Department shall determine annually whether 5 percent or more of those Limited English Speaking Persons who use the Department's services Citywide speak a shared language other than English. Departments shall make this determination using one of the following methods:

(1) Conducting an annual survey of all contacts with the public made by the Department during a period of at least two weeks, at a time of year in which the Department's public contacts are to the extent possible typical or representative of its contacts during the rest of the year, but before developing its Annual Compliance Plan required by Section 91.10 of this Chapter; or

(2) Analyzing information collected during the Department's intake process. The information gathered using either method shall also be broken down by Covered Department Facility to determine whether 5 percent or more of those persons who use the Department's services at a Covered Department Facility are Limited English Speaking Persons who speak a shared language other than English for purposes of Section 91.2(e) of this Chapter; or

(3) Analyzing and calculating the total annual number of requests for telephonic language translation services categorized by language that Limited English Speaking Persons make to the Department garnered from monthly bills generated by telephonic translation services vendors contracted by Department.

(l) "Tier 1 Departments" shall mean the following City departments: Adult Probation Department, Department of Elections, Department of Human Services, Department of Public Health, District Attorney's Office, Department of Emergency Management, Fire Department, Human Services Agency, Juvenile Probation Department, Municipal Transportation Agency, Police Department, Public Defender's Office, Residential Rent Stabilization and Arbitration Board, Sheriff's Office. Beginning July 1, 2010, the following departments shall be added to the list of Tier 1 Departments: San Francisco International Airport, Office of the Assessor Recorder, City Hall Building Management, Department of Building Inspection, Department of the Environment, San Francisco Public Library, Mayor's Office of Economic and Workforce Development, Planning Department, Department of Public Works, Public Utilities Commission, Recreation and Park Department, Office of the Treasurer and Tax Collector, and the San Francisco Zoo.

(m) "Tier 2 Departments" shall mean all City departments not specified as Tier 1 Departments that furnish information or provide services directly to the public.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; amended by Ord. 187-04, File No. 040759, App. 7/22/2004; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.3. - ACCESS TO LANGUAGE SERVICES.

(a) Utilizing sufficient Bilingual Employees in Public Contact Positions, Tier 1 Departments shall provide information and services to the public in each language spoken by a Substantial Number of Limited English Speaking Persons or to the public served by a Covered Department Facility in each language spoken by a Concentrated Number of Limited English Speaking Persons. Tier 1 Departments comply with their obligations under this Section if they provide the same level of service to Limited English Speaking Persons as they provide English speakers.

(b) Tier 1 Departments need only implement the hiring requirements in the Language Access Ordinance by filling public contact positions made vacant by retirement or normal attrition. Nothing herein shall be construed to authorize the dismissal of any City employee in order to carry out the Language Access Ordinance.

(c) All Departments shall inform Limited English Speaking Persons who seek services, in their native tongue, of their right to request translation services from all City departments.

(Added by Ord. 128-01, File No. 011051, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.4. - TRANSLATION OF MATERIALS.

(a) Tier 1 Departments shall translate the following written materials that provide vital information to the public about the Department's services or programs into the language(s) spoken by a Substantial Number of Limited English Speaking Persons: applications or forms to participate in a Department's program or activity or to receive its benefits or services; written notices of rights to, determination of eligibility of, award of, denial of, loss of, or decreases in benefits or services, including the right to appeal any Department's decision; written tests that do not assess English language competency, but test competency for a particular license or skill for which knowledge of written English is not required; notices advising Limited English Speaking Persons of free language assistance; materials explaining a Department's services or programs; complaint forms; or any other written documents that have the potential for important consequences for an individual seeking services from or participating in a program of a city department.

(b) Tier 2 Departments shall translate all publicly-posted documents that provide information (1) regarding Department services or programs, or (2) affecting a person's rights to, determination of eligibility of, award of, denial of, loss of, or decreases in benefits or services into the language(s) spoken by a Substantial Number of Limited English Speaking Persons.

(c) Departments required to translate materials under the provisions of this Section shall post notices in the public areas of their facilities in the relevant language(s) indicating that written materials in the language(s) and staff who speak the language(s) are available. The notices shall be posted prominently and shall be readily visible to the public.

(d) Departments required to translate materials under the provisions of this Section shall ensure that their translations are accurate and appropriate for the target audience. Translations should match literacy levels of the target audience.

(e) Each Department shall designate a staff member with responsibility for ensuring that all translations of the Department's written materials meet the accuracy and appropriateness standard set in Subsection (d) of this Section. Departments are encouraged to have their staff check the quality of written translations, but where a Department lacks biliterate personnel, the responsible staff member shall obtain quality checks from external translators. Departments are also encouraged to solicit feedback on the accuracy and appropriateness of translations from bilingual staff at community groups whose clients receive services from the Department.

(f) The newly added Tier 1 Departments as set forth in Section 91.2(l) shall comply with the requirements of this Section by January 31, 2011.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.5. - DISSEMINATION OF TRANSLATED MATERIALS FROM THE STATE AND FEDERAL GOVERNMENT.

If the State or federal government or any agency thereof makes available to a Department written materials in a language other than English, the Department shall maintain an adequate stock of the translated materials and shall make them readily available to persons who use the Department's services.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001)

SEC. 91.6. - PUBLIC MEETINGS AND HEARINGS.

(a) City Boards, City Commissions and City Departments shall not automatically translate meeting notices, agendas, or minutes.

(b) City Boards, City Commissions and City Departments shall provide oral interpretation of any public meeting or hearing if requested at least 48 hours in advance of the meeting or hearing.

(c) City Boards, City Commissions and City Departments shall translate meeting minutes if: (1) requested; (2) after the legislative body adopts the meeting minutes; and (3) within a reasonable time period thereafter.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.7. - RECORDED TELEPHONIC MESSAGES.

All Departments with recorded telephonic messages about the Department's operation or services shall maintain such messages in each language spoken by a Substantial Number of Limited English Speaking Persons or where applicable a Concentrated Number of Limited English Speaking Persons. Such Departments are encouraged to include in the telephonic messages information about business hours, office location(s), services offered and the means of accessing such services, and the availability of language assistance. If the Department is governed by a Commission, the messages shall include the time, date, and place of the Commission's meetings.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001)

SEC. 91.8. - CRISIS SITUATIONS.

All Tier 1 Departments involved in health related emergencies, refugee relief, disaster-related activities all other crisis situations shall work with the Office of Civic Engagement and Immigrant Affairs to include language service protocols in the Department's Annual Compliance Plan.

(Added by Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.9. - COMPLAINT PROCEDURE.

(a) Departments shall allow persons to make complaints alleging violation of this Chapter to the Department in each language spoken by a Substantial Number of Limited English Speaking Persons. The Complaints may be made by telephone or by completing a complaint form.

(b) Departments shall document actions taken to resolve each complaint and maintain copies of complaints and documentation of their resolution for a period of not less than 5 years. A copy of each complaint shall be forwarded to the Commission and the Office of Civic Engagement and Immigrant Affairs within 30 days of its receipt.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.10. - ANNUAL COMPLIANCE PLAN.

Each Tier 1 Department shall draft an Annual Compliance Plan containing all of the following information:

(a) The number and percentage of Limited English Speaking Persons who actually use the Tier 1 Department's services Citywide, listed by language other than English, using either method in Section 91.2(k) of this Chapter;

(b) The number and percentage of limited English speaking residents of each District in which a Covered Department Facility is located and persons who use the services provided by a Covered Department Facility, listed by language other than English, using either method in Section 91.2(k) of this Chapter;

(c) A demographic profile of the Tier 1 Department's clients;

- (d)** The number of Public Contact Positions in the Tier 1 Department;
- (e)** The number of Bilingual Employees in Public Contact Positions, their titles, certifications of bilingual capacity, office locations, the language(s) other than English that the persons speak;
- (f)** The name and contact information of the Tier 1 Department's language access liaison;
- (g)** A description of any use of telephone-based interpretation services, including the number of times such services were used and the language(s) for which they were used;
- (h)** A narrative assessment of the procedures used to facilitate communication with Limited English Speaking Persons, which shall include an assessment of the adequacy of the procedures;
- (i)** Ongoing employee development and training strategy to maintain well trained bilingual employees and general staff. Employee development and training strategy should include a description of quality control protocols for bilingual employees; and description of language service protocols for Limited English Speaking individuals in crisis situations as outlined in Section 91.8;
- (j)** A numerical assessment of the additional Bilingual Employees in Public Contact Positions needed to meet the requirements of Section 91.3 of this Chapter;
- (k)** If assessments indicate a need for additional Bilingual Employees in Public Contact Positions to meet the requirements of Section 91.3 of this Chapter, a description of the Tier 1 Department's plan for filling the positions, including the number of estimated vacancies in Public Contact Positions;
- (l)** The name, title, and language(s) other than English spoken (if any) by the staff member designated with responsibility for ensuring the accuracy and appropriateness of translations for each language in which services must be provided under this Chapter;
- (m)** A list of the Tier 1 Department's written materials required to be translated under this Chapter, the language(s) into which they have been translated, and the persons who have reviewed the translated material for accuracy and appropriateness;
- (n)** A description of the Tier 1 Department's procedures for accepting and resolving complaints of an alleged violation of this Chapter consistent with Section 91.9;
- (o)** A copy of the written policies on providing services to Limited English Speaking Persons;
- (p)** A list of goals for the upcoming year and, for all Annual Compliance Plans except the first, an assessment of the Tier 1 Department's success at meeting last year's goals;
- (q)** Annual budget allocation and strategy, including the total annual expenditure for services that are related to language access:
 - (1)** Compensatory pay for bilingual employees who perform bilingual services, excluding regular annual salary expenditures;
 - (2)** Telephonic translation services provided by City vendors;
 - (3)** Document translation services provided by City vendors;
 - (4)** On-site language interpretation services provided by City vendors;
 - (5)** The total projected budget to support progressive implementation of the Department's language service plan;
- (r)** Summarize changes between the Department's previous Annual Compliance Plan submittal and the current submittal, including but not limited to: (1) an explanation of strategies and procedures that have improved the Department's language services from the previous year; and (2) an explanation of strategies and procedures that did not improve the Department's language services and proposed solutions to achieve the overall goal of this Language Access Ordinance; and

(s) Any other information requested by the Commission necessary for the implementation of this Chapter.
(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.11. - COMPLIANCE PLANS SUBMITTALS AND EMERGING LANGUAGE POPULATIONS.

(a) Compliance Plans Submittals. The Director of each Tier 1 Department shall approve and annually file electronic copies of the Annual Compliance Plan by December 31st with the Mayor's Office, the Commission, and the Office of Civic Engagement and Immigrant Affairs.

(b) Inclusion of Emerging Language Populations in a written report to the Board. By March 1st of each year, the Office of Civic Engagement and Immigrant Affairs shall compile and summarize in a written report to the Clerk of the Board of Supervisors all departmental Annual Compliance Plans. In the written report of the Clerk of the Board, the Office of Civic Engagement and Immigrant Affairs may recommend appropriate changes to all departmental Annual Compliance Plans in order to meet the needs of emerging language populations. Emerging language populations is defined as at least 2.5 percent of the population who use the Department's services or 5,000 City residents who speak a shared language other than English.

(c) By June 30th of each year, the Office of Civic Engagement and Immigrant Affairs may request a joint public hearing with the Board of Supervisors and the Commission to assess the adequacy of the City's ability to provide the public with access to language services.

(d) The Office of Civic Engagement of Immigrant Affairs shall keep a log of all complaints submitted and report quarterly to the Commission.

(Added by Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.12. - RECRUITMENT.

It shall be the policy of the City to publicize job openings for Departments' Public Contact Positions as widely as possible including, but not limited to, in ethnic and non-English language media.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.13. - COMMISSION RESPONSIBILITIES.

The Commission shall be responsible for monitoring and facilitating compliance with this Chapter. Its duties shall include: conducting outreach to Limited English Speaking Persons about their rights under this Chapter; reviewing complaints about alleged violations of this Chapter forwarded from Departments; working with Departments to resolve complaints; maintaining copies of complaints and their resolution for not less than 8 years, organized by Department; coordinating a language bank for Departments that choose to have translation done outside the Department and need assistance in obtaining translators; and reviewing Annual Compliance Plans.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.14. - OFFICE OF CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS' RESPONSIBILITIES.

Subject to the budgetary and fiscal provisions of the Charter, the City may adequately fund the Office of Civic Engagement and Immigrant Affairs to provide a centralized infrastructure for the City's language services. The Office of Civic Engagement responsibilities include the following:

(a) Provide technical assistance for language services for all Departments;

(b) Coordinate language services across Departments, including but not limited to maintaining a directory of qualified language service providers for the City, maintaining an inventory of translation equipment, providing assistance to Departments, Board of Supervisors, and the Mayor's Office in identifying bilingual staff;

(c) Compiling and maintaining a central repository for all Departments translated documents;

(d) Providing Departments with model Annual Compliance Plans; and

(e) Reviewing complaints of alleged violations with quarterly reports to the Commission.

(Added by Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.15. - RULES AND REGULATIONS.

In order to effectuate the terms of this Chapter, the Commission may adopt rules and regulations consistent with this Chapter.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.16. - ENFORCEMENT.

If after an investigation and attempt to resolve an incidence of Department non-compliance, the Commission is unable to resolve the matter, it shall transmit a written finding of non-compliance, specifying the nature of the non-compliance, to the Department, the Department of Human Resources, the Mayor, and the Board of Supervisors.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.17. - SEVERABILITY.

If any of the provisions of this Chapter or the application thereof to any person or circumstance is held invalid, the remainder of this Chapter, including the application of such part or provisions to persons or circumstances other than those to which it is held invalid, shall not be affected thereby and shall continue in full force and effect. To this end, the provisions of this Chapter are severable.

(Added by Ord. 126-01, File No. 010409, App. 6/15/2001; Ord. 202-09, File No. 090461, App. 8/28/2009)

SEC. 91.18. - DISCLAIMERS.

(a) By providing the public with equal access to language services, the City and County of San Francisco is assuming an undertaking only to promote the general welfare. It is not assuming, nor is it imposing on its officers and employees, an obligation for breach of which it is liable in money damages to any person who claims that such breach proximately caused injury.

(b) The obligations set forth in the Language Access Ordinance are directory and the failure of the City to comply shall not provide a basis to invalidate any City action.

(c) The Language Access Ordinance shall be interpreted and applied so as to be consistent with Title VI and VII of the Civil Rights Act of 1964, California's Fair Employment and Housing Act, and Article X of the San Francisco Charter and so as not to impede or impair the City's obligations to comply with any court order or consent decree.

(Added by Ord. 202-09, File No. 090461, App. 8/28/2009)

APPENDIX C: STANDARDIZED ANNUAL COMPLIANCE PLAN FORM

  <p>CITY AND COUNTY OF SAN FRANCISCO OFFICE OF CIVIC ENGAGEMENT & IMMIGRANT AFFAIRS Edwin M. Lee, Mayor Naomi Kelly, City Administrator</p>	
<p>LANGUAGE ACCESS ORDINANCE (LAO) ANNUAL COMPLIANCE PLAN SECTION A: DEPARTMENT RESULTS</p>	
<p>Instructions for completing Section A: Please enter required department information in all fields listed in Section A. Departments should include results for Fiscal Year 2011-2012 (July 1, 2011 to June 30, 2012) unless stated otherwise.</p>	
<p>I. SUMMARY OF COMPLIANCE PLAN CHANGES</p> <p>1. Please provide a summary of all changes made from the department's previous annual compliance plan.</p>	
<p>A. Summarize changes made from previous Annual Compliance Plan: A. List overall changes: B. Strategies and procedures implemented since the Department previously submitted its compliance plan. Indicate which improved the department's language services and which did not. C. Indicate the key barriers that have prevented the department from achieving LAO goals and proposed solutions. D. Indicate how the department can redistribute resources to meet any language service gaps.</p>	
<p>DATE OF FILING:</p> <p>DEPARTMENT:</p> <p>LIAISON NAME/TITLE: Address: Telephone: Email:</p> <p>DEPARTMENT HEAD NAME:</p> <p>DEPARTMENT HEAD SIGNATURE: Address: Telephone: Email:</p>	
<p>General Instructions for Completing Annual Compliance Plan Filings: Please complete all sections of this form and attach a cover letter and all required documents. All filings should be addressed to: Whitney Chiao Compliance Coordinator Office of Civic Engagement & Immigrant Affairs 50 Van Ness San Francisco, CA 94102 Filings may be transmitted electronically in Word format to civic.engagement@sfgov.org and must be received no later than December 15, 2012.</p>	
<p>CHECKLIST</p> <p><input type="checkbox"/> I. Completed Section A: LAO Annual Compliance Plan <input type="checkbox"/> II. Completed Section B: Required Language Access Documentation A. An attached written assessment of meeting FY2012-13 goals. B. An attached list of the Language Access Ordinance goals for FY2013-14. C. An attached copy of the Department's written policies on providing services to LEP persons. D. A copy of the department's written procedures for handling complaints. E. Written protocols for serving LEP persons in crisis or emergency situations.</p>	
<p>OCEIA: Language Access Ordinance Compliance Plan (Form LAO.2011-12) Page 1</p>	

II. CLIENT INFORMATION

2. What kind of demographic information does the department currently track?

Describe the demographic information tracked (e.g., clients tracked by age, race, primary language and income):

Based on the demographic information currently captured by the department, please provide a snapshot of both primary and secondary clients served.

Primary Clients (i.e., the clients that the department serves as part of its core and essential functions):

Secondary Clients (i.e., clients that the department occasionally or indirectly serves):

3. What is the number and percentage of limited English proficient (LEP) persons who actually used the department's services citywide? *

Please provide the method you used to determine number LEP persons actually served.

Annual Survey Intake Number of telephonic translations
 * You may measure this information by: 1) conducting an annual survey during a period of at least two weeks; or 2) analyzing intake forms; or 3) speaking and calculating the annual total number for telephonic translation services requested. See Language Access Ordinance Section 91.21(d)(1)-(3).

Total Clients Citywide	Number of LEP Clients	% of Total Clients who are LEP

Please indicate the number of LEP persons served in the following core languages:

NUMBER OF LEP CLIENTS BY CORE LANGUAGE						
CAN	MDRN	RUS	SPN	TAG	VIET	Other (specify)

Key: CAN = Cantonese MDRN = Mandarin RUS = Russian
 SPN = Spanish TAG = Tagalog VIET = Vietnamese

Please indicate the number of clients served in other languages:

Other Languages	Number of LEP Clients

* Please add additional rows as needed.

4. What are the number and percentage of limited English proficient (LEP) persons served in each supervisory district in which department offices are located?

LEP CLIENTS BY SUPERVISORIAL DISTRICT										
District	Total Number of Clients in District	Number of LEP Clients in District	% of total LEP Clients in District that are LEP	Indicate Number of LEP Clients by core languages spoken in the District						
				CAN	MDRN	RUS	SPN	TAG	VIET	Other
#1										
#2										
#3										
#4										
#5										
#6										
#7										
#8										
#9										
#10										
#11										
CITYWIDE										

If yes, list types of training:

If no, please explain:

IV. TRANSLATIONS & INTERPRETATION

10. How does the department translate all written materials required under the LAO?

11. Please provide a summary of all translated materials by completing the table below. If the department selects "Other," provide the translation language(s) under "Languages."

Required types of written materials	Number of translated materials	Mark by core language translation (Mark all boxes that apply)				
		CHN	RUS	SPN	Viet	Other*
Applications		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forms		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written notices of rights		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written tests		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Notices		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program material		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complaint forms		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Important written documents		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Key CHN = Chinese TAG = Tagalog RUS = Russian SPN = Spanish
 VIET = Vietnamese

12. How does the department ensure accuracy and cultural competency of its translated materials?

13. Describe any telephone-based interpretation services used for Fiscal Year 2011-2012 (July 1, 2011 through June 30, 2012). Please include information on call volumes and language use. If the department uses multiple telephone-based interpretation services, which may include internal staff, please indicate each on a separate line.

What telephonic services did the department use?	Did the system track LEP clients (Y/N)?	Total Call Volume (All Clients)	Total Call Volume (LEP Clients)	Total call volume by core languages						
				CAN	MDRN	RUS	SPN	TAG	Viet	Other (specify)
Totals:										

Note: Add more rows or submit an additional list if necessary.

14. Does your department have a recorded telephonic message? Please list all languages.

15. Did your department provide any oral translations at public meetings or hearings? If so, how many hearings or meetings and what languages?

V. LANGUAGE SERVICE AND COMMUNICATION PROTOCOLS

16. Please provide a brief summary of the department's written policies for providing services to LEP persons and protocols for serving LEP persons in crisis situations.

Does the department have a written policy or policies for providing services to LEP persons?	Yes	No
Please provide a brief summary of the written policy:	<input type="checkbox"/>	<input type="checkbox"/>
Does the department work with clients in crisis or emergency situations?	Yes	No
If yes, please describe the nature of crisis or emergency situations (e.g., fire, domestic violence, other)	<input type="checkbox"/>	<input type="checkbox"/>
Does the department have a protocol for serving LEP persons in crisis or emergency situations?	Yes	No
Is the protocol a written policy?	<input type="checkbox"/>	<input type="checkbox"/>
Please provide a brief summary of the protocol for serving LEP persons in crisis or emergency situations:	Yes	No
	<input type="checkbox"/>	<input type="checkbox"/>

17. Please assess the department's current process used to facilitate communication with LEP persons and indicate whether this will be adequate for FY2013-14 and beyond.

Are the procedures used to communicate with LEP persons adequate by the department's assessment?	Yes	No
Provide a brief narrative assessment of the department's process and/or protocols for communicating with LEP persons	<input type="checkbox"/>	<input type="checkbox"/>
Explain any necessary improvements planned for FY2013-14 and beyond:		

18. Please provide the following information regarding the department's process for accepting and resolving complaints regarding alleged violations of the Language Access Ordinance.

Please indicate the methods for accepting complaints regarding LAO violations (mark all boxes that apply).	Please indicate the methods for resolving LAO complaints (mark all boxes that apply).	
In person	<input type="checkbox"/>	In person
Via Telephone	<input type="checkbox"/>	Via Telephone
In Writing via US mail	<input type="checkbox"/>	In Writing via US mail
Complaint form	<input type="checkbox"/>	Via email
Website electronic submissions	<input type="checkbox"/>	Other (please explain):
Other (please explain):	<input type="checkbox"/>	

Please provide a brief description of the department's general complaint procedure.

COMPLAINT PROCEDURES	Written	Publicly posted
Are the department's LAO complaint procedures written and publicly posted? (Please mark all that apply)	<input type="checkbox"/>	<input type="checkbox"/>
Please provide a brief description of the department's LAO complaint procedure.		
If your complaint procedure is publicly posted please indicate where? (Please mark all that apply)		

Reception desk Bulletin Board Other (Please specify):

Please provide the following information on complaints received and resolved in FY2011-12. The objective of this question is to assess the number of LAO complaints as a share of total department complaints.

What percentage of all complaints are related to Language Access & Services?
 0 – 20% 21 – 40% 41 – 60% 61-80% 81-100%

Estimated total numbers of complaints (all types)	Estimated total number of resolved complaints* (all types)	Total number of LAO complaints	Total number of resolved LAO complaints*

*Resolved complaints are interpreted as following your department's internal complaint procedures to completion.

VI. DEPARTMENT FY2013-14 BUDGET FOR LANGUAGE ACCESS

19. What is the department's FY2013-14 budget allocation and strategy for meeting the needs of persons who are not English-language proficient, including the total annual expenditure for services that are related to language access services?

Language Access Services	Budget (\$)	Strategy
1. Compensatory pay for bilingual employees who perform bilingual services, including regular annual salary expenditures.		
2. Telephonic translation services provided by City vendors.		
3. Document translation services provided by City vendors.		
4. On-site language interpretation services provided by City vendors.		
5. Other costs associated with providing language access services (e.g., grants, special programs, other.)		
6. The total projected budget to support progressive implementation of the Department's language service plan.		
7. The Department's total budget		

**LANGUAGE ACCESS ORDINANCE (LAO)
ANNUAL COMPLIANCE PLAN
SECTION B: REQUIRED DOCUMENTATION**

Instructions for completing Section B:

The LAO requires that Tier I Departments provide documentation on specific policies and plans. Departments should attach all required documents with their annual compliance plan.

- A. A list of the department's Language Access Ordinance goals for FY2013-2014.
Please provide a description of the goals your department plans to achieve for FY2013-2014.
- B. An assessment of how the department is meeting FY2012-2013 goals.
Please provide an update on how your department is meeting your current goals. These are the goals that your department indicated in last year's plan.
- C. A copy of existing written policies on providing services to LEP Persons.
If your department does not have written policies please indicate when you plan on developing them.
- D. A copy of the department's written procedure for accepting and resolving complaints regarding the LAO.
If your department does not have written policies please indicate when you plan on developing them.
- E. A copy of written protocols for serving LEP persons in crisis or emergency situations.

APPENDIX D: GLOSSARY OF TERMS

American Community Survey	An ongoing survey conducted by the U.S. Census Bureau among a sample of the population that provides a detailed snapshot of various social, economic, and housing characteristics of the U.S. population. Data are analyzed and released in the form of 1-year, 3-year, and 5-year estimates.
Annual Compliance Plan	An annual written plan required of Tier 1 departments including information and data outlined in the LAO, due to OCEIA by December 31 of each year.
Bilingual Employee	A city employee who is proficient in the English language and in one or more non-English language(s).
Census	A population snapshot conducted every ten years on April 1 by the U.S. Census Bureau to provide an official count of the entire U.S. population to Congress. Data are used to determine congressional representation, community services, and distribution of federal funds. In the 2010 Census, the survey included ten questions.
Concentrated Number of Limited English Speaking Persons	Either 5 percent of the population of the District in which a Covered Department Facility is located or 5 percent of those persons who use the services provided by the Covered Department Facility. OCEIA determines annually whether 5 percent or more of the population of any District in which a Covered Department Facility is located are Limited English Speaking Persons who speak a shared language other than English. OCEIA makes this determination by referring to the best available data from the United States Census Bureau or other reliable sources and certifies its determination to all City Departments and the Immigrant Rights Commission no later than December 1 of each year (beginning 2011). Each Department shall determine annually whether 5 percent or more of those persons who use the Department's services at a Covered Department Facility are Limited English Speaking Persons who speak a shared language other than English using either of the methods specified in Section 91.2(k) of the LAO.
Covered Department Facility	Under the LAO, any Department building, office, or location that provides direct services to the public and serves as the workplace for 5 or more full-time City employees.
Crisis/Emergency Situation	A serious or unexpected event of intense difficulty or danger that requires an immediate response due to the impact on individual or public safety.
Cultural & Linguistic Competency	A set of behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enables effective work in cross-cultural situations (Source: Office of Minority Health).
Districts	The 11 geographical districts by which the people of the City and County of San Francisco elect the members of the Board of Supervisors.
Interpretation	Listening to a message in one language and conveying that message's meaning orally into another language in an appropriate and culturally competent manner.
Language Access Ordinance (LAO)	San Francisco's language access law, established in 2001. Amended in 2009 to add 13 new Tier 1 departments, strengthen compliance requirements, and increase efficacy.
Language Access Services	The full range of services used to ensure that individuals who are not English-language proficient have meaningful and equal access to information about city programs and services. Services include, but are not limited to 1) in-person, telephonic and video remote interpreter services, 2) translation of written materials, notices and documents, and 3) bilingual employee services.
Language Line	An authorized telephonic interpretation vendor that provides over-the-phone interpretation, among other services. OCEIA manages all citywide language service contracts.
Limited English Proficient (LEP)	An individual who does not speak English well or is otherwise unable to communicate effectively in English because English is not the individual's primary language.

Multilingualism	Language diversity, the use of multiple languages by an individual or community of speakers to communicate with others. Over 115 different languages are spoken in the San Francisco Bay area.
National Origin Discrimination	Discrimination as a result of a person's birthplace, ancestry, culture or language. This means people cannot be denied equal opportunity because they or their family are from another country, because they have a name or accent associated with a national origin group, because they participate in certain customs associated with a national origin group, or because they are married to or associate with people of a certain national origin (Source: U.S. Department of Justice).
Primary Language	An individual's preferred and/or strongest language for communication with others.
Public Contact Position	A position in which a primary job responsibility consists of meeting, contacting, and dealing with the public in the performance of the duties of that position.
Quality Control	Procedures or measures that ensure City departments' and agencies' services and materials are translated or interpreted accurately and consistently.
Substantial Number of Limited English Speaking Persons	Either 10,000 City residents, or 5 percent of those persons who use the Department's services. OCEIA determines annually whether at least 10,000 limited English speaking City residents speak a shared language other than English. OCEIA makes this determination by referring to the best available data from the United States Census Bureau or other reliable sources, and certifies this determination to Departments and the Immigrant Rights Commission no later than December 1 of each year (beginning in 2011). Each Department shall determine annually whether 5 percent or more of those Limited English Speaking Persons who use the Department's services Citywide speak a shared language other than English. Departments shall make this determination using one of the following methods: 1) surveys, 2) at the point of service, and/or 3) Language Line or other telephonic language translation vendors contracted by the department.
Telephonic Services	Contracted interpretation services to provide as-needed, toll-free 800 telephone number(s) or other means for participating City departments to access language interpretation services 24 hours a day and 365 days of the year. Core languages include: Cantonese (Chinese), Mandarin (Chinese), Spanish, Russian, Tagalog, and Vietnamese and a minimum of 20 additional languages and/or dialects approved in writing by the Office of Civic Engagement & Immigrant Affairs.
Tier 1 Department	Departments that must comply with the full extent of the LAO (including minimum requirements) and file annual compliance plans: Adult Probation, Airport, Assessor Recorder, Building Inspection, City Hall Building Management, District Attorney, Economic and Workforce Development, Elections, Environment, Fire, Human Services Agency, Juvenile Probation, Municipal Transportation Agency, Planning, Police, Public Defender, Public Health, Public Library, Public Utilities, Public Works, Recreation and Parks, Residential Rent Stabilization and Arbitration Board, Sheriff, Treasurer and Tax Collector, and Zoo.
Tier 2 Department	All city departments not specified as Tier 1 that furnish information or provide services directly to the public. Must meet basic requirements of the LAO.
Translation	Reading a document in one language and conveying the document's meaning in writing into another language in an appropriate and culturally competent manner.

APPENDIX E. RESOURCES

Despite challenges, public agencies and government can adopt cost-effective policies and practices in partnership with advocates, community-based organizations, philanthropic institutions and the private sector. Below are some of the resources OCEIA is using to assist city departments with meeting their LAO compliance requirements and better serving LEP clients.

<p>Chinese for Affirmative Action (CAA) (www.caasf.org)</p>	<p>An early champion of language rights and contributor to <i>Lau v. Nichols</i>, CAA has published a number of reports on language access progress, barriers, and opportunities. Its 2004 <i>The Language of Business</i> report acknowledged the challenges faced by the public sector in delivering multilingual services and increasing language access, recommending that government agencies improve their ability to communicate with LEP clients by adopting business practices widely used by the private sector, including: 1) language needs assessments; 2) effective outreach and marketing strategies targeting LEP populations; 3) hiring and training bilingual personnel; 4) creating multilingual telephone or customer service centers to communicate directly with LEP customers; and 5) developing cost effective procedures for translating and distributing written materials.²⁴</p>
<p>Federal Interagency Working Group on Limited English Proficiency (www.lep.gov)</p>	<p>Operates www.lep.gov, a website that acts as a clearinghouse of information and provides tools and technical assistance for limited English proficiency and language services to guide federal agencies, recipients of federal funds, users of federal programs and federally assisted programs, and other stakeholders.</p>
<p>Grantmakers Concerned with Immigrants and Refugees (GCIR) (www.gcir.org)</p>	<p>GCIR provides tools and resources and seeks to influence the philanthropic field to advance the contributions of the country's growing and increasingly diverse immigrant and refugee populations. GCIR has published a number of guidebooks on immigrant integration and LEP assistance. <i>Investing in Our Communities: Strategies for Immigrant Integration</i>, published in 2006, is a well-regarded toolkit that includes a section on public sector efforts entitled <i>Promising Practices in Language Access</i>. GCIR is a growing network of foundations working on a wide range of immigration and immigrant integration issues including education, health, employment, civic participation, race and intergroup relations, and other concerns affecting immigrants.</p>
<p>Migrant Policy Institute: National Center on Immigrant Integration Policy (www.migrationinformation.org/integration/language_portal)</p>	<p>MPI's <i>Language Portal</i> is a digital library of more than 1,600 resources relating to the use of language access services in social services and public safety agencies. The <i>Portal</i> includes legal guidelines, service models, master contracts for service providers, hourly translation and interpretation rates for different languages, pay differentials for multilingual staff, and sample translated documents. The <i>Portal</i> was created to provide "one-stop shopping" for the many local government administrators, policymakers, and others who are looking for ways to provide high-quality and cost-effective translation and interpretation services. MPI's National Center on Immigrant Integration Policy provides: policy-focused research; policy design; leadership development; technical assistance and training for government officials and community leaders; needs assessment, program planning, and evaluation services; and an electronic resource center on immigrant integration issues.</p>
<p>National Center for State Courts (www.ncsc.org)</p>	<p>NCSC is an independent, nonprofit court improvement organization founded at the urging of Chief Justice of the Supreme Court Warren E. Burger. NCSC acts as a clearinghouse for research information and comparative data to support improvement in judicial administration in state courts. Publishes <i>Language Access Resource Guide</i>.</p>
<p>Washington State Coalition for Language Access (www.wascla.org)</p>	<p>WASCLA is an organization consisting of legal professionals, advocates, law enforcement personnel, interpreters/translators, and court personnel who are dedicated to assisting state and local agencies within the State of Washington to understand and comply with their obligations under Title VI of the Civil Rights Act of 1964.</p>

²⁴Chinese for Affirmative Action. (2004). *The Language of Business: Adopting Private Sector Practices to Increase Limited-English Proficient Individuals' Access to Government Services*. Retrieved from: [www.caasf.org/wpcontent/uploads/PDFs/The%20Language %20of%20Business%20%5bCAA%5d.pdf](http://www.caasf.org/wpcontent/uploads/PDFs/The%20Language%20of%20Business%20%5bCAA%5d.pdf).



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF CIVIC ENGAGEMENT & IMMIGRANT AFFAIRS

OCEIA promotes civic participation and inclusive policies that improve the lives of San Francisco’s residents, particularly immigrants, newcomers, underserved and vulnerable communities. OCEIA seeks to bridge cultural, linguistic and economic barriers to ensure that San Francisco’s diverse residents have equal access to city services and opportunities to participate and contribute in meaningful ways to the success of the community and to the city.

Program Areas:

Community Ambassadors Safety Program | Community Grants | Community Outreach & Education | Day Laborers Program | Language Access & Services | Immigrant Affairs & Integration | Immigrant Rights Commission | SF WireUP! Consumer Education

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- Keyla Cordero, Language Services Specialist
- Danielle Lam, Events and Programs Coordinator
- Alena Miakinina, Senior CAP Program Assistant/Russian Translator
- Ashley Walker- Benjamin, Senior CAP Program Assistant
- Angelo Honable, Clerical Assistant

Community Ambassadors:

District 6

Faapito 'Tee' Sagote, Team Lead
Schevonne Baty
Oscar Buitrago
Alonna Ia
Edward Munoz

Rico Tiger
Brannen Tindell
Junior Tovia

District 10

Terry Collins, Team Lead
William Bender
Suafa Drake
Daphne Fontino

Nyasha Vincent, Team Lead
David James
Jessica Lopez
Cindy Tong

Credits:

Author/Report Narrative and Design
Chief Researcher/LAO Compliance & Data Analysis
Data Integrity & Verification
Production & Research
IRC Advisor

Adrienne Pon
Whitney Chiao
Richard Whipple
Danielle Lam
Commissioner Vera Haile