

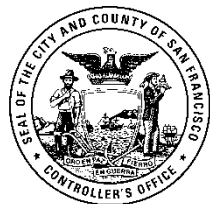
City and County of San Francisco

Office of the Controller – City Services Auditor

PARKS MAINTENANCE STANDARDS

ANNUAL REPORT FY 2009-10

**Citywide average score continues to
increase for the fifth year in a row.**



November 3, 2010

**CONTROLLER'S OFFICE
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

The audits unit conducts financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

We conduct our audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

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City and County of San Francisco

Office of the Controller - City Services Auditor

Parks Standards Annual Report FY 2009-10

November 3, 2010

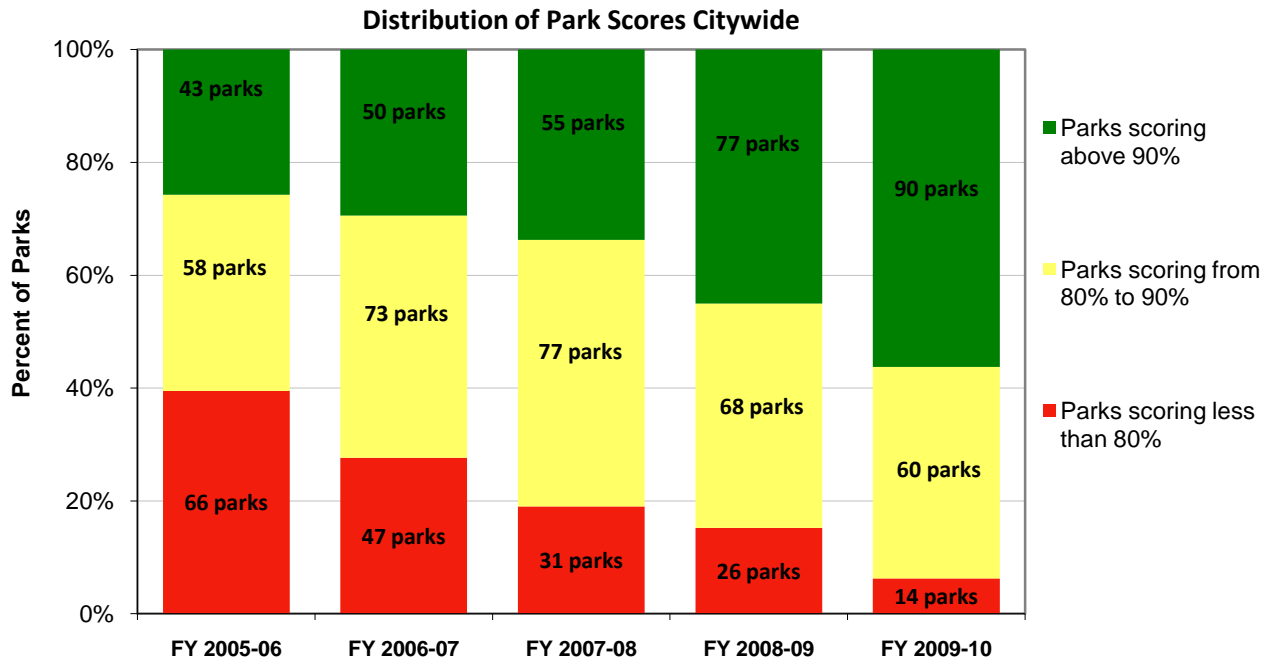
Park increase scores citywide for fifth year, but disparities remain between districts

Purpose of the Report

The City Services Auditor Charter Amendment requires that standards be established for park maintenance, and that the City Services Auditor (CSA) issue an annual report on performance under these standards. This report provides the results from evaluations of all open City parks in the fiscal year (FY) 2009-10.

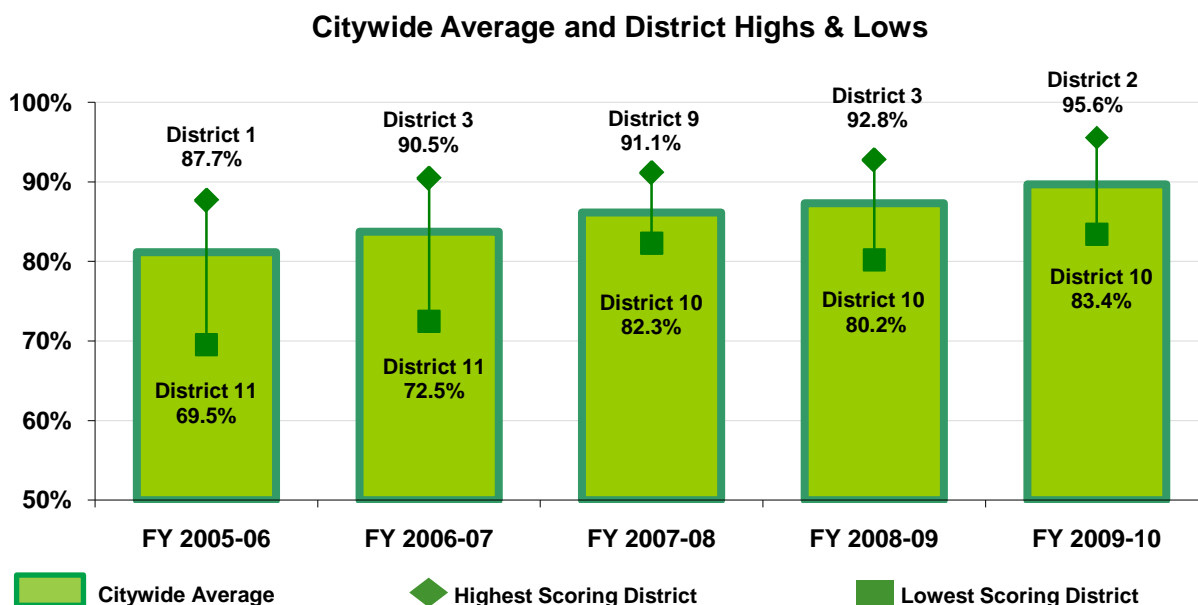
Highlights

Park scores increased for the fifth consecutive year. The citywide average for park scores increased over the previous year from 87.3 percent to 89.7 percent. A score above 85 percent would generally indicate that a park is well maintained and that its features are in good condition.



Citywide results

- Over half of all parks score above 90 percent, while in FY 2005-06, only a quarter of all parks scored above 90 percent.
- Children's Play Areas all score above 80 percent according to both the San Francisco park standards evaluation criteria and the Neighborhood Parks Council Playground Initiative survey.



District results

- The difference in district averages was slightly lower at 12.2 points compared to 12.6 points last year, however, this difference continues a downward trend from 18.2 points in FY 2005-06.
- District averages were mixed with District 6 dropping 2.8 points and District 9 dropping 0.2 points, while District 8 jumped up 4.9 points and District 2 jumped up 4.8 points.

Recommendations

The report includes five recommendations for the Recreation and Park department to make improvements in the parks standards program and incorporate evaluation into operational planning.

Specifically, Rec Park should:

- Promote timely monitoring of evaluation results into management and park maintenance activities.
- Continue to utilize score data to concentrate resources on low-performing parks, particularly Districts 10 and 11.
- Improve communication across divisions for better park maintenance outcomes.
- Work with the public to revise staff schedules in order to reflect current best practices for gardeners and custodians while satisfying Prop C requirements.
- Maintain consistent evaluation methodology for both parks and staff schedule compliance.

Copies of the full report may be obtained at:

Controller's Office • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500
or on the Internet at <http://www.sfgov.org/controller>

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LIST OF ABBREVIATIONS AND ACRONYMS

CSA	City Services Auditor
NPC	Neighborhood Parks Council
NSA	Neighborhood Service Area
Prop C	Proposition C
PSA	Park Service Area
Rec Park	Recreation and Park Department

INTRODUCTION

Background

In November 2003, San Francisco voters passed Proposition C establishing the City Services Auditor (CSA) in the Controller's Office. City Charter Appendix F, Section 102, mandates that CSA develop standards for park maintenance in consultation with the Recreation and Park Department (Rec Park) and establishes the following objectives:

- Establish regular maintenance schedules for parks and make them available to the public
- Publish compliance reports regularly showing the extent to which the Department has met its published schedules
- Develop quantifiable, measurable, objective standards for park maintenance
- Issue an annual report of the City's performance to those standards, with geographic detail

Since April 2004, CSA and Rec Park have worked together to design and implement Proposition C's requirement for schedules, standards, evaluations, and reporting.

This fifth annual report on the condition of the City's parks provides results from evaluations in fiscal year (FY) 2009-10, discusses Rec Park's efforts to use the standards and results to inform operational decisions, and includes recommendations to improve the City's performance in these areas.

Methodology

Park scores are based on standards that cover park conditions for 14 features such as lawns, trees, children's play areas and benches and tables. Generally, a score above 85 percent would likely indicate that the park is well-maintained and that its features are in good condition.

The San Francisco Park Maintenance Standards Manual, created in FY 2004-05, defines these desired conditions of park features and is used to assess and evaluate conditions in parks in all 11 supervisorial districts. See Exhibit 1 for more detail.

EXHIBIT 1 Park Maintenance Standards Overview

Park feature	Elements examined under each park feature	
Landscaped and Hardscaped Areas	1. Lawns	<ul style="list-style-type: none"> Cleanliness Color Density and spots Drainage/ flooded area Edged Height/mowed Holes
	2. Ornamental Gardens, Shrubs, and Ground Covers	<ul style="list-style-type: none"> Cleanliness Plant health Pruned Weediness
	3. Trees	<ul style="list-style-type: none"> Limbs Plant health Vines
	4. Hardscapes and Trails	<ul style="list-style-type: none"> Cleanliness Drainage/flooded area Graffiti Surface quality Weediness
	5. Open Space	<ul style="list-style-type: none"> Cleanliness
Recreational Areas	6. Turf Athletic Fields (E.g., ball fields, soccer pitches)	<ul style="list-style-type: none"> Cleanliness Color Drainage/flooded area Fencing Functionality of structures Graffiti Height/ mowed Holes
	7. Outdoor Athletic Courts (E.g., tennis and basketball courts)	<ul style="list-style-type: none"> Cleanliness Drainage/ flooded area Fencing Functionality of structures Graffiti Painting/stripping Surface quality
	8. Children's Play Areas	<ul style="list-style-type: none"> Cleanliness Fencing Functionality of equipment Graffiti Integrity of equipment Painting Signage Surface quality
	9. Dog Play Areas	<ul style="list-style-type: none"> Bag dispenser Cleanliness Drainage/ flooded area Height/ mowed Signage Surface quality Waste Receptacles
Amenities and Structures	10. Restrooms	<ul style="list-style-type: none"> Cleanliness Graffiti Functionality of structures Lighting Odor Painting Signage Supply inventory Waste receptacles
	11. Parking Lots and Roads	<ul style="list-style-type: none"> ADA parking spaces Cleanliness Curbs Drainage/ flooded areas Graffiti Painting/ stripping Signage Surface quality
	12. Waste and Recycling Receptacles	<ul style="list-style-type: none"> Cleanliness of receptacles Fullness Painting Structural integrity and functionality
	13. Benches, Tables, and Grills	<ul style="list-style-type: none"> Cleanliness Graffiti Painting Structural integrity and functionality
	14. Amenities & Structures	<ul style="list-style-type: none"> Exterior of buildings Drinking fountains Fencing Gates / locks Retaining walls Signage Stairways

Source: San Francisco Park Standards Manual and Evaluation Form



Pass: Clean bathroom
at Bernal Heights
Recreation Center



Fail: Litter on the
lawn at Adam Rogers
Park



Pass: Well kept
playground at Kelloch
Velasco Mini Park



Fail: Vines growing on
the trees at Mt Olympus

*Parks evaluated five times a
year – four times by Rec Park
staff, once by CSA staff*

In the program's fifth year, trained Rec Park and CSA staff performed 796 park evaluations from July 1, 2009 to June 30, 2010. Rec Park evaluated all parks each quarter while CSA evaluated all parks once per year. All supervisory and management staff of Rec Park and all staff at CSA performed evaluations.

Each park has a different set of features to be evaluated, and each element of every feature is rated "yes" or "no", based on whether or not the element meets the requirement to pass the standard. For example, the "height/mowed" element in the Lawns feature defines a passing score as lawns mowed and kept at a uniform height of less than ankle height.

All elements rated during a park evaluation contribute equally to the park's score, and the overall park score is determined by the number of all "yes" answers divided by the total number of answers given.

In FY 2009-10, CSA and Rec Park determined not to evaluate Open Space Parks as these parks do not contain enough features to make for reasonable scoring. Open space areas within Rec Park parks continue to be scored as a feature.

Scores

The citywide average park score in this report represents a combination of Rec Park and CSA evaluation scores. Once each department's average score is determined, a park's final score is the average of the available Rec Park and CSA departmental scores. For more detail, see Appendix A.

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CHAPTER 1 – Park Evaluation Results

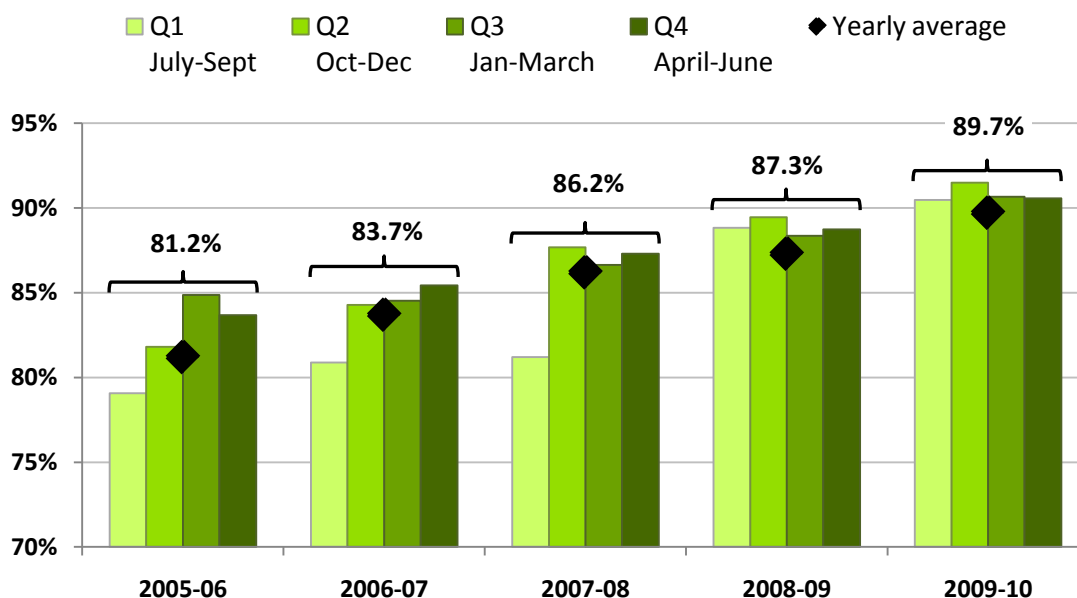
Citywide Results

Citywide average up 8.5 points since 2005-06

Park evaluation results improved for the fifth consecutive year. The citywide average for park scores increased 2.4 points in FY 2009-10 over the previous year, from 87.3 percent to 89.7 percent. The FY 2009-10 results are based on 796 evaluations of 164 parks.

EXHIBIT 2

Citywide parks score average continues to increase both yearly and quarterly as compared to previous fiscal years



Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

Seasonal park use affects quarterly scores

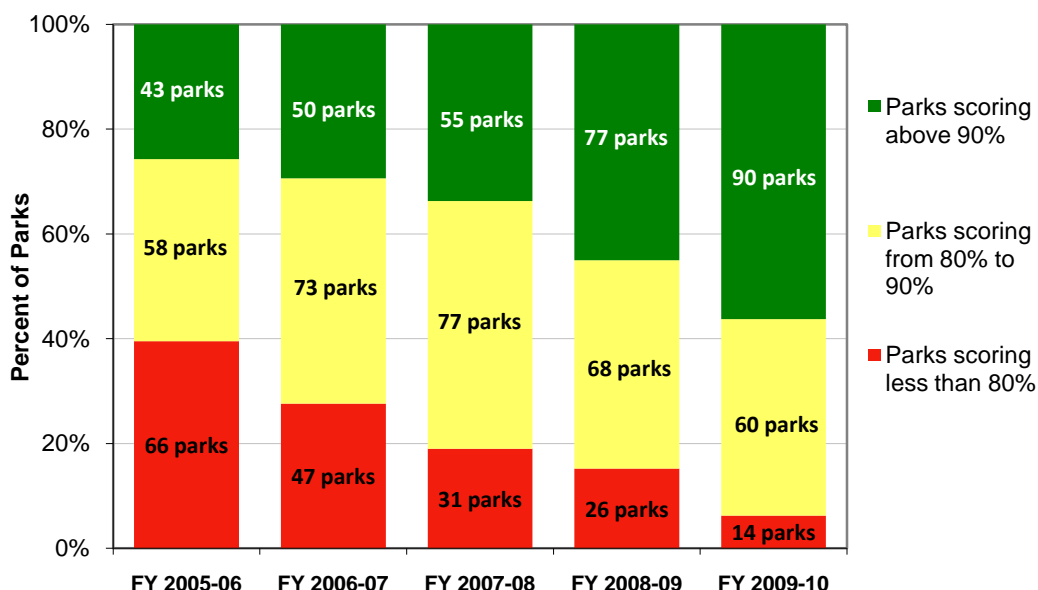
Quarterly scores vary within fiscal years for a variety of reasons, including extent of park use, dryness of season, or status of infrastructure. Quarter one, July through September, sees greater park use than Quarter two, October through December. This is a consistent trend year by year, however, as Exhibit 2 shows, results have steadily improved quarterly as well as yearly in the five years of conducting evaluations.

Distribution of Scores

Double the number of parks are scoring above 90% as compared to 2005-06

Overall Citywide scores are improving because the majority of parks (91 percent) are scoring above 80 percent. In FY 2005-06, 43 parks scored above 90 percent while in FY 2009-10, 90 parks scored above 90 percent. Only 14 parks scored 79 percent or below.

EXHIBIT 3 Increasing number of parks score 90% or above in FY 2009-10



Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

District Results

Differences in district averages preserved despite overall increases in scores

District averages rose in FY 2009-10, with only two of the 11 districts receiving lower averages than last year. The difference in district averages lowered slightly—12.2 points compared to 12.6 points last year.

District 2 increased its scores by 4.8 points to achieve the highest score of 95.6 percent. District 8 improved the most with 4.9 points to achieve 89.4 percent. Despite its 3.2 percent score increase, District 10 continues to maintain the lowest score (83.4 percent) for a second year in a row.

Five districts scored above 90 percent in FY 2009-10 – Districts 1, 2, 3, 7, and 9. These five districts represent over half of the highest scoring parks in the City.

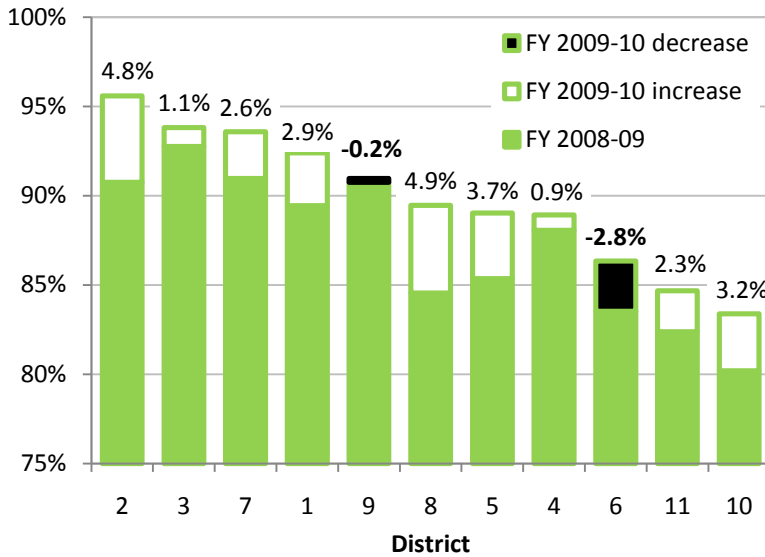
District 6 dropped 2.8 points in FY 2009-10. Eight of its 11 parks scored lower this year, including double digit decreases for both Margaret S. Hayward Playground (11.9 point decrease) and Turk/Hyde Mini Park (11.6 point decrease).

The Southeast portion of the City continues to have the lowest scoring parks

For the third year in a row, the two lowest scoring districts, falling below 85 percent, are in the southeast section of the City – Districts 10 and 11. In Districts 10 and 11, 16 of the 34 parks received lower scores. Seven of the worst scoring parks (below 80%) are in District 10 and three are in District

11. However, both districts increased their scores, by 3.2 and 2.3 points respectively.

EXHIBIT 4 District scores increase overall, except Districts 6 and District 9

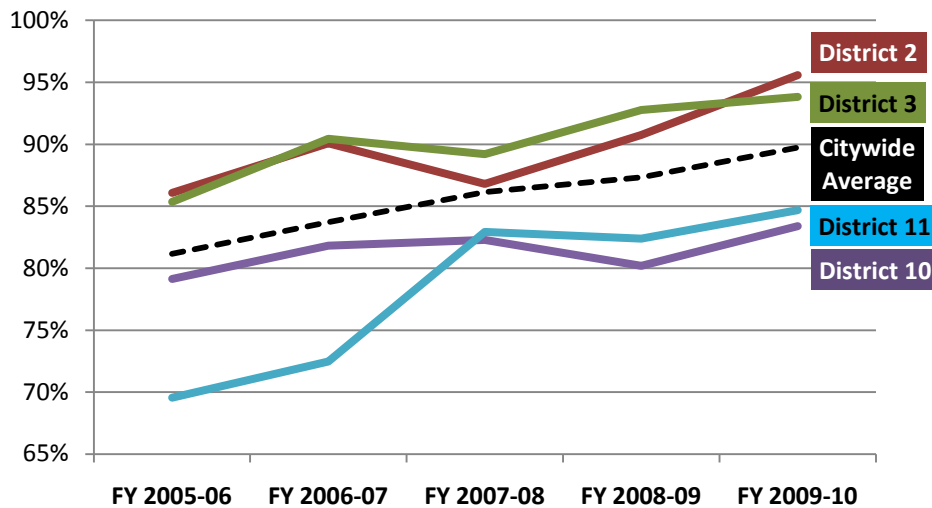


District	FY 2009-10	Change from FY 2008-09
1	92.4%	2.9%
2	95.6%	4.8%
3	93.8%	1.1%
4	88.9%	0.9%
5	89.0%	3.7%
6	86.3%	-2.8%
7	93.6%	2.6%
8	89.4%	4.9%
9	91.0%	-0.2%
10	83.4%	3.2%
11	84.7%	2.3%

Source: CSA and Rec Park evaluation results FY 2008-09, FY 2009-10

The chart in Exhibit 5 shows a select number of districts over the five years of evaluations to demonstrate variance in district scores compared to Citywide average.

EXHIBIT 5 Northeast and Southeast part of City score consistently above and below Citywide average, respectively

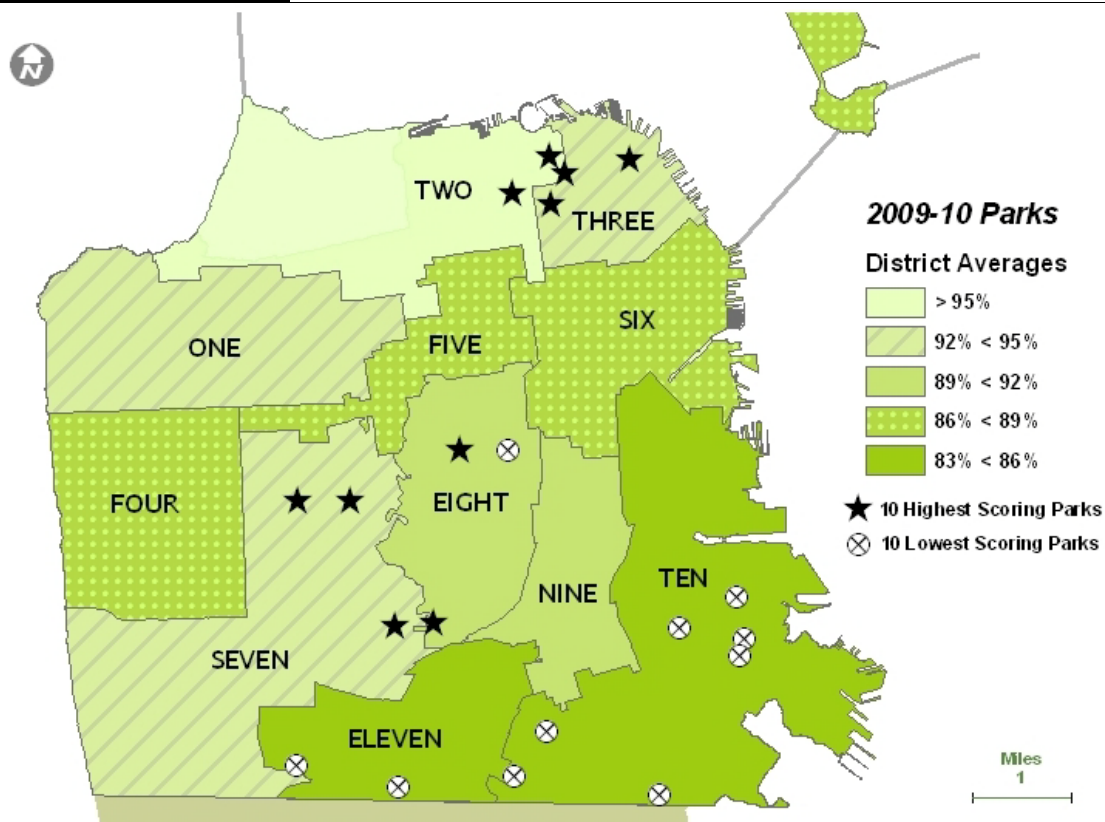


Source: CSA and Rec Park park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

Districts have improved an average of 8.6 points since FY 2005-06. Some districts have consistently scored above the Citywide average, such as District 3. Others have made large improvements within a short span of time, such as District 11 and District 2.

At the highest overall average, District 2 had seven of its 12 parks increasing scores across both FY 2009-10 and FY 2008-09. Allyne Park, located between Cow Hollow and Russian Hill in District 2, rose from 82.9 percent in FY 2007-08 to ranking seventh in the top 10 highest scoring parks Citywide at 98.7 percent.

EXHIBIT 6 Top and Bottom Scoring Parks Segregated by Location



Source: CSA and Rec Park evaluation results FY 2009-10

Highest and Lowest Scoring Parks



Midtown Terrace Playground

Three parks scored 100% - Fay Park in District 3, Midtown Terrace Playground in District 7, and Sunnyside Conservatory in District 8. The remaining seven top 10 parks scored above 98%. Six of the top 10 parks completed Capital Planning renovation projects this fiscal year.

Three parks return to the top 10 list from last year, including two highest scoring parks, District 3's Fay Park, moving from fourth place to first place, and District 7's Midtown Terrace Playground, moving from 10th place to second place.

EXHIBIT 6

Highest and Lowest Rated Parks in FY 2009-10

10 Highest Rated parks in FY 2009-10

Rank	Park Name	District	NSA*	2009-10	2008-09	2007-08	2006-07
1	Fay Park	3	2	100.0%	98.6%	98.6%	94.7%
2	Midtown Terrace Playground	7	8	100.0%	97.6%	98.1%	91.5%
3	Sunnyside Conservatory	8	5	100.0%	75.6%	80.8%	71.2%
4	Helen Wills Playground	3	2	99.6%	92.5%	97.2%	97.0%
5	Telegraph Hill/Pioneer Park	3	2	99.5%	97.3%	93.5%	93.3%
6	Alice Marble Tennis Courts	2	2	98.8%	96.2%	97.8%	99.3%
7	Allyne Park	2	2	98.7%	86.0%	82.9%	80.3%
8	Sunnyside Playground	7	5	98.7%	94.0%	97.5%	75.7%
9	J. P. Murphy Playground	7	8	98.7%	98.3%	Closed	96.9%
10	Eureka Valley Rec Center	8	5	98.6%	91.5%	95.4%	81.9%

10 Lowest Rated Parks in FY 2009-10

Rank	Park Name	District	NSA*	2009-10	2008-09	2007-08	2006-07
1	Hilltop Park	10	7	61.9%	58.7%	85.2%	72.3%
2	Youngblood Coleman Playground	10	7	68.0%	88.1%	90.2%	79.1%
3	Mission Dolores Park	8	6	71.8%	74.6%	86.4%	79.7%
4	Palou/Phelps Park	10	7	72.1%	82.9%	70.5%	87.4%
5	Little Hollywood Park	10	7	73.3%	80.2%	77.1%	75.7%
6	Lessing/Sears Mini Park	11	7	73.9%	82.1%	79.3%	83.6%
7	Adam Rogers Park	10	7	75.3%	68.0%	70.8%	78.0%
8	Herz Playground	10	7	75.6%	72.7%	81.7%	90.5%
9	John McLaren Park	10	7	76.5%	79.6%	70.2%	85.0%
10	Head/Brotherhood Mini Park	11	8	76.6%	70.4%	75.0%	65.9%

*NSA: Neighborhood Service Area – see Chapter 3 for more information.

Source: CSA and Rec Park evaluation results FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

Nine of lowest scoring parks are in Southern or Southeastern portion of City

Seven of the ten lowest scoring parks were in District 10. Hilltop Park continues to rank lowest among City parks for the second year in a row at 61.9 percent, up 3.2 points from last year. District 10 has improved with only seven parks scoring below 80 percent – an improvement from last year's eleven parks scoring below 80 percent.

Spotlight: Capital Renovation of the Sunnyside Conservatory

*American Public Works
Association awarded Sunnyside
Conservatory the 2010 Project
of the Year for Historical
Restoration Less than \$5 Million*

The Sunnyside Conservatory was constructed in 1891 and designated as San Francisco Landmark No. 78 in 1975. The property was purchased by Rec Park in 1980 with Open Space funds. Deferred maintenance, vandalism and lack of funding for improvements led to the gradual deterioration of the facility which includes a conservatory and planted areas.

Sunnyside Conservatory was included in the 2000 Neighborhood Park Improvement Bond. The restoration work, completed December 2009, preserved the historic structural system and integrated modern building codes, including structural strengthening, mechanical/electrical systems and ADA accessibility. The exterior includes new site lighting, irrigation system and landscaping composed of water efficient and drought tolerant plans.

Before



In FY 2005-06, Sunnyside Conservatory had a 54.9 percent park score. Over the next three years, scores improved to an average of 71.2 percent.

After completion of the renovation project in December 2009, the Conservatory received an average park score of 100 percent for FY 2009-10.

After



Sunnyside Conservatory Evaluation Scores				
2005-06	2006-07	2007-08	2008-09	2009-10
54.9%	71.2%	80.8%	75.6%	100.0%

Spotlight: Mission Dolores Park

As the majority of City parks improve, Mission Dolores Park continues to decline in the ranks. At 10th place from the bottom in FY 2008-09, Mission Dolores Park has sunk to third from the bottom. Its low scores can be attributed to many factors.

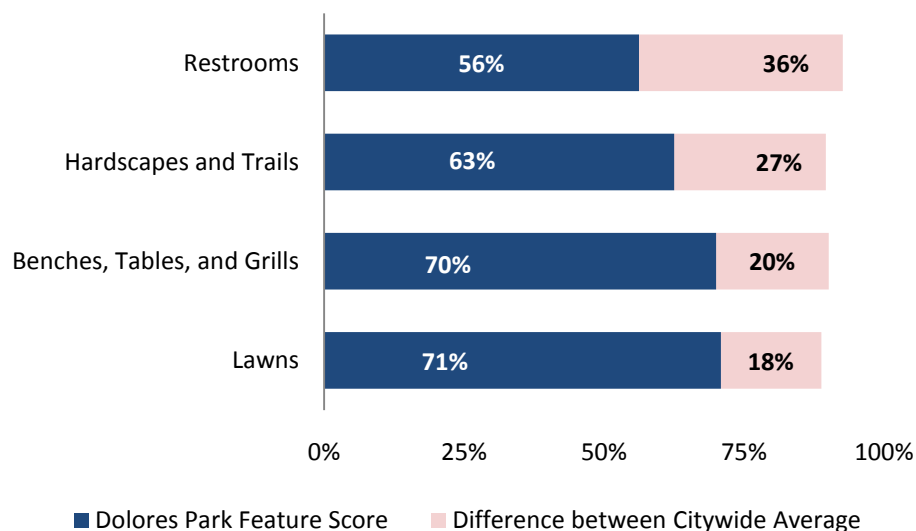


Trash at Mission Dolores Park

Mission Dolores Park Evaluation Scores				
2005-06	2006-07	2007-08	2008-09	2009-10
84.7%	79.7%	86.4%	74.6%	71.8%

As a high-use park, Mission Dolores Park suffers from the rough use of its patrons including an “industrial size trash problem” according to its Park Supervisor. Mission Dolores Park also has irrigation problems and an older infrastructure, a contributing factor to its poorly scoring lawns. Its older restrooms and hardscapes and trails continue to bring down its overall scores year after year.

EXHIBIT 7 Dolores Park features score well below Citywide Average



Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

Mission Dolores Park has one of the highest graffiti per acreage ratios in the City. It has over 5 percent of graffiti related work orders for all City parks resulting in 166 requests for graffiti mitigation in 2009-10. It tops John McLaren Park, also in the bottom 10, which has far more acreage and has 137 graffiti related work orders.

In the 2008 Clean and Safe Neighborhood Parks Bond, Mission Dolores Park was funded with \$13.2 million for



High-Use Space: Mission Dolores Park



Mission Dolores Park

capital improvements, of which \$1.5 million will be spent on a new playground. All improvements will be designed to be environmentally sustainable, durable, and vandal resistant per Rec Park Capital Division Project Standards and Design Guidelines.

The project scope will include a new restroom facility; a new operations building to replace the existing clubhouse structure; ADA-compliant park entrances; a new Children's Play Area; resurfaced and re-stripped tennis courts, basketball courts, paved multi-use and picnic areas, new lighting poles, benches, tables and drinking fountains as needed; a delineated dog play area; renovation of existing irrigations systems and better drainage, as well as turf, planting and tree improvements. Rec Park hopes to break ground for the playground within FY 2010-11 and renovate the remaining park space in FY 2012-13.

In the interim, Rec Park has constructed a number of redesigned and expanded trash disposal stations on the periphery of the park, conducts community outreach including collaborations with Dolores Park Works and Leave No Trace for assistance on litter mitigation, and coordinates with the San Francisco Police Department for safety and graffiti concerns. Park Management have also improved their event management practices to mitigate trash and rough use issues after large scale events.



Mission Dolores Park

Parks with the Greatest Changes from Last Year

Over half the parks – 94 of 163 – scored higher than last year. The score increases for Bay View Playground, Sunnyside Conservatory and McKinley Square can be attributed to Rec Park repairs and capital projects. [See spotlights on Sunnyside Conservatory and McKinley Square.]

EXHIBIT 8

Five parks with greatest changes compared to last year

Top 5 greatest changes (HIGHER)

Park Name	FY 2009-10	District	NSA	Change from FY 2008-09 to FY 2009-10	FY 2008-09	Change from FY 2007-08 to FY 2008-09	FY 2007-08
McKinley Square	93.2%	10	4	25.7%	67.5%	-23.6%	-14.4%
Sunnyside Conservatory	100.0%	8	5	24.4%	75.6%	-23.2%	-5.2%
Utah/18th Mini Park	97.2%	10	4	22.4%	74.9%	-1.2%	-13.3%
Bay View Playground	84.8%	10	7	15.5%	69.2%	-2.8%	-8.6%
Seward Mini Park	93.9%	8	5	15.5%	78.4%	-10.3%	-4.4%

Top 5 greatest changes (LOWER)

Park Name	FY 2009-10	District	NSA	Change from previous year	FY 2008-09	Change from FY 2007-08 to FY 2008-09	FY 2007-08
Youngblood Coleman Playground	68.0%	10	7	-20.1%	88.1%	-2.0%	90.2%
Coso/Precita Mini Park	85.3%	9	6	-12.0%	97.3%	11.5%	85.8%
Margaret S. Hayward Playground	84.0%	6	3	-11.9%	95.8%	7.9%	88.0%
Turk/Hyde Mini Park	79.6%	6	4	-11.6%	91.2%	-1.7%	92.9%
Palou/Phelps Park	72.1%	10	7	-10.8%	82.9%	12.4%	70.5%

Source: CSA and Rec Park park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09



Cement slide at Youngblood Coleman Playground

Nine parks scored over 10 points lower than last year, with Youngblood Coleman scoring 20.1 points lower for a 68 percent score. Several parks decreased significantly over the last two years, but none in the double digits both years.

According to the Park Section Supervisor, the 11.9 point drop in rating for Margaret S. Hayward can be attributed to aging infrastructure – specifically the lack of automatic irrigation for the perennial beds. In the case of Turk/Hyde Mini-Park's 11.6 point drop, the Park Section Supervisor attributes it to the nature of park use, where parks can undergo dynamic changes in transitory elements, causing low scores in select features such as litter and graffiti. In addition, illegal activities along the edges of the park have contributed to horticulture issues.

Spotlight: McKinley Square

Rec Park and Community Volunteers worked together to improve McKinley Square

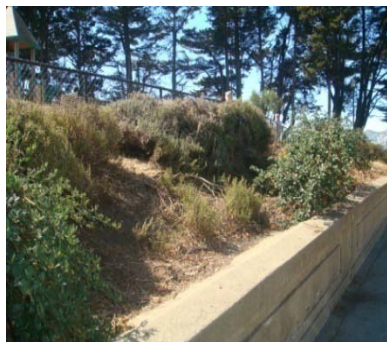
McKinley Square in District 10 can attribute its 25.7 point increase to the significant improvements made by Rec Park staff.

McKinley Square Evaluation Scores				
2005-06	2006-07	2007-08	2008-09	2009-10
70.7%	75.8%	82.0%	67.5%	93.2%

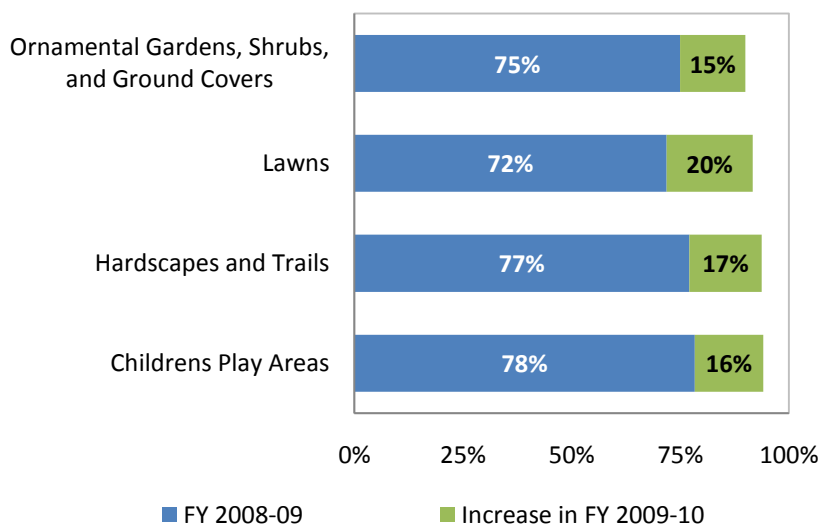
Structural Maintenance installed a new irrigation system for lawns and upgraded cement pathways. Gardening staff put in new turf and improved perennial beds. In addition to the work of Rec Park, a number of volunteer work groups put time into the park as well. The following select features in Exhibit 9 reflect these efforts.

EXHIBIT 9

Score Increases in McKinley Square in FY 2009-10 over FY 2008-09



McKinley Square 2008 – prior to improvements



Source: CSA and Rec Park evaluation results FY 2008-09, FY 2009-10

Features Results

Average scores for parks features continued to improve in FY 2009-10 with all features improving, except Children's Play Areas at 0.3 points lower, and Outdoor Athletic Courts, at 0.6 points lower than last year's scores.

Both Children's Play Areas and Outdoor Athletic Courts are rated on eight elements each. Parks may also have both features and/or several of each. The majority of park features require collaboration from multiple divisions – including Capital Planning, Structural Maintenance, Horticulture and Custodial.

EXHIBIT 10 All features score above 85 percent in FY 2009-10

Feature	FY 2009-10	Change from FY 2008-09	Change from FY 2005-06
Amenities & Structures	90.1%	1.9%	7.2%
Benches, Tables & Grills	90.1%	1.6%	6.5%
Childrens Play Areas	88.4%	-0.3%	5.0%
Dog Play Areas	87.6%	3.9%	8.6%
Hardscapes & Trails	89.6%	2.7%	9.2%
Lawns	88.8%	2.6%	11.5%
Open Space	86.5%	8.9%	5.4%
Ornamental Gardens, Shrubs & Ground Covers	88.6%	3.1%	14.7%
Outdoor Athletic Courts	90.3%	-0.6%	3.5%
Parking Lots & Roads	87.9%	2.5%	7.0%
Restrooms	92.6%	1.2%	10.2%
Trees	93.9%	2.6%	5.4%
Turf Athletic Fields	89.2%	1.5%	10.0%
Waste & Recycling Receptacles	95.4%	1.4%	4.9%

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2008-09, FY 2009-10

*All features have improved
since start of Park Standards
Program*

Over the five years of evaluations all features have improved. Ornamental Gardens, Shrubs and Ground Cover continue to outpace other features at 14.7 points since FY 2005-06. Three other features have improved by double digits – Lawns (up 11.5 points), Restrooms (up 10.2 points), and Turf Athletic Fields (up 10.0 points).

Waste and Recycling Receptacles continues to be the best



Presidio Heights Playground

scoring features at 95.4 percent, while Open Space is lowest-scoring at 86.5 percent. Open Space scores are based on a single element, cleanliness, while Waste & Recycling Receptacles scores are rated based on five elements – two for cleanliness (including graffiti), fullness, painting and structural integrity and functionality.

Feature Spotlight: Children's Play Areas

The Playground Initiative is a partnership between San Francisco Neighborhood Parks Council (NPC) and Rec Park. Every two years, NPC and Rec Park perform a survey of public playgrounds to develop a Playground Report Card.

NPC scores playgrounds every two years versus CSA and Rec Park rating each park quarterly

NPC scores each playground through a series of 'yes' or 'no' questions examining eight elements. The San Francisco Park Standards scores Children's Play Areas quarterly as a part of the overall park evaluation process also by evaluating eight elements through a series of 'yes' or 'no' questions.

EXHIBIT 11 Evaluation elements (and number of follow up questions)

San Francisco Park Standards	NPC Playground Report Card
Cleanliness(1)	Signage (5)
Fencing (1)	Fencing & Gates (1)
Functionality of Equipment (1)	Ground Surface (6)
Graffiti (1)	Cleanliness (2)
Integrity of Equipment (1)	Equipment (17)
Painting (1)	Amenities (12)
Signage (1)	Surface Material (4)
Surface Quality (1)	Additional (4)

Source: San Francisco Park Standards, Neighborhood Parks Council Playground Initiative standards

Despite differences in scores, both agree citywide, Children's Play Areas have improved over previous years.

According to the San Francisco Park Standards yearly park evaluation features rating, Children's Play Area scores have climbed Citywide since FY 2005-06. The Citywide average is 88.4 percent, up five points since FY 2005-06. According to the Playground Report Card, Citywide grades have improved to 83 percent as compared to 79 percent in calendar year 2008.

EXHIBIT 12 Children's Play Area scores vary by district and rating group

	San Francisco Park Standards	NPC Playground Report Card 2010	Difference
District 1	91%	86%	5%
District 2	92%	81%	11%
District 3	92%	80%	12%
District 4	88%	80%	8%
District 5	89%	83%	6%
District 6	89%	84%	5%
District 7	93%	85%	8%
District 8	92%	83%	9%
District 9	87%	86%	1%
District 10	81%	81%	0%
District 11	85%	80%	5%
Citywide Average	88%	83%	5%

Highest	Lowest
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Source: CSA and Rec Park evaluation results FY 2009-10, NPC San Francisco Playground Report Card 2010



Potrero de Sol Park

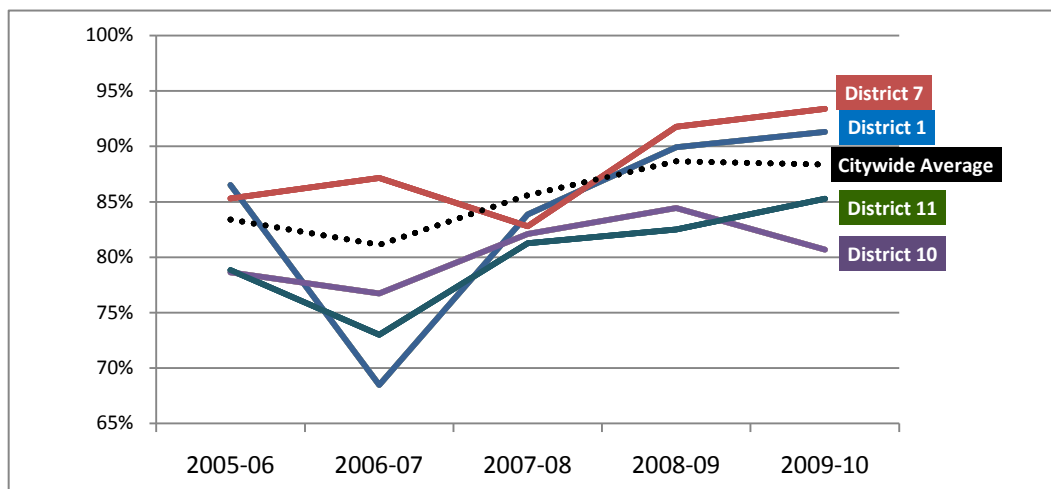
According to San Francisco Park Standards evaluation scoring, District 7 scored the highest with a gradual increase over the last three fiscal years. District 1 showed the greatest improvement since FY 2006-07 at a low score of 68.5 percent to a high this fiscal year of 91.3 percent – a difference of 22.8 points.

While District 10 and District 11 scores fell below the Citywide average, District 11 effected a turnaround and increased its score by 12 points since FY 2006-07. The remaining districts scored above 85 percent in FY 2009-10.



24th/York Mini Park

EXHIBIT 13 Select Children's Play Area San Francisco Park Standards scores



Source: CSA and Rec Park evaluation results FY 2005-06, 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

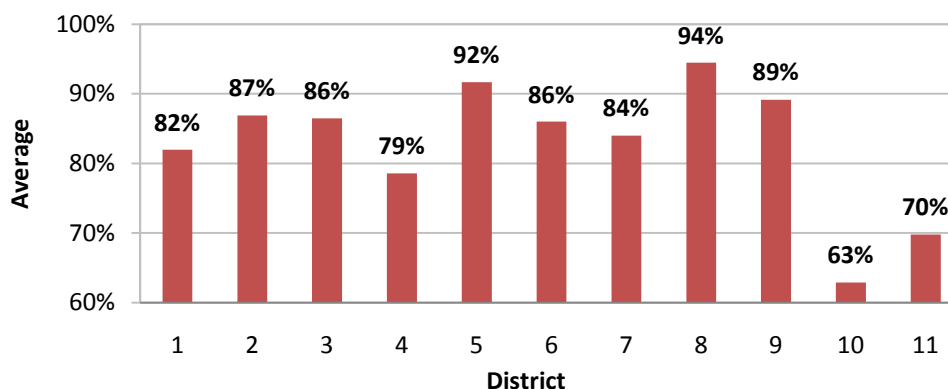


West Sunset Playground

Cleanliness scoring for Children's Play Areas are based on a 'yes' or 'no' standard for a single question. Many play areas can receive a failing grade for cleanliness if sand is present anywhere outside the sand box itself. Given the nature of sand and play, this can be difficult for Rec Park staff to maintain and the standard may be revised.

District 8 maintains the highest cleanliness score for its Children's Play Area at 94 percent and 92 percent for its overall Children's Play Area score. District 10 maintains the lowest score at 63 percent with an overall score of 81 percent.

EXHIBIT 14 San Francisco Park Standards Cleanliness Scores in Children's Play Area FY 2009-10 by District



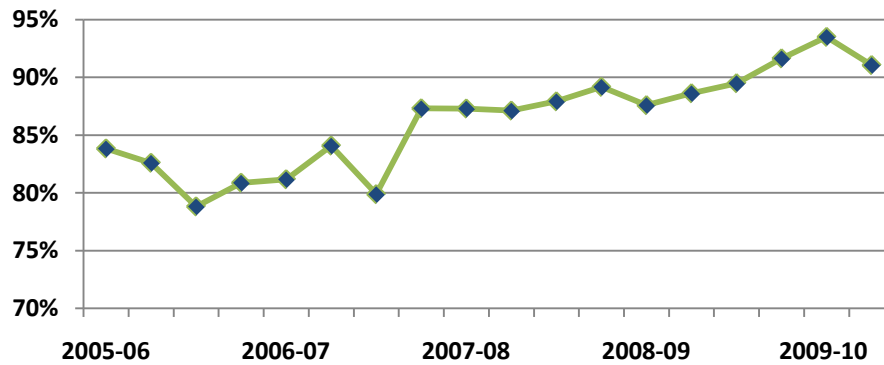
Source: CSA and Rec Park evaluation results FY 2009-10

Cleanliness Results

Cleanliness ratings continue to improve. Cleanliness ratings are based on cleanliness elements as outlined in all features except Trees. Generally, cleanliness is defined as having only small amounts of litter or debris in a given area. For example, the lawns standards regarding cleanliness states that in a neighborhood or regional park, no more than five pieces of litter or debris, lightly scattered, should be visible in a 100' by 100' area or along a 200' line.

EXHIBIT 15 Despite quarterly shifts, cleanliness ratings continue to improve

Citywide Cleanliness Ratings

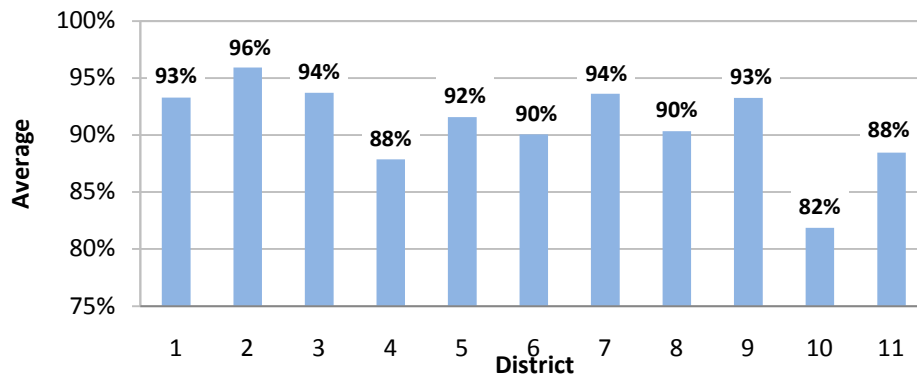


Source: CSA and Rec Park evaluation results FY 2005-06, 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

District 10 continues to lag behind on Cleanliness

Eight districts scored above 90 percent on park cleanliness. District 4 and District 11 both scored above 85 percent, and District 10 scored 82 percent. Restroom scores continue to improve since the hiring of additional custodial staff in October 2007.

EXHIBIT 16 Eight of the 11 districts score above 90 percent in FY 2009-10 for Park Cleanliness



Source: CSA and Rec Park evaluation results FY 2009-10

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CHAPTER 2 – Recreation & Park Department Details

Neighborhood Services Areas (NSAs)

Rec Park can use park evaluation results to inform operational decision-making in order to improve park conditions.

Rec Park organized its operations geographically into Neighborhood Service Areas (NSAs) just before the implementation of the park standards in 2004. Over the past five fiscal years, the Neighborhood Services section of Rec Park's Operations division managed the City's parks, recreation centers and natural areas. The City's parks were divided into nine NSAs, one of which is comprised of Golden Gate Park and the Lower Great Highway.

Each NSA had a manager that directed horticultural, custodial and recreation staff for the NSA. NSA managers were the liaison to the capital planning division for that area. NSAs were defined geographically, but do not correspond to supervisorial districts.

Changes: Park Management Reorganization

In August 2010, Rec Park revised the structure of its Operations Division by separating recreation and park responsibilities. Park responsibilities are now reorganized into Parks and Open Space. Parks consists of six geographically organized Park Service Areas, Golden Gate Park, and Candlestick Park. Open Space is made up of the following: Natural Areas, Golf & Turf, the Marina Yacht Harbor, Camp Mather and the Zoo. Recreation and Community Services is now organized into four competencies: Cultural Arts, Community Services, Leisure Services and Sports & Athletics.

EXHIBIT 17

Majority of NSAs improve, except NSA 6 and NSA 9

NSA	Districts	FY 2009-10	Change from FY 2008-09	Number of parks higher than 80%	Number of parks lower than 80%
1	1, 2	92.7%	1.8%	15	0
2	2, 3	94.7%	3.1%	28	1
3	5, 6, 8	88.8%	2.8%	17	0
4	6, 10, 3	89.6%	2.5%	14	1
5	8, 11, 7	90.8%	5.6%	20	1
6	9, 8	89.3%	-1.0%	20	1
7	10, 11	81.3%	0.6%	15	8
8	7, 4, 11	90.7%	2.9%	21	1
9	Golden Gate Park	84.0%	-4.6%	1	1

Source: CSA and Rec Park evaluation results FY 2008-09, FY 2009-10

In Chapter 1, evaluation results were reported by supervisorial District. In addition, we're also reporting by NSA to provide more detailed information for the department as well as the public.

*NSA 1, NSA 3 and NSA 4
parks all score above 80% in
2009-10*

NSAs and Districts do not directly correspond as illustrated in Exhibit 17. The majority of NSAs improved their score over last fiscal year with NSA 5 increasing the most, by 5.6 points, for a score of 90.8 percent. Twenty of its 21 parks scored above 80 percent.

NSA 9 is comprised of only two parks: Golden Gate Park (down 1.6 points from last year to 88.1 percent) and Lower Great Highway (up 6.3 points to 79.9 percent).

EXHIBIT 18 Low scoring NSAs in southeast section of the City

NSA	FY06	FY07	FY08	FY09	FY10
1	88.3%	84.4%	87.1%	90.9%	92.7%
2	85.6%	89.6%	88.9%	91.6%	94.7%
3	77.9%	83.2%	85.6%	86.0%	88.8%
4	83.0%	85.3%	86.4%	87.1%	89.6%
5	75.5%	76.5%	82.6%	85.2%	90.8%
6	84.8%	86.3%	91.3%	90.3%	89.3%
7	88.3%	82.3%	82.2%	80.7%	81.3%
8	88.3%	82.4%	86.5%	87.8%	90.7%
9	81.2%	83.4%	84.8%	88.6%	83.1%

Highest

Lowest

Source: CSA and Rec Park evaluation results FY 2005-06, 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

*NSA 5 in top 3 - turnaround
from 75.5% in 2005-06 to
90.8% in 2009-10*

After having the lowest average across FY 2005-06 and FY 2006-07, NSA 5 gradually improved its scores to increase 5.6 points over last year to 90.8 percent, the third highest score in FY 2009-10. NSA 2 has maintained its position as the highest scoring NSA both this year, last year and in FY 2006-07.

With five years of complete data, Rec Park can use these trends over time to evaluate performance and identify needs to improve consistently low-performing NSAs.

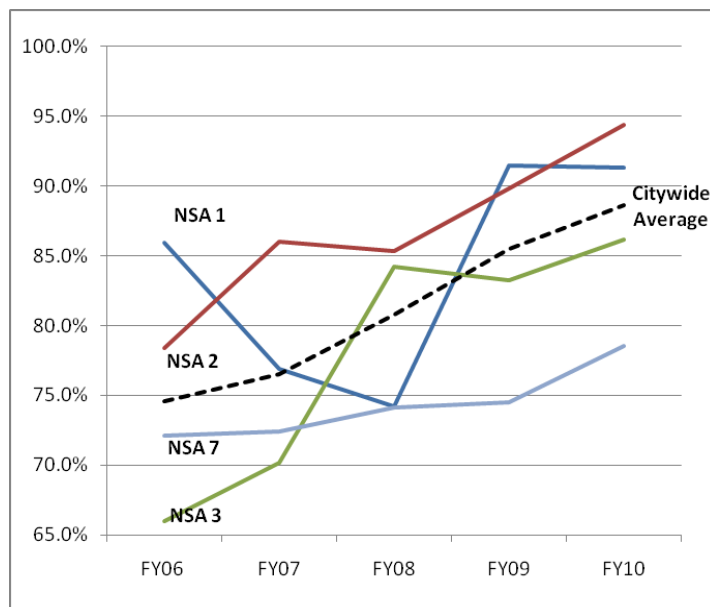
NSA Managed Features

The majority of features scored during the evaluation process are managed by multiple divisions within Rec Park. For example, lawn health is managed by Structural Maintenance (repairs irrigation systems), Capital Planning

(replaces irrigation systems), Citywide Turf (mows and trims), and NSA, which is made up of Gardeners (manages daily irrigation, holes, litter) and Custodians (manages litter). However, Ornamental Gardens, Shrubs and Ground Cover, within a park, is wholly managed by a single division, the NSA.

EXHIBIT 19

Improvement over time for Ornamental Gardens, Shrubs and Ground Cover Feature across all NSAs



NSA	FY 2005-06	FY 2009-10
1	86%	91%
2	78%	94%
3	66%	86%
4	73%	89%
5	72%	92%
6	76%	90%
7	72%	79%
8	74%	87%
9	73%	85%

Source: CSA and Rec Park evaluation results FY 2005-06, 2006-07, FY 2007-08, FY 2008-09, FY 2009-10

Since 2005-06, Ornamental Gardens, Shrubs and Ground Cover Citywide averages outpace other rated elements

Ornamental Gardens, Shrubs and Ground Cover is rated on four elements: cleanliness, plant health, pruning and weediness. From FY 2005-06 through FY 2009-10, the scoring for this feature has varied widely across all NSAs. Over the life of the program, Citywide scores have improved 14.1 points. NSA 1 and NSA 3 have experienced large shifts in scoring from year to year, while NSA 7 has remained relatively stable and consistently below the Citywide average. NSA 2 has gradually increased its score and has the highest rating for this feature for FY 2009-10.

Cleanliness by NSA

Cleanliness responsibilities are shared among Rec Park custodians and gardeners

Custodians and gardeners share responsibility for park cleanliness activities by feature and staff arrival time. Typically, custodians manage cleanliness in smaller, enclosed areas including Restrooms and Outdoor Athletic Courts. Lawns, Children's Play Areas and Benches, Tables, and Grills are shared between gardeners and custodians –

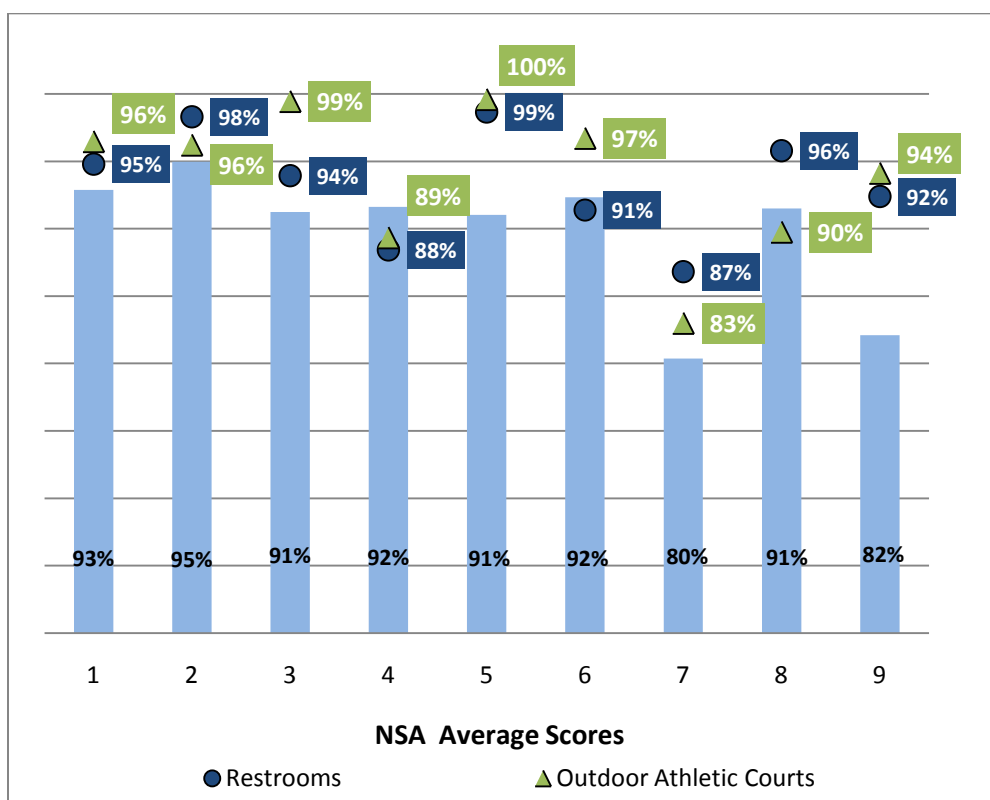


Midtown Terrace Playground
restroom

depending on who arrives at the parks first. Gardeners are often the first to arrive during the day and typically manage any dumping issues as they have Rec Park trucks.

Cleanliness is rated 'yes' or 'no' depending on if the standard is met. Parks can have multiple bathrooms (at least one for men and one for women) as well as multiple Outdoor Athletic Courts.

EXHIBIT 20 Features managed by Custodians have higher ratings than NSA average cleanliness scores in FY 2009-10



Source: CSA and Rec Park evaluation results FY 2009-10

NSA 2 has the highest overall Cleanliness average at 95 percent, while NSA 7 and NSA 9 have far lower averages at 80 percent and 82 percent respectively. Restrooms and Outdoor Athletic Fields, mainly custodian managed features, have higher than district average cleanliness scores with NSA 5 having the highest scores and NSA 7 the lowest.

Spotlight: NSA 7

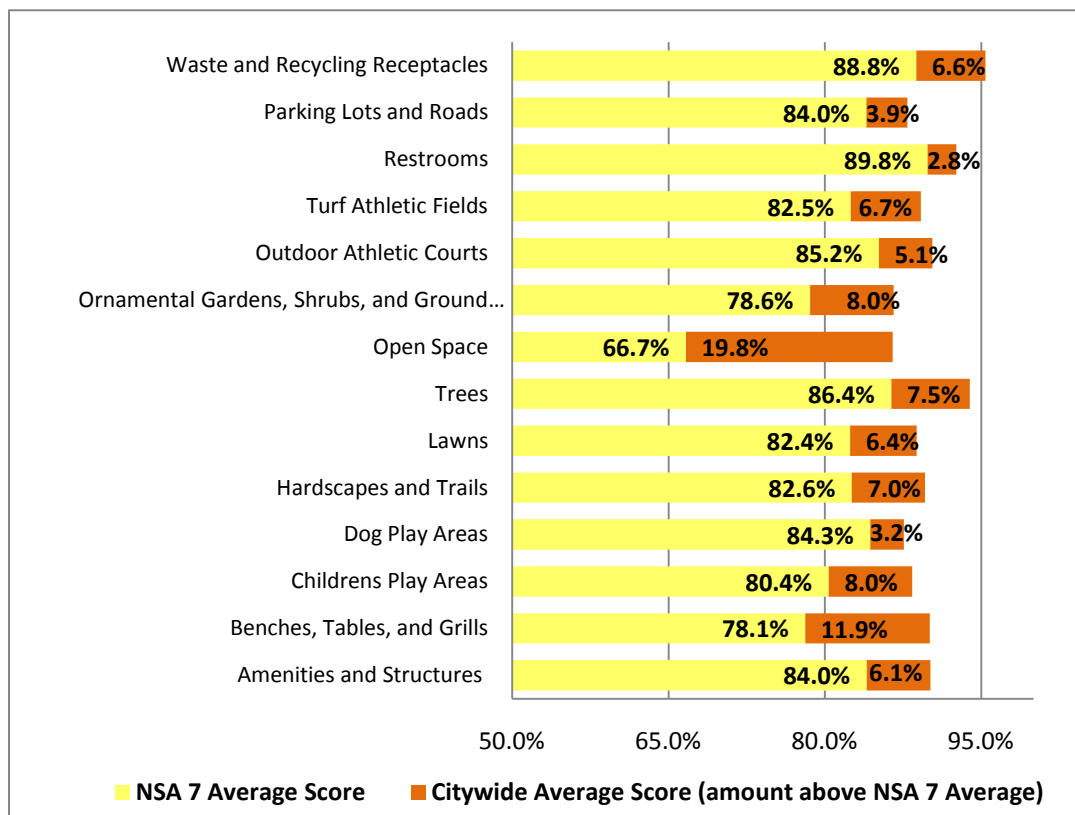


Bay View Playground

Located in the southeastern section of San Francisco in portions of District 10 and District 11, NSA 7 encompasses 23 parks including Crocker Amazon, Excelsior, Portola, Visitacion Valley, Bay View and Hunters Point neighborhoods. As other NSAs have improved over the life of the San Francisco Park Standards program, NSA 7 has maintained scores below 85 percent since FY 2006-07 and retains the lowest averages among NSAs for the last three years.

Across both features scores and cleanliness scores, NSA 7 continues to lag behind the other NSAs. It has eight of the ten lowest scoring parks in the City. Many of the structures and overall infrastructure, including irrigation systems, have grown dilapidated over time, contributing to low scores. Like NSA 8, both NSA 7 Park Section Supervisors explain their staff must manage repeated dumping of large items among other cleanliness issues.

EXHIBIT 21 All NSA 7 features scores fall below citywide averages for FY 2009-10



Source: CSA and Rec Park evaluation results FY 2009-10

NSA 7 Parks



Cement Slide at Hilltop Park



Cement slide at Hilltop



Visitacion Valley Greenway

Hilltop Park, rated the poorest of all parks at 61.9 percent, receives low scores across all features, including 19 percent for its Children's Play Area and 54 percent for its Benches, Tables and Grills. Youngblood Coleman Playground, second from the bottom, dropped 20.1 points from last fiscal year for a score of 68 percent. It received poor feature scores for its ornamental gardens and shrubs at 50 percent, and waste and recycling receptacles at 55 percent. Its irrigation system has failed, which is responsible, in part, for its lawn score of 78 percent.

Unlike these other low scoring parks, Little Hollywood Park has uneven scores. Its Children's Play Area scored 86 percent from the San Francisco Park Standards program and an 'A' grade from the San Francisco Playground Report Card while its outdoor athletic courts received a 97 percent. But, overall, the park scored 73 percent and rated fifth from the bottom, in part because of its poor scoring benches tables and grills at 40.0 percent, its lawns at 56.3 percent, and its ornamental gardens, shrubs and ground cover at 62.5 percent.

However, NSA 7 does have a handful of high scoring parks. Joseph Lee Recreation Center, Visitacion Valley Greenway, and Alice Chalmers Playground all received over 90 percent in their overall scores. Joseph Lee Recreation Center had perfect scores for its Restrooms and Waste and Recycling Receptacles for an overall 96.4 percent. Visitacion Valley Greenway had perfect scores for its Lawns, Trees and Ornamental Gardens, Shrubs and Ground Cover for an overall score of 93.2 percent. Alice Chalmers playground had a perfect score for its Benches, Tables and Grills with a near-perfect Restroom score for an overall 93 percent.

Bay View Playground increased its scores by 15.5 points over last year for a 2009-10 score of 84.8 percent. According to its Park Supervisor, this score increase is due to repairs to its irrigation system as well as several Rec Park crew projects across the park.

Staff Schedule Compliance

As part of the Charter requirement to establish and publically post maintenance schedules, CSA has worked with Rec Park to develop and monitor the accuracy of staff schedules.

Rec Park developed staff schedules for its neighborhood parks and properties can be found posted on the Rec Park website at the following address:

<http://mission.sfgov.org/RPDPropC/ParkSched.aspx>

Each quarter, NSA managers check staff schedule compliance by evaluating if gardeners and custodians are present as planned for 25 percent of the parks in their NSA. Unlike quarterly park standards evaluations, only NSA managers check compliance to staff schedules so that other staff are not checking and reporting on their co-workers.

NSA managers visit the selected parks unannounced to observe staff as compared to the publicly posted schedules. If staff is not present, the NSA managers are responsible for following up to find out why staff is not on-site when scheduled.

During FY 2009-10 Rec Park performed these evaluations with the following compliance rates, which represent how often staff was observed in a park at the scheduled time:

- Quarter 1 (July – September 2009): 73 percent
- Quarter 2 (October – December 2009): 67 percent
- Quarter 3 (January – March 2010): 73 percent
- Quarter 4 (April – June 2010): 61 percent

CSA evaluators checked compliance of staff schedules during park evaluations by visiting parks at times that coincide with the posted schedules from the Rec Park website for at least 15 minutes when staff was expected to be on-site.

During FY 2009-10 CSA performed these evaluations with the following compliance rates, which show how often staff was observed in a park

at the scheduled time:

- Quarter 1 (July – September 2009): 49 percent
- Quarter 2 (October – December 2009): 43 percent
- Quarter 3 (January – March 2010): 54 percent
- Quarter 4 (April – June 2010): 56 percent

The CSA compliance scores above do not include observed staff against posted schedules for sections of Golden Gate Park. Despite efforts to overlap evaluations during staffed hours, the size of Golden Gate park makes it unusually difficult to locate park staff during evaluations.

CSA compliance scores are based on observed staff and do not factor in approved employee leave, which accounts for 18-20 percent of the total hours of Rec Park employees' time. (This non-productive time can include vacation, legal holidays, floating holidays, jury duty, sick leave and other reasons.)

Current staff schedules fail to reflect time at work

Prop C Charter mandate requires Rec Park post accurate park staff schedules. Current posted staff schedules are built on an assumption that gardeners and custodians follow a set timetable to perform their maintenance duties.

However, according to interviewed NSA Managers, this structure fails to allow for the flexibility and adaptation needed by staff to adequately maintain parks. Staff don't adhere to set schedules because park conditions are unpredictable due to infrastructure emergencies, litter or dumping issues, special requests, or special events. Schedules also fail to account for travel time, training, as-needed assignments, breaks, meetings and approved time off from work including, sick, vacation and floating holidays. CSA plans to work with Rec Park to revise the current scheduling compliance evaluation to better comply with the Prop C Charter mandate.

CHAPTER 3 – Recommendations

CSA and Rec Park meet quarterly to discuss program implementation, areas of program improvement, and opportunities to incorporate results into operational planning.

1. Promote timely monitoring of evaluation results into management and park maintenance activities.

Rec Park and CSA staff evaluate almost every park each quarter, providing substantial data on park conditions. Rec Park reports the results quarterly internally and externally, but there is still room for improvement to institutionalize timely communication and use of evaluation results for maintenance and capital decisions. Rec Park should undertake the following activities to maximize use of evaluation data:

- As recommended FY 2008-09, Rec Park should share results with field staff without access to computers. These results should be unbundled with hard copies printed and distributed to staff (i.e. custodians should receive cleanliness scores or gardeners should receive ornamental gardens, shrubs, and ground cover feature scores). Currently, there is no system in place to share these results in the field and electronic reports are cumbersome.
- Train Rec Park staff to analyze basic score data and encourage them to incorporate timely monitoring of results into their resource management. NSA/PSA Managers and Supervisors can use the data to direct their gardener and custodial staff. Capital Planning can incorporate it into the project scoping for major park renovations.
- With park scores linked to work plans, managers can create an accountability standards linking staff work product to select, relevant scores.
- Develop a list of park improvement proposals based on evaluation scoring data.

2. Utilize score data to concentrate resources on low-

performing parks

Despite efforts by multiple divisions including NSA/PSA staff, select parks continue to perform poorly in quarterly evaluations. Rec Park quarterly score summaries are reported to every division, but few use the scores to perform park improvements. Rec Park should undertake the following to maximize their efforts:

- Focus on scores of low-performing parks to identify and categorize needs. Track the progress of 1-3 low-performing parks per NSA and identify successful improvement strategies.
- Develop a plan, using score data, to raise park scores in the area formerly known as NSA 7, paying particular attention to their lowest scoring parks. Coordinate activities of NSA/PSA staff, Structural Maintenance, and Capital Planning for best outcomes.
- Track dumping, vandalism, and graffiti incidents to identify troubled parks. Coordinate with the San Francisco Police Department to develop strategies to protect these parks. Develop a public outreach campaign to encourage responsible stewardship and use of parks.
- Parks with significant changes should be reviewed to determine causes for increases or decreases in order to document successful strategies, build accountability for low-performing parks, and inform operational decision-making.

3. Improve communication across divisions for better park maintenance outcomes

Capital Planning, Structural Maintenance and NSA/PSAs maintain limited communication streams and rarely integrate repair and improvement projects across divisions. Computer systems at Capital Planning and Structural Maintenance do not automatically update each other when maintenance or renovation work is planned or completed. Staff communication between divisions is structured with few opportunities for creative thinking across specializations. To maximize current resources,

Rec Park should improve inter-divisional communication by:

- Park Staff and Structural Maintenance should work together to prioritize maintenance activities. The monthly check-in between NSA/PSA Managers and the Structural Maintenance is a good start.
- Park Staff and Capital Planning should integrate more opportunities for communication during the construction planning and build process.
- When improving the Structural Maintenance work order system (TMA), incorporate an automatic notification system that communicates with Capital Planning's computer system (COMET), upon the completion of select capital repairs.
- Maintain a current, detailed list of completed Capital Planning projects. The list should include dates of completion, offer park closure information, and be easily found online.

4. Consider revising the staff schedules

At the end of FY 2009-10, the City will have collected four years of staff schedule compliance data. Based on interviews conducted with Rec Park staff, it has become clear that staff schedules by park do not reflect the true workload, schedules, or locations of gardeners and custodians. Rec Park should work with the Controller's Office, the public and stakeholders to revise staff schedules in order to refocus on the objective of the program: to optimize the condition of San Francisco parks. Rather than emphasizing a set staff schedule, alternate analysis could include the following activities:

- Determine why the public supports the idea of posted staff schedules in order to produce meaningful staff schedules that reflects Rec Park work.
- Consider nationwide best practices for gardener and custodian staff schedules and requirements of Prop C to determine steps to revise staff schedules.
- Review parks currently staffed on weekends to

determine if additional custodians are needed for Saturday and Sunday trash mitigation during peak season.

- Publish methods for the public to communicate with local Rec Park staff regarding their concerns on specific parks.

5. Maintain consistent evaluation methodology for both parks and staff schedule compliance.

Rec Park should continue to develop and use appropriate tools and training to improve evaluation quality to ensure consistent, repeatable evaluations. It should use data to dispel any myths surrounding evaluations and evaluation data. For example, there is a myth that evaluations are not conducted on Mondays, particularly because scores are lower from weekend use. However, after reviewing FY 2009-10 data it is clear evaluations are conducted Monday through Friday by both departments and there is no discernable difference in scoring data between Mondays' or Thursdays' evaluations.

As recommended last year, Rec Park should continue to encourage use of park feature lists to ensure consistent evaluations at each park and training for new and experienced evaluators to address common issues.

Rec Park should consider the following quality control activities:

- Work with Controller's Office to revise select evaluation standards, ex: sand in Children's Play Area.
- Conduct evaluations on all weekdays during all working hours. Use current reporting systems to track if indeed parks score poorly on particular days or times and determine the cause for proper mitigation.
- Conduct follow-up evaluations to test the accuracy of results. Use findings to target trainings and/or to develop clarifications to the standards.
- Continue to pair evaluators to allow for discussion of evaluation criteria and how to apply the standards

during an evaluation.

- Controller's Office will schedule its evaluations to coincide with Rec Park evaluations.

APPENDIX A: DETAILED METHODOLOGY

Scores

The park scores in this report, unless otherwise specified, represent a combination of Rec Park and CSA evaluation scores. Each park will receive a Rec Park and CSA yearly departmental score that is the average of all the evaluations that department performed in FY 2009-10. This method weighs Rec Park and CSA scores equally. For example, Rec Park may evaluate a park four times, so the Rec Park average score is taken from all four evaluation scores.

Once each department's yearly average score is determined, a park's yearly final score is the average of the Rec Park and CSA departmental scores. In the example below, a park received four scores from Rec Park, averaging 80.5 percent for the year. CSA evaluated the park twice, giving it an 82 percent average score. Therefore, the park's yearly final score for FY 2009-10 is 81.3 percent – the average of each of the department's average score.

FY 2009-10 park score example calculation

Dept.	Q1	Q2	Q3	Q4	Avg.
Rec Park	78%	82%	83%	86%	82.3%
CSA	73%				73%
2009-10 Park Score					77.6%

This same formula has been applied to results from previous years so that comparison among all the data is consistent.

Quarterly Citywide averages are calculated by weighting all available scoring data equally. As CSA performs evaluations for each park once a year and Rec Park performs evaluations on all parks quarterly, there may only be a single score per quarter per park rather than an average of two scores from each department.

To see results of all park evaluations, see Appendix B, and to see all scores by district, see Appendix C.

Program History

Standards Development

Prior to Proposition C, Rec Park did not have published maintenance schedules or performance standards.

Citywide yearly scores are calculated differently from quarterly scores

Beginning in January 2004, CSA collaborated with Rec Park executive management, assistant superintendents, and park supervisors to draft cleaning and maintenance standards. CSA staff researched best practices and benchmarks by reviewing park maintenance standards from several jurisdictions.

CSA consulted broadly with stakeholders while drafting the standards, including the Park, Recreation and Open Space Advisory Committee (PROSAC) and the Neighborhood Parks Council. Several public outreach meetings were held with the Board of Supervisor's City Services Committee, the Recreation and Park Commission, and PROSAC during the public comment period when the general public was invited to review the draft standards manual and to submit written comments.

Implementation

The San Francisco Park Standards Manual and Evaluation Form was released in May 2005. The standards cover 14 broad features ranging from lawns to restrooms and test 76 specific elements such as cleanliness, plant health and playground conditions. Rec Park originally rated all parks twice per year, but started to rate all parks once per quarter in October 2007 while CSA evaluates all parks once per year. Rec Park and CSA staff also check compliance against publicly posted staff schedules.

Park Standards

The San Francisco Park Maintenance Standards manual and evaluation form can be found on the Rec Park website:

http://www.parks.sfgov.org/wcm_recpark/Mowing_Schedule/SFParkMSManual.pdf

Each park has a different set of features to be evaluated, and each element of every feature is rated "yes" or "no", based on whether or not the element meets the requirement to pass the standard. For example, the "height/mowed" element in the Lawns feature defines a passing score as lawns mowed and kept at a uniform height of less than ankle height.

To understand why parks score as they do, looking at the features that were rated can help explain why some parks do better while others do worse. Parks are rated on 14 features, from lawns to playgrounds. Each park has its own set of features to be rated, so some parks may have many features while others may only have a few.

The number of features does not depend on the size of the park, only on what is in the park. A large park may not have many features like athletic courts or playgrounds, but a small park could be filled with many of these features.

Each feature has a number of elements that are to be rated, from only one element for open space – cleanliness – to 11 elements for the amenities and structures feature. Elements range from issues regarding cleanliness to appearance and health of lawns, plants and trees to structural integrity of park structures.

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APPENDIX B: INDIVIDUAL PARK RESULTS

Park Name	District	Current		Previous		
		2009-10	Change from 2008-09	2008-09	2007-08	2006-07
10th Ave/Clement Mini Park	1	94.4%	-2.8%	97.1%	Closed	47.1%
24th/York Mini Park	9	98.3%	6.1%	92.2%	93.6%	96.3%
29th/Diamond Open Space	8	OS	n/a	92.9%	85.4%	50.0%
Adam Rogers Park	10	75.3%	7.2%	68.0%	70.8%	78.0%
Alamo Square	5	90.8%	3.2%	87.5%	81.8%	85.8%
Alice Chalmers Playground	11	93.0%	4.3%	88.7%	94.4%	87.1%
Alice Marble Tennis Courts	2	98.8%	2.6%	96.2%	97.8%	99.3%
Alioto Mini Park	9	84.2%	-6.0%	90.2%	97.1%	89.2%
Allyne Park	2	98.7%	12.7%	86.0%	82.9%	80.3%
Alta Plaza	2	95.1%	10.2%	85.0%	92.4%	84.5%
Angelo J. Rossi Playground	1	94.4%	4.1%	90.3%	89.4%	93.8%
Aptos Playground	7	91.6%	0.2%	91.4%	95.8%	98.1%
Argonne Playground	1	91.7%	5.7%	86.0%	86.9%	Closed
Balboa Park	7	93.8%	5.4%	88.4%	85.3%	80.0%
Bay View Playground	10	84.8%	15.5%	69.2%	77.9%	82.7%
Beideman/O'Farrell Mini Park	5	81.2%	7.0%	74.2%	91.7%	90.8%
Berkeley Way Open Space	8	OS	n/a	100.0%	100.0%	NR
Bernal Heights Recreation Center	9	94.4%	3.4%	91.1%	95.9%	74.5%
Broadway Tunnel West Mini Park	3	79.4%	-8.2%	87.6%	86.4%	84.9%
Brooks Park	11	96.5%	12.8%	83.7%	91.3%	89.4%
Brotherhood/Chester Mini Park	7	97.7%	6.5%	91.2%	88.4%	89.4%
Buchanan Street Mall	5	91.3%	6.1%	85.2%	82.8%	67.0%
Buena Vista Park	8	82.9%	1.9%	81.0%	78.5%	62.8%
Bush/Broderick Mini Park	5	92.5%	13.9%	78.6%	84.9%	87.3%
Cabrillo Playground	1	93.3%	5.5%	87.9%	90.7%	86.6%
Carl Larsen Park	4	84.2%	-0.3%	84.5%	82.4%	72.6%
Cayuga Playground	11	84.5%	3.1%	81.3%	92.3%	80.3%
Cayuga/Lamartine Mini Park	11	78.1%	-3.1%	81.2%	64.2%	65.5%
Chinese Recreation Center	3	86.4%	7.7%	78.8%	82.7%	85.6%
Coleridge Mini Park	9	94.8%	0.8%	94.0%	88.8%	81.9%
Collis P. Huntington Park	3	96.7%	0.0%	96.6%	98.9%	96.2%
Corona Heights	8	80.7%	-0.9%	81.6%	89.0%	89.0%
Coso/Precita Mini Park	9	85.3%	-12.0%	97.3%	85.8%	96.7%
Cottage Row Mini Park	5	93.5%	1.2%	92.3%	92.8%	92.4%
Cow Hollow Playground	2	97.3%	3.4%	93.9%	85.7%	99.6%
Crocker Amazon Playground	11	84.8%	9.7%	75.2%	77.0%	75.3%
Diamond/Farnum Open Space	8	OS	n/a	100.0%	75.0%	100.0%
Douglass Playground	8	89.6%	2.2%	87.4%	82.7%	77.2%
Duboce Park	8	91.1%	0.1%	91.0%	91.1%	82.1%
Dupont Courts	1	92.8%	5.0%	87.8%	83.6%	87.4%
Esprit Park	10	96.8%	8.1%	88.6%	87.7%	91.3%
Eureka Valley Rec Center	8	98.6%	7.1%	91.5%	95.4%	81.9%
Everson/Digby Lots	8	OS	n/a	100.0%	100.0%	75.0%
Excelsior Playground	11	81.8%	-4.8%	86.6%	91.6%	88.3%
Father Alfred E. Boeddeker Park	6	85.5%	-8.7%	94.2%	89.9%	85.3%
Fay Park	3	100.0%	1.4%	98.6%	98.6%	94.7%

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		2009-10	Change from 2008-09	2008-09	2007-08	2006-07
Fillmore/Turk Mini Park	5	87.0%	-2.8%	89.8%	89.3%	85.4%
Franklin Square	6	81.5%	-6.1%	87.6%	75.2%	71.9%
Fulton Playground	1	87.2%	3.4%	83.8%	91.7%	89.7%
Garfield Square	9	85.6%	-1.3%	86.9%	95.0%	83.7%
Gene Friend Rec Center	6	87.0%	-2.6%	89.6%	88.5%	87.2%
George Christopher Playground	8	96.2%	3.3%	92.9%	91.7%	79.7%
Gilman Playground	10	81.4%	3.9%	77.6%	78.2%	79.8%
Glen Park	8	86.9%	-5.3%	92.2%	88.7%	89.3%
Golden Gate Heights Park	7	89.7%	-0.5%	90.1%	89.1%	82.1%
Golden Gate Park	1	88.1%	-1.7%	89.8%	83.4%	83.2%
Golden Gate/Steiner Mini Park	5	91.2%	10.1%	81.2%	89.8%	82.8%
Grattan Playground	5	83.3%	-8.3%	91.6%	87.8%	82.7%
Hamilton Playground	5	93.5%	n/a	Closed	74.6%	66.7%
Hayes Valley Playground	5	94.5%	14.6%	80.0%	87.6%	90.6%
Head/Brotherhood Mini Park	11	76.6%	6.1%	70.4%	75.0%	65.9%
Helen Wills Playground	3	99.6%	7.1%	92.5%	97.2%	97.0%
Herz Playground	10	75.6%	2.9%	72.7%	81.7%	90.5%
Hilltop Park	10	61.9%	3.2%	58.7%	85.2%	72.3%
Holly Park	9	92.6%	1.8%	90.7%	89.5%	78.8%
Hyde/Vallejo Mini Park	3	95.8%	-2.7%	98.4%	98.0%	88.0%
Ina Coolbrith Mini Park	3	95.2%	5.1%	90.1%	72.0%	95.2%
India Basin Shoreline Park	10	81.3%	3.7%	77.6%	86.4%	83.8%
J. P. Murphy Playground	7	98.7%	0.4%	98.3%	Closed	96.9%
Jackson Playground	10	95.9%	10.9%	85.1%	89.3%	87.1%
James Rolph Jr Playground	9	89.0%	-1.4%	90.4%	Closed	70.1%
Japantown Peace Plaza	5	89.8%	-5.6%	95.4%	85.4%	87.8%
Jefferson Square	6	89.6%	8.3%	81.3%	76.8%	81.5%
Joe Dimaggio Playground	3	93.2%	-3.1%	96.3%	89.1%	96.1%
John McLaren Park	10	76.5%	-3.1%	79.6%	70.2%	85.0%
Joost/Baden Mini Park	8	98.3%	6.2%	92.1%	79.7%	72.5%
Jose Coronado Playground	9	89.2%	8.6%	80.6%	91.2%	80.6%
Joseph Conrad Mini Park	3	93.9%	-1.6%	95.5%	84.7%	88.9%
Joseph L. Alioto Performing Arts Piazza	3	91.3%	-0.5%	91.8%	89.6%	98.9%
Joseph Lee Recreation Center	10	96.4%	-1.3%	97.7%	93.1%	Closed
Julius Kahn Playground	2	98.4%	4.0%	94.4%	91.5%	88.2%
Junipero Serra Playground	7	95.8%	-0.9%	96.7%	Closed	97.5%
Juri Commons	9	90.4%	-5.2%	95.6%	90.4%	95.4%
Justin Herman/Embarcadero Plaza	3	94.5%	13.0%	81.5%	88.7%	94.0%
Kelloch Velasco Mini Park	10	87.9%	-10.3%	98.2%	73.7%	67.1%
Kid Power Park	6	89.8%	-0.5%	90.3%	88.0%	96.0%
Koshland Park	5	81.5%	-6.5%	88.0%	96.3%	83.2%
Lafayette Park	2	95.5%	8.3%	87.2%	78.2%	86.8%
Lake Merced Park	7	83.4%	6.5%	77.0%	76.5%	87.8%
Laurel Hill Playground	2	95.9%	1.0%	94.9%	87.4%	88.4%
Lessing/Sears Mini Park	11	73.9%	-8.2%	82.1%	79.3%	83.6%
Lincoln Park	1	92.0%	3.7%	88.4%	74.6%	77.4%
Little Hollywood Park	10	73.3%	-6.9%	80.2%	77.1%	75.7%
Louis Sutter Playground	10	85.2%	13.2%	71.9%	78.9%	90.9%
Lower Great Highway	4	79.9%	-2.7%	82.5%	84.3%	85.7%

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		2009-10	Change from 2008-09	2008-09	2007-08	2006-07
Margaret S. Hayward Playground	6	84.0%	-11.9%	95.8%	88.0%	83.4%
Maritime Plaza	3	98.0%	-1.7%	99.7%	97.5%	93.9%
McCoppin Square	4	93.7%	4.7%	89.1%	85.5%	82.9%
McKinley Square	10	93.2%	25.7%	67.5%	82.0%	75.8%
Merced Heights Playground	11	89.1%	-0.1%	89.3%	88.3%	83.5%
Michelangelo Playground	3	94.3%	-0.9%	95.2%	90.7%	92.8%
Midtown Terrace Playground	7	100.0%	2.4%	97.6%	98.1%	91.5%
Minnie & Lovie Ward Rec Center	11	92.2%	9.8%	82.4%	Closed	53.7%
Miraloma Playground	7	90.8%	-3.1%	93.9%	Closed	90.4%
Mission Dolores Park	8	71.8%	-2.8%	74.6%	86.4%	79.7%
Mission Playground	8	80.5%	-9.8%	90.3%	92.4%	94.3%
Mission Rec Center	9	98.2%	6.3%	91.8%	93.0%	92.8%
Moscone Recreation Center	2	93.8%	-1.7%	95.5%	Closed	92.6%
Mountain Lake Park	2	86.3%	-6.4%	92.7%	83.4%	86.9%
Mt. Olympus	8	82.6%	4.5%	78.1%	74.3%	71.3%
Mullen/Peralta Mini Park	9	88.9%	-10.1%	99.0%	89.9%	100.0%
Muriel Leff Mini Park	1	94.4%	7.7%	86.7%	83.5%	90.6%
Noe Valley Courts	8	88.9%	7.6%	81.3%	91.1%	83.0%
Page/Laguna Mini Park	5	87.9%	-2.1%	90.0%	93.2%	71.1%
Palace Of Fine Arts	2	97.4%	11.9%	85.5%	84.4%	91.0%
Palega Recreation Center	9	88.0%	2.0%	86.0%	80.7%	76.9%
Palou/Phelps Park	10	72.1%	-10.8%	82.9%	70.5%	87.4%
Park Presidio Blvd	1	92.0%	10.9%	81.1%	70.4%	67.4%
Parkside Square	4	87.9%	-1.8%	89.7%	90.7%	80.9%
Parque Ninos Unidos	9	93.1%	-3.2%	96.2%	94.4%	94.2%
Patricia's Green in Hayes Valley	5	93.2%	9.0%	84.2%	94.4%	89.7%
Peixotto Playground	8	91.5%	5.2%	86.3%	86.8%	89.9%
Pine Lake Park	4	86.2%	6.0%	80.2%	88.2%	69.9%
Portola Open Space	8	OS	n/a	37.5%	12.5%	100.0%
Portsmouth Square	3	88.3%	4.5%	83.8%	86.3%	74.1%
Potrero Del Sol Park	10	82.7%	-4.1%	86.8%	Closed	68.0%
Potrero Hill Recreation Center	10	88.2%	3.0%	85.2%	89.0%	77.9%
Precita Park	9	91.0%	-0.2%	91.2%	83.0%	82.3%
Prentiss Mini Park	9	95.4%	4.2%	91.2%	94.0%	85.2%
Presidio Heights Playground	2	95.6%	0.1%	95.5%	89.9%	93.8%
Randolph/Bright Mini Park	11	80.9%	-4.3%	85.2%	75.8%	72.1%
Raymond Kimbell Playground	5	84.3%	7.1%	77.2%	70.8%	73.8%
Richmond Playground	1	97.2%	-0.8%	98.0%	96.2%	86.5%
Richmond Recreation Center	1	96.1%	-1.0%	97.0%	98.8%	96.1%
Ridgetop Plaza	10	OS	n/a	64.8%	84.2%	83.3%
Rochambeau Playground	1	87.4%	-8.3%	95.6%	92.8%	90.2%
Rolph Nicol Playground	7	90.0%	2.5%	87.5%	80.2%	84.8%
Roosevelt/Henry Steps	8	89.6%	-1.2%	90.8%	87.0%	83.3%
Saturn Street Steps	8	93.7%	14.2%	79.5%	84.9%	59.8%
Selby/Palou Mini Park	10	82.1%	-3.1%	85.3%	72.8%	84.0%
Seward Mini Park	8	93.9%	15.5%	78.4%	82.8%	81.0%
Sgt. John Macaulay Park	6	88.2%	8.9%	79.2%	66.5%	76.8%
Sigmund Stern Recreation Grove	4	90.1%	0.6%	89.4%	83.9%	83.5%
Silver Terrace Playground	10	82.1%	-0.2%	82.3%	89.6%	88.0%

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		2009-10	Change from 2008-09	2008-09	2007-08	2006-07
South Park	6	89.8%	1.7%	88.1%	81.4%	76.4%
South Sunset Playground	4	89.0%	-4.7%	93.6%	83.7%	82.0%
St Mary's Rec Center	9	88.2%	2.6%	85.6%	95.8%	90.1%
St Mary's Square	3	92.4%	1.7%	90.7%	85.5%	82.0%
States Street Playground	8	85.6%	-2.2%	87.8%	90.6%	92.8%
Sue Bierman Park	3	91.2%	-1.7%	93.0%	70.7%	94.3%
Sunnyside Conservatory	8	100.0%	24.4%	75.6%	80.8%	71.2%
Sunnyside Playground	7	98.7%	4.7%	94.0%	97.5%	75.7%
Sunset Playground	4	94.4%	2.5%	91.9%	92.8%	81.9%
Telegraph Hill/Pioneer Park	3	99.5%	2.2%	97.3%	93.5%	93.3%
Tenderloin Children's Rec Center	6	90.4%	-4.5%	94.8%	85.9%	94.5%
Topaz Open Space	8	OS	n/a	51.0%	75.0%	50.0%
Turk/Hyde Mini Park	6	79.6%	-11.6%	91.2%	92.9%	86.7%
Union Square	3	95.5%	-3.9%	99.4%	93.9%	100.0%
Upper Noe Recreation Center	8	95.8%	-0.3%	96.2%	Closed	Closed
Utah/18th Mini Park	10	97.2%	22.4%	74.9%	88.1%	79.0%
Victoria Manalo Draves Park	6	84.4%	-4.0%	88.4%	95.9%	90.8%
Visitacion Valley Greenway	10	93.2%	-0.6%	93.8%	86.5%	87.9%
Visitacion Valley Playground	10	86.7%	-0.9%	87.6%	89.8%	86.9%
Walter Haas Playground	8	90.7%	2.5%	88.2%	86.6%	93.6%
Washington Square	3	94.6%	4.2%	90.4%	92.2%	88.1%
Washington/Hyde Mini Park	3	93.9%	-1.8%	95.7%	88.7%	98.9%
West Portal Playground	7	92.8%	7.2%	85.6%	86.5%	87.3%
West Sunset Playground	4	94.9%	8.8%	86.1%	90.3%	78.3%
Willie Woo Woo Wong Playground	3	92.4%	-1.5%	93.9%	85.6%	95.7%
Woh Hei Yuen Park	3	97.7%	3.8%	93.9%	92.0%	95.5%
Yacht Harbor and Marina Green	2	94.0%	11.8%	82.2%	84.0%	89.5%
Youngblood Coleman Playground	10	68.0%	-20.1%	88.1%	90.2%	79.1%

APPENDIX C: DISTRICT RESULTS

Parks	Dist	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2009-10 Score	Change from 2008-09
10th Ave/Clement Mini Park	1	CON				90.2%	94.4%	-2.8%
	1	RPD	100.0%	100.0%	94.1%	100.0%		
Angelo J. Rossi Playground	1	CON	94.8%				94.4%	4.1%
	1	RPD	100.0%	95.5%	86.9%	93.8%		
Argonne Playground	1	CON			89.2%		91.7%	5.7%
	1	RPD	97.6%	91.6%	89.2%	98.8%		
Cabrillo Playground	1	CON		89.7%			93.3%	5.5%
	1	RPD	100.0%	98.4%	93.3%	96.1%		
Dupont Courts	1	CON	90.1%				92.8%	5.0%
	1	RPD	92.0%	100.0%	90.1%	100.0%		
Fulton Playground	1	CON		90.3%			87.2%	3.4%
	1	RPD	60.5%	97.8%	89.5%	88.8%		
Golden Gate Park	1	CON	80.3%	93.1%	80.0%	88.2%	88.1%	-1.7%
	1	RPD	88.5%	96.8%	85.1%	92.8%		
Lincoln Park	1	CON	95.5%				92.0%	3.7%
	1	RPD	98.4%	84.7%	87.0%	84.1%		
Muriel Leff Mini Park	1	CON	94.1%				94.4%	7.7%
	1	RPD	100.0%	100.0%	82.5%	96.4%		
Park Presidio Blvd	1	CON		100.0%			92.0%	10.9%
	1	RPD	87.5%	96.7%	83.3%	68.4%		
Richmond Playground	1	CON			97.8%		97.2%	-0.8%
	1	RPD	93.4%	98.6%	98.8%	96.0%		
Richmond Recreation Center	1	CON			95.5%		96.1%	-1.0%
	1	RPD	100.0%	98.3%	93.5%	94.8%		
Rochambeau Playground	1	CON				81.0%	87.4%	-8.3%
	1	RPD	93.3%	95.6%	100.0%	86.2%		
Alice Marble Tennis Courts	2	CON			100.0%		98.8%	2.6%
	2	RPD	100.0%	90.7%	100.0%	100.0%		
Allyne Park	2	CON				100.0%	98.7%	12.7%
	2	RPD	96.7%	93.0%	100.0%	100.0%		
Alta Plaza	2	CON		91.8%			95.1%	10.2%
	2	RPD	98.0%	100.0%	98.9%	97.0%		
Cow Hollow Playground	2	CON	96.8%				97.3%	3.4%
	2	RPD	100.0%	100.0%	92.9%	98.2%		
Julius Kahn Playground	2	CON		99.1%			98.4%	4.0%
	2	RPD	100.0%	97.5%	96.6%	96.9%		
Lafayette Park	2	CON	98.2%				95.5%	8.3%
	2	RPD	85.1%	94.7%	95.6%	95.8%		
Laurel Hill Playground	2	CON		95.1%			95.9%	1.0%
	2	RPD	97.6%	97.6%	98.8%	92.7%		
Moscone Recreation Center	2	CON				92.2%	93.8%	-1.7%
	2	RPD	91.0%	98.3%	92.1%	100.0%		

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Parks	Dist	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2009-10 Score	Change from 2008-09
Mountain Lake Park	2	CON			87.4%			
	2	RPD	92.5%	76.9%	83.2%	88.5%	86.3%	-6.4%
Palace Of Fine Arts	2	CON			98.2%			
	2	RPD	100.0%	96.6%	98.6%	91.1%	97.4%	11.9%
Presidio Heights Playground	2	CON		98.7%				
	2	RPD	98.6%	87.5%	91.4%		95.6%	0.1%
Yacht Harbor and Marina Green	2	CON	96.7%					
	2	RPD	95.7%	100.0%	72.2%	97.1%	94.0%	11.8%
Broadway Tunnel West Mini Park	3	CON		75.0%				
	3	RPD	74.1%	71.4%	89.5%	100.0%	79.4%	-8.2%
Chinese Recreation Center	3	CON		84.9%				
	3	RPD			86.8%	89.1%	86.4%	7.7%
Collis P. Huntington Park	3	CON				97.4%		
	3	RPD	98.0%	96.0%	97.8%	91.8%	96.7%	0.0%
Fay Park	3	CON				100.0%		
	3	RPD	100.0%	100.0%	100.0%	100.0%	100.0%	1.4%
Helen Wills Playground	3	CON				100.0%		
	3	RPD	100.0%	99.1%	97.9%	100.0%	99.6%	7.1%
Hyde/Vallejo Mini Park	3	CON			93.1%			
	3	RPD	100.0%	96.3%	97.5%	100.0%	95.8%	-2.7%
Ina Coolbrith Mini Park	3	CON			96.6%			
	3	RPD	96.8%	92.3%	89.5%	96.7%	95.2%	5.1%
Joe Dimaggio Playground	3	CON	96.1%					
	3	RPD	86.5%	86.0%	97.2%	91.8%	93.2%	-3.1%
Joseph Conrad Mini Park	3	CON	89.3%					
	3	RPD	96.9%	97.4%	100.0%	100.0%	93.9%	-1.6%
Joseph L. Alioto Performing Arts Piazza	3	CON	87.0%					
	3	RPD	93.5%	96.1%	94.2%	98.2%	91.3%	-0.5%
Justin Herman/Embarcadero Plaza	3	CON				100.0%		
	3	RPD	100.0%	91.9%	78.1%	86.1%	94.5%	13.0%
Maritime Plaza	3	CON		100.0%				
	3	RPD	100.0%	88.9%	97.4%	97.4%	98.0%	-1.7%
Michelangelo Playground	3	CON			93.0%			
	3	RPD	91.5%	98.1%	93.0%	100.0%	94.3%	-0.9%
Portsmouth Square	3	CON			82.3%			
	3	RPD	91.1%	98.4%	95.9%	92.1%	88.3%	4.5%
St Mary's Square	3	CON	90.0%					
	3	RPD	91.7%	100.0%	93.0%	94.2%	92.4%	1.7%
Sue Bierman Park	3	CON		88.6%				
	3	RPD	100.0%	100.0%	75.7%	100.0%	91.2%	-1.7%
Telegraph Hill/Pioneer Park	3	CON			100.0%			
	3	RPD	100.0%	100.0%	96.3%	100.0%	99.5%	2.2%
Union Square	3	CON				92.9%		
	3	RPD	96.9%	97.5%	100.0%		95.5%	-3.9%

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Washington Square	3	CON				93.8%		
	3	RPD	91.3%	96.9%	96.8%	96.7%	94.6%	4.2%
Washington/Hyde Mini Park	3	CON		90.0%				
	3	RPD	100.0%	100.0%	100.0%	90.9%	93.9%	-1.8%
Willie Woo Woo Wong Playground	3	CON	92.9%					
	3	RPD	100.0%		88.4%	87.4%	92.4%	-1.5%
Woh Hei Yuen Park	3	CON	95.8%					
	3	RPD		100.0%	98.6%	100.0%	97.7%	3.8%
Carl Larsen Park	4	CON				80.6%		
	4	RPD	96.5%	94.2%	87.1%	73.3%	84.2%	-0.3%
Lower Great Highway	4	CON	83.1%					
	4	RPD	28.2%	100.0%	96.0%	82.3%	79.9%	-2.7%
McCoppin Square	4	CON		94.4%				
	4	RPD	100.0%	98.4%	93.2%	80.6%	93.7%	4.7%
Parkside Square	4	CON				78.6%		
	4	RPD	100.0%	94.2%	99.0%	95.6%	87.9%	-1.8%
Pine Lake Park	4	CON			80.9%			
	4	RPD	95.2%	88.9%	84.8%	97.1%	86.2%	6.0%
Sigmund Stern Recreation Grove	4	CON		85.6%				
	4	RPD	97.9%	83.3%	98.6%	98.2%	90.1%	0.6%
South Sunset Playground	4	CON	84.5%					
	4	RPD	86.2%	92.5%	96.3%	99.1%	89.0%	-4.7%
Sunset Playground	4	CON				91.7%		
	4	RPD	94.6%	97.2%	98.0%	98.9%	94.4%	2.5%
West Sunset Playground	4	CON			98.2%			
	4	RPD	81.8%	96.7%	91.0%	97.1%	94.9%	8.8%
Alamo Square	5	CON		88.1%				
	5	RPD	90.8%	98.9%	87.8%	96.5%	90.8%	3.2%
Beideman/O'Farrell Mini Park	5	CON	82.6%					
	5	RPD	73.5%	96.9%	55.6%	92.9%	81.2%	7.0%
Buchanan Street Mall	5	CON		95.0%				
	5	RPD	89.3%	97.1%	81.4%	82.4%	91.3%	6.1%
Bush/Broderick Mini Park	5	CON				87.2%		
	5	RPD	100.0%	93.9%	97.1%	100.0%	92.5%	13.9%
Cottage Row Mini Park	5	CON	93.9%					
	5	RPD	94.1%	91.2%	100.0%	86.8%	93.5%	1.2%
Fillmore/Turk Mini Park	5	CON		82.9%				
	5	RPD	91.2%	79.4%	100.0%	93.9%	87.0%	-2.8%
Golden Gate/Steiner Mini Park	5	CON				91.7%		
	5	RPD	88.2%	75.0%	100.0%	100.0%	91.2%	10.1%
Grattan Playground	5	CON				83.0%		
	5	RPD	75.4%	93.5%	80.9%	84.7%	83.3%	-8.3%
Hamilton Playground	5	CON				96.1%		
	5	RPD				90.9%	93.5%	N/A
Hayes Valley Playground	5	CON					94.5%	
	5	RPD	94.5%					14.6%

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Japantown Peace Plaza	5	CON		83.3%			89.8%	
	5	RPD	100.0%	93.3%	97.6%	93.8%	89.8%	-5.6%
Koshland Park	5	CON			75.0%			
	5	RPD	86.0%	98.1%	77.6%	90.4%	81.5%	-6.5%
Page/Laguna Mini Park	5	CON			82.4%			
	5	RPD	82.4%	100.0%	94.4%	97.3%	87.9%	-2.1%
Patricia's Green in Hayes Valley	5	CON			90.5%			
	5	RPD	83.8%	100.0%	100.0%	100.0%	93.2%	9.0%
Raymond Kimbell Playground	5	CON	87.5%					
	5	RPD	87.8%	68.2%	75.0%	93.2%	84.3%	7.1%
Father Alfred E. Boeddeker Park	6	CON				80.0%		
	6	RPD	91.8%	93.0%	84.5%	94.7%	85.5%	-8.7%
Franklin Square	6	CON			75.5%			
	6	RPD	77.8%	93.6%	91.2%	87.3%	81.5%	-6.1%
Gene Friend Rec Center	6	CON	82.4%					
	6	RPD	91.7%	92.4%	90.4%		87.0%	-2.6%
Jefferson Square	6	CON			89.4%			
	6	RPD	98.0%		82.2%	89.1%	89.6%	8.3%
Kid Power Park	6	CON			81.8%			
	6	RPD	100.0%	100.0%	95.0%	96.2%	89.8%	-0.5%
Margaret S. Hayward Playground	6	CON				79.1%		
	6	RPD	77.5%	92.2%	87.3%	98.4%	84.0%	-11.9%
Sgt. John Macaulay Park	6	CON		84.0%				
	6	RPD	92.0%	100.0%	100.0%	77.4%	88.2%	8.9%
South Park	6	CON	83.3%					
	6	RPD	100.0%	100.0%	93.9%	91.5%	89.8%	1.7%
Tenderloin Children's Rec Center	6	CON		83.1%				
	6	RPD	94.8%	100.0%	98.3%		90.4%	-4.5%
Turk/Hyde Mini Park	6	CON		70.0%				
	6	RPD	92.6%	92.0%	78.1%	94.1%	79.6%	-11.6%
Victoria Manalo Draves Park	6	CON				79.8%		
	6	RPD	98.7%	96.4%	89.9%	71.3%	84.4%	-4.0%
Aptos Playground	7	CON		93.0%				
	7	RPD	79.7%	96.6%	95.3%	89.0%	91.6%	0.2%
Balboa Park	7	CON		91.5%				
	7	RPD	91.6%	95.4%	98.7%	98.6%	93.8%	5.4%
Brotherhood/Chester Mini Park	7	CON		100.0%				
	7	RPD	100.0%	81.8%	100.0%	100.0%	97.7%	6.5%
Golden Gate Heights Park	7	CON		93.5%				
	7	RPD	100.0%	78.2%	89.5%	75.4%	89.7%	-0.5%
J. P. Murphy Playground	7	CON		99.0%				
	7	RPD	100.0%	100.0%	93.4%	100.0%	98.7%	0.4%
Junipero Serra Playground	7	CON	97.9%					
	7	RPD	94.6%	95.9%	94.4%	90.2%	95.8%	-0.9%
Lake Merced Park	7	CON				74.4%		
	7	RPD	92.0%	94.6%	89.2%	94.2%	83.4%	6.5%

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Midtown Terrace Playground	7	CON				100.0%	100.0%	2.4%
	7	RPD			100.0%	100.0%		
Miraloma Playground	7	CON			85.4%			
	7	RPD	98.8%	96.1%	90.0%	100.0%	90.8%	-3.1%
Rolph Nicol Playground	7	CON				94.7%		
	7	RPD	72.5%	81.8%	91.9%	95.0%	90.0%	2.5%
Sunnyside Playground	7	CON			98.8%			
	7	RPD	98.8%	100.0%	100.0%	95.3%	98.7%	4.7%
West Portal Playground	7	CON	94.3%					
	7	RPD	91.5%	97.2%	89.6%	86.8%	92.8%	7.2%
Buena Vista Park	8	CON	79.4%					
	8	RPD	88.6%	86.4%	90.5%	80.0%	82.9%	1.9%
Corona Heights	8	CON				74.7%		
	8	RPD	77.6%	95.0%	93.1%	81.3%	80.7%	-0.9%
Douglass Playground	8	CON	85.7%					
	8	RPD	98.9%	93.7%	100.0%	81.5%	89.6%	2.2%
Duboce Park	8	CON				88.2%		
	8	RPD	98.1%	90.4%	100.0%	87.9%	91.1%	0.1%
Eureka Valley Rec Center	8	CON				97.7%		
	8	RPD	100.0%	98.8%			98.6%	7.1%
George Christopher Playground	8	CON		95.6%				
	8	RPD	100.0%	98.8%	97.6%	90.6%	96.2%	3.3%
Glen Park	8	CON			87.5%			
	8	RPD	78.8%	86.7%	97.3%	82.4%	86.9%	-5.3%
Joost/Baden Mini Park	8	CON			100.0%			
	8	RPD	95.5%	100.0%	100.0%	90.9%	98.3%	6.2%
Mission Dolores Park	8	CON		66.9%				
	8	RPD	53.8%	82.6%	88.4%	82.4%	71.8%	-2.8%
Mission Playground	8	CON				74.0%		
	8	RPD	75.7%	89.9%	88.2%	94.4%	80.5%	-9.8%
Mt. Olympus	8	CON				76.0%		
	8	RPD	80.0%	100.0%	84.2%	92.6%	82.6%	4.5%
Noe Valley Courts	8	CON	85.7%					
	8	RPD	100.0%	97.6%	78.6%	92.1%	88.9%	7.6%
Peixotto Playground	8	CON	93.4%					
	8	RPD	97.1%	97.1%	81.7%	82.3%	91.5%	5.2%
Roosevelt/Henry Steps	8	CON		96.2%				
	8	RPD	82.4%	81.3%	93.8%	75.0%	89.6%	-1.2%
Saturn Street Steps	8	CON		92.0%				
	8	RPD	100.0%	92.9%	92.3%	96.2%	93.7%	14.2%
Seward Mini Park	8	CON		92.5%				
	8	RPD	100.0%	89.5%	91.7%	100.0%	93.9%	15.5%
States Street Playground	8	CON	87.2%					
	8	RPD	97.1%	88.7%	75.2%	75.0%	85.6%	-2.2%
Sunnyside Conservatory	8	CON				100.0%		
	8	RPD			100.0%	100.0%	100.0%	24.4%

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Upper Noe Recreation Center	8	CON			95.0%			
	8	RPD	100.0%	100.0%	99.1%	87.8%	95.8%	-0.3%
Walter Haas Playground	8	CON			84.3%			
	8	RPD	96.6%	100.0%	95.1%	96.8%	90.7%	2.5%
24th/York Mini Park	9	CON		97.3%				
	9	RPD	100.0%	96.9%	100.0%	100.0%	98.3%	6.1%
Alioto Mini Park	9	CON			76.2%			
	9	RPD	92.2%	94.7%	95.5%	86.1%	84.2%	-6.0%
Bernal Heights Recreation Center	9	CON		95.6%				
	9	RPD	98.4%	93.8%	90.7%	90.5%	94.4%	3.4%
Coleridge Mini Park	9	CON		100.0%				
	9	RPD	93.1%	100.0%	78.4%	87.1%	94.8%	0.8%
Coso/Precita Mini Park	9	CON			70.6%			
	9	RPD	100.0%	100.0%	100.0%	100.0%	85.3%	-12.0%
Garfield Square	9	CON	81.2%					
	9	RPD	97.8%	85.7%	92.0%	84.8%	85.6%	-1.3%
Holly Park	9	CON				91.2%		
	9	RPD	100.0%	87.5%	95.4%	92.9%	92.6%	1.8%
James Rolph Jr Playground	9	CON	86.4%					
	9	RPD	100.0%	81.0%	92.4%	92.7%	89.0%	-1.4%
Jose Coronado Playground	9	CON			86.5%			
	9	RPD	96.1%	91.8%	85.7%	93.9%	89.2%	8.6%
Juri Commons	9	CON	95.6%					
	9	RPD	85.7%	69.8%	92.7%	93.0%	90.4%	-5.2%
Mission Rec Center	9	CON			98.8%			
	9	RPD	97.4%	97.6%			98.2%	6.3%
Mullen/Peralta Mini Park	9	CON				82.4%		
	9	RPD	81.8%	100.0%	100.0%	100.0%	88.9%	-10.1%
Palega Recreation Center	9	CON				86.6%		
	9	RPD	81.3%	97.2%	79.0%	100.0%	88.0%	2.0%
Parque Ninos Unidos	9	CON	89.3%					
	9	RPD	100.0%	94.9%	100.0%	92.3%	93.1%	-3.2%
Precita Park	9	CON	86.0%					
	9	RPD	97.4%	92.6%	95.7%	98.0%	91.0%	-0.2%
Prentiss Mini Park	9	CON		96.0%				
	9	RPD	100.0%	100.0%	89.7%	89.3%	95.4%	4.2%
St Mary's Rec Center	9	CON			87.4%			
	9	RPD	94.2%	82.0%	91.0%		88.2%	2.6%
Adam Rogers Park	10	CON		70.9%				
	10	RPD	90.0%	81.8%	75.8%	71.0%	75.3%	7.2%
Bay View Playground	10	CON			86.4%			
	10	RPD	71.4%	79.5%	83.6%	98.2%	84.8%	15.5%
Esprit Park	10	CON				100.0%		
	10	RPD	90.6%	96.8%	93.8%	92.9%	96.8%	8.1%
Gilman Playground	10	CON			79.4%			
	10	RPD	80.2%	71.6%	85.4%	96.6%	81.4%	3.9%

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Herz Playground	10	CON	73.2%					
	10	RPD		79.2%	64.9%	90.1%	75.6%	2.9%
Hilltop Park	10	CON		57.8%				
	10	RPD	72.1%	88.6%	45.9%	57.6%	61.9%	3.2%
India Basin Shoreline Park	10	CON	69.0%					
	10	RPD	95.2%	93.7%	93.8%	91.8%	81.3%	3.7%
Jackson Playground	10	CON				95.6%		
	10	RPD	95.1%	97.6%	94.5%	98.0%	95.9%	10.9%
John McLaren Park	10	CON	72.5%			79.1%		
	10	RPD	60.3%	86.2%	80.2%	82.1%	76.5%	-3.1%
Joseph Lee Recreation Center	10	CON	95.2%					
	10	RPD	96.0%	97.2%	97.0%	100.0%	96.4%	-1.3%
Kelloch Velasco Mini Park	10	CON	89.8%					
	10	RPD	90.7%	84.1%	94.2%	75.0%	87.9%	-10.3%
Little Hollywood Park	10	CON				70.6%		
	10	RPD	62.3%	85.1%	90.0%	66.7%	73.3%	-6.9%
Louis Sutter Playground	10	CON			80.5%			
	10	RPD	93.0%	84.7%	88.1%	93.4%	85.2%	13.2%
McKinley Square	10	CON	92.9%					
	10	RPD	93.3%	100.0%	95.4%	85.5%	93.2%	25.7%
Palou/Phelps Park	10	CON				60.9%		
	10	RPD	83.3%	70.9%	90.0%	88.9%	72.1%	-10.8%
Potrero Del Sol Park	10	CON		85.4%				
	10	RPD	75.8%	75.0%	89.5%		82.7%	-4.1%
Potrero Hill Recreation Center	10	CON		91.1%				
	10	RPD	90.9%	93.7%	78.5%	78.0%	88.2%	3.0%
Selby/Palou Mini Park	10	CON		77.5%				
	10	RPD	72.5%		90.2%	97.6%	82.1%	-3.1%
Silver Terrace Playground	10	CON				71.0%		
	10	RPD	100.0%	92.0%		87.5%	82.1%	-0.2%
Utah/18th Mini Park	10	CON				100.0%		
	10	RPD	81.5%	96.3%	100.0%	100.0%	97.2%	22.4%
Visitation Valley Greenway	10	CON			90.4%			
	10	RPD	100.0%	95.9%	88.0%	100.0%	93.2%	-0.6%
Visitation Valley Playground	10	CON			85.7%			
	10	RPD	96.1%	65.9%	100.0%	88.9%	86.7%	-0.9%
Youngblood Coleman Playground	10	CON		57.0%				
	10	RPD	74.7%		82.9%	79.5%	68.0%	-20.1%
Alice Chalmers Playground	11	CON		95.0%				
	11	RPD	94.3%	90.8%	83.9%	94.8%	93.0%	4.3%
Brooks Park	11	CON			95.5%			
	11	RPD	95.0%	100.0%	97.6%	97.4%	96.5%	12.8%
Cayuga Playground	11	CON		79.1%				
	11	RPD	100.0%	83.9%	85.5%	89.8%	84.5%	3.1%
Cayuga/Lamartine Mini Park	11	CON	66.7%					
	11	RPD	100.0%	80.8%	94.1%	83.3%	78.1%	-3.1%

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Crocker Amazon Playground	11	CON				80.0%		
	11	RPD	92.1%	81.4%	95.1%	90.2%	84.8%	9.7%
Excelsior Playground	11	CON	77.3%					
	11	RPD	74.5%	97.9%	85.1%	87.5%	81.8%	-4.8%
Head/Brotherhood Mini Park	11	CON				66.7%		
	11	RPD	88.0%	69.6%	88.2%	100.0%	76.6%	6.1%
Lessing/Sears Mini Park	11	CON	60.0%					
	11	RPD	78.4%	97.6%	87.5%	88.0%	73.9%	-8.2%
Merced Heights Playground	11	CON			90.0%			
	11	RPD	83.3%	80.6%	92.4%	96.9%	89.1%	-0.1%
Minnie & Lovie Ward Rec Center	11	CON		93.1%				
	11	RPD	99.1%	87.2%	87.6%		92.2%	9.8%
Randolph/Bright Mini Park	11	CON				71.1%		
	11	RPD	100.0%	89.3%	91.2%	82.5%	80.9%	-4.3%

APPENDIX D: NEIGHBORHOOD SERVICE AREAS

The following table provides information about Rec Park's NSAs and includes applicable districts, neighborhoods, manager names, number of parks (including total acreage), and FTEs. Please note that this information includes parks that are not rated under the standards such as community gardens, natural areas, and libraries.

NSA	Districts	Neighborhoods	Manager	Number of Parks (acreage)	Number of FTEs ¹
1	1, 2	Richmond, Presidio Heights	Lorraine Banford	19 (165 acres)	27
2	3, 2	Marina, Cow Hollow, Pacific Heights, Chinatown, North Beach, Nob Hill, Russian Hill	Marianne Bertuccelli	39 (182 acres)	50
3	5, 6, 8	Western Addition, Grattan Playground in Cole Valley	James Wheeler	23 (44 acres)	30
4	6, 10, 3	South of Market, Potrero Hill, South Park	Steven Cismowski	25 (44 acres)	41
5	8, 11, 7	Cole Valley, Castro, Twin Peaks, Noe Valley, Diamond Heights, Glen Park, Sunnyside	Eric Andersen	43 (269 acres)	43
6	9, 8	Mission, Bernal Heights	Bob Palacio	32 (91 acres)	41
7	10, 11	Crocker Amazon, Excelsior, Portola, Visitacion Valley, Bayview, Hunter's Point	James Threat	32 (587 acres)	51
8	7, 4, 11	Sunset, Parkside, West Portal, Merced Heights, Oceanview, Ingleside	Rontonette Scott	41 (974 acres ²)	43
9	Golden Gate Park	Golden Gate Park, Great Highway	Gloria Koch-Gonzalez	(1053 acres)	80

More information including a map with all parks can be found on Rec Park's website:
http://www.sfgov.org/site/recpark_index.asp?id=1507

¹ FTEs include all NSA staff, such gardeners, custodians, park supervisors, and recreation staff.

² Acreage includes water body of Lake Merced.

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APPENDIX E: CAPITAL PLANNING

Projects completed in FY 2009-10

Park Name	NSA	District	Complete	FY 2009-10	FY 2008-09	FY 2007-08	FY 2006-07	FY 2005-06
Brooks Park	8	11	Jan-2010	96.5%	83.7%	91.3%	89.4%	90.7%
Buena Vista Park	5	8	Dec-2009	82.9%	81.0%	78.5%	62.8%	78.9%
Hamilton Playground	3	5	Mar-2010	CLOSED	CLOSED	74.6%	66.7%	64.1%
J. P. Murphy Playground	8	7	Jul-2009	98.7%	98.3%	CLOSED	96.9%	97.9%
Lincoln Park	1	1	Apr-2010	92.0%	88.4%	74.6%	77.4%	77.3%
Midtown Terrace Playground	8	7	Dec-2009	100.0%	97.6%	98.1%	91.5%	94.0%
Palace Of Fine Arts	2	2	50% done	97.4%	85.5%	84.4%	91.0%	81.2%
Presidio Heights Playground	1	2	Jul-2010	95.6%	95.5%	89.9%	93.8%	91.4%
Sunnyside Conservatory	5	8	Dec-2009	100.0%	75.6%	80.8%	71.2%	54.9%

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APPENDIX F: DEPARTMENT RESPONSE



Mayor Gavin Newsom
Philip A. Ginsburg, General Manager

October 28, 2010

Ben Rosenfield, Controller
City Hall, 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield:

The Recreation and Parks Department (RPD) has had the opportunity to carefully review the FY 2009-10 City Services Auditor's (CSA) Park Standards Annual Report. As in previous years, the Department generally concurs with the report findings and uses the report as an invaluable aid in the analysis of park maintenance. We are extremely pleased to note that overall park scores reached a five-year high this past fiscal year.

It is worth noting that over half of all parks scored above 90%, while just five years ago only a quarter of all parks scored that well. Only 14 parks now score less than 80% down from a high of 66 parks in FY 2005-06.

We are gratified to learn that the gap is closing between average scores in our highest scoring districts and our lowest scoring districts. While we must continue to improve our park scores in Districts 10 and 11, we are pleased that overall ratings in each district increased last year (see the graph on page 7 of the report); in fact, cleanliness scores have increased by at least 9% in Districts 10 and 11 since program inception. We are currently reviewing staff deployment and other maintenance strategies to continue to improve our lowest rated parks.

The feature ratings review in the report was of particular interest. Our scores for Ornamental Gardens have increased significantly, a testament to the talent and creativity of our gardening staff and volunteers. Equally encouraging are the continuously increasing cleanliness scores, which again point to the importance of staffing: this score markedly increased in 2007 when custodians were added and has been maintained, and even increased, ever since.

McLaren Lodge, Golden Gate Park | 501 Stanyan Street | San Francisco, CA 94117 | PH: 415.831.2700 | FAX: 415.831.2096 | www.parks.sfgov.org





Mayor Gavin Newsom
Philip A. Ginsburg, General Manager

We strongly agree with the Controller's recommendation to create a revised method for public staff schedules. Our staff performs work in response to the dynamic needs of our park system - a best practice in the field - that is not always in blind conformance with posted schedules. Our overall increasing park scores underscore the staff's good work. The current methodology leads to artificially lower scores in this category, creating false perceptions about staff work ethic and efficiency.

We do wish to issue a cautionary note to the overall good news in this report. The Department's strong performance will be difficult to maintain given current staffing constraints and the looming threat of additional budget cuts. We are currently operating with a significant shortage of gardening and custodial staff and urge policy makers and park advocates to support enhanced and sustainable funding strategies for our parks.

RPD appreciates and continues to benefit from this collaborative program with the Controller's Office and looks forward to continuing this effort.

Thank you.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Phil Ginsburg".

Phil Ginsburg
General Manager

APPENDIX G: PREVIOUS RECOMMENDATIONS

Status of Previous Recommendations

The 2008-09 Parks Annual Report included six recommendations to improve the park standards program. These recommendations and current status of each are listed below.

1. *Recommendation:* Incorporate timely monitoring of evaluations results into management activities.

Status: At General Manager Phil Ginsburg's request, Rec Park uses quarterly evaluation data to produce internal reports highlighting top and bottom scoring parks as well as greatest scoring changes.

2. *Recommendation:* Improve Public reporting.

Status: Rec Park presented the Controller's Office 6-Month Park Standards report to the Rec Park Commission for additional reporting. Rec Park is currently revamping and improving its website.

3. *Recommendation:* Revise and complete park management plans.

Status: Management plans were originally designed as a best practice document. Rec Park is currently creating a volunteer duties document as an addendum.

4. *Recommendation:* Address TMA issues and identify strategies to implement improvements.

Status: Rec Park agrees, but lacks the resources to implement.

5. *Recommendation:* Consider revising park standards.

Status: Rec Park agrees, but lacks the resources to implement.

6. *Recommendation:* Continue to improve quality of park evaluations.

Status: Rec Park partners staff on all its park evaluations to improve evaluation quality. It also hosts yearly evaluation training sessions in conjunction with the Controller's Office for all its staff.