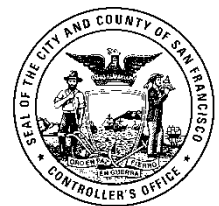


PARK MAINTENANCE STANDARDS

ANNUAL REPORT FY 2012-13

**Park scores increase over last fiscal
year**



October 23, 2013

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.

Project Team: Peg Stevenson, Director
Natasha Mihal, Project Manager
Sarah Swanbeck, Performance Analyst
CSA City Performance Staff



City and County of San Francisco

Office of the Controller - City Services Auditor

Park Maintenance Standards Annual Report FY 2013-12
Park scores increase over last fiscal year

October 2013

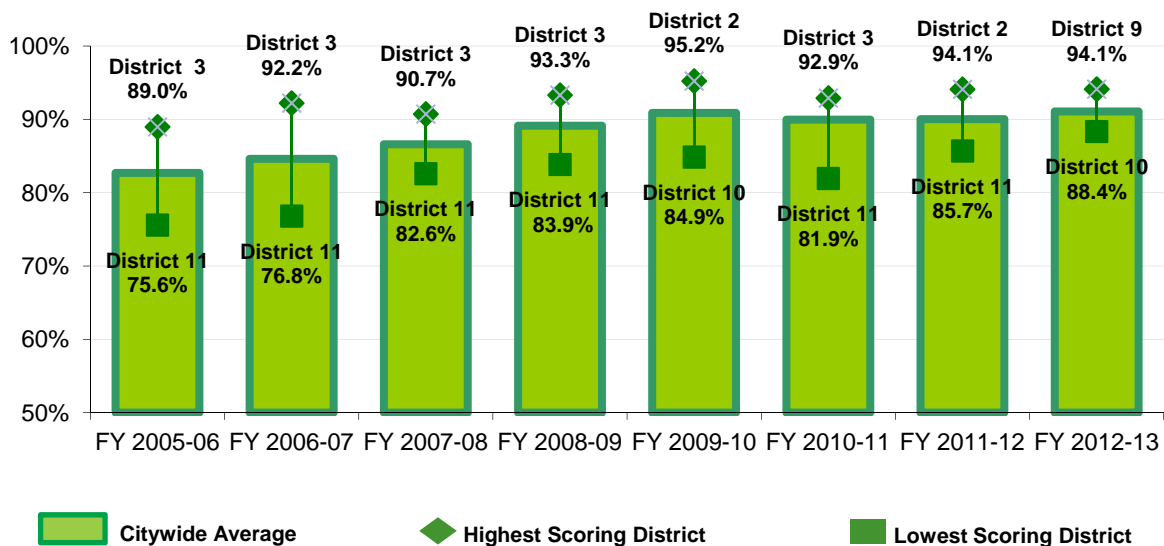
Purpose of the Report

The City Services Auditor (CSA) Charter Amendment requires that CSA work with the Recreation and Parks Department (Rec Park) to establish objective standards for park maintenance, and that CSA issue an annual report on performance under the standards. This report provides the results of fiscal year (FY) 2012-13 evaluations of all open City parks.

Highlights

The citywide average for park scores increased from 90.0 percent to 91.1 percent since last year. This increase is the largest overall improvement in park scores since FY 2009-10. This increase takes into account the historical re-weighting of scores according to new weighting methodology (see Appendix A: Detailed Methodology). In general, a score above 85 percent generally indicates that a park is well maintained and that its features are in good condition.

Citywide Average and District Highs and Lows

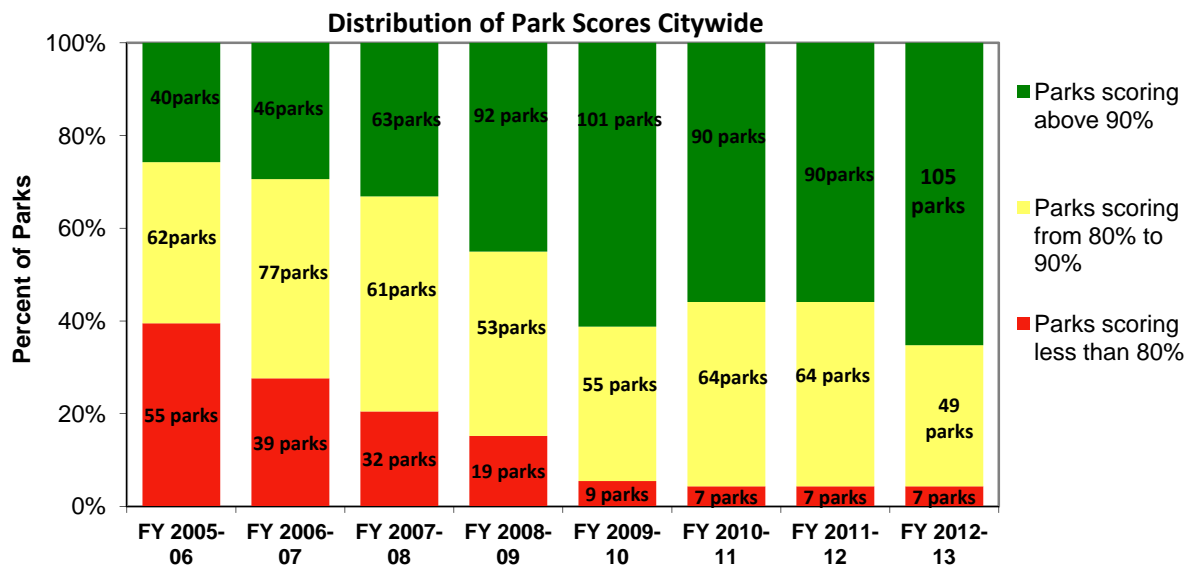


Results

- Most parks (87 percent) continue to score above 85 percent. Additionally, of the 158 parks that had scores for both FY12 and FY13, more than half (94 parks or 59 percent) saw increases in score.
- Supervisory district averages rose in FY 2012-13, with only three of the 11 districts receiving lower averages than last year. Additionally, the difference in average score between the highest and lowest rated districts decreased — 5.8 percentage points separated the highest and lowest compared to 8.4 percentage points last year.
- Both District 9 (up 3.6 percentage points) and District 11 (up 3.2 percentage points) had significantly improved scores from last year. It is notable that District 9 had the overall highest score (94.1 percent) as well as the overall greatest increase in score of any district. This increase is driven primarily by large

increases in scores for three parks – Coleridge Mini Park, Coso/Precita Mini Park and Garfield Square. This is the first time a District other than District 2 or District 3 received the highest score.

- With the exception of Open Space, Citywide scores for different park features were consistent within three percentage points from last fiscal year. Restroom cleanliness improved minimally, with an increase of .3 percentage points over FY 2011-12.



Recommendations

The report includes five recommendations for the Recreation and Parks Department (Rec Park) to improve the park maintenance standards program and park maintenance generally by incorporating evaluation data into its operational planning.

Specifically, Rec Park should:

- Continuously assess Rec Park's use of park evaluation data to improve park maintenance activities.
- Make a plan for training staff on the new standards that will be implemented in FY 2014-15. The training should strive for clear understanding of the standards, consistency in use of the standards, and appropriate investment of time performing evaluations.
- Monitor the implementation of the revised maintenance standards and require greater consistency and quality of the publicly posted maintenance schedules.
- Use evaluation data to strategically plan for improvement to low-performing parks, Park Services Areas, or certain facilities or features.

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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Chapter 1 – 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 work with the Recreation and Parks Department (Rec Park) on the following:

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

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

Since the park evaluation program began, approximately \$455 million has been expended in over 100 parks from general obligation bond programs approved by the voters in 2000, 2008 and 2012. Bond funds have been used to replace or upgrade playgrounds and to improve restrooms, playing fields, sports courts, accessibility, and many other park facilities and features. While many factors affect the day-to-day cleanliness of parks that drives evaluation scores, it is the City's expectation that bond investments will improve park structural conditions and that the component of park scores related to those conditions will also improve over time.

This eighth annual report on the condition of the City's parks provides results from evaluations in fiscal year (FY) 2012-13, 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 performance standards that cover 14 park features such as lawns, trees, athletic fields, courts, children's play areas, and benches and tables. Generally, a score above 85 percent indicates that a 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 the performance standard for park features and is used to evaluate conditions in parks in all 11 supervisorial districts. See Exhibit 1 for more detail.

The park scores in this report represent a combination of Rec Park and CSA evaluation scores. Each park is evaluated once a year by CSA and up to four times per year by Rec Park staff. A park's yearly final score is the average of all available Rec Park and CSA departmental scores. See Appendix A for more detail.

Exhibit 1 Park Maintenance Standards

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 	<ul style="list-style-type: none"> Edged Height/mowed Holes
	2. Ornamental Gardens, Shrubs, and Ground Covers	<ul style="list-style-type: none"> Cleanliness Plant health 	<ul style="list-style-type: none"> Pruned Weediness
	3. Trees	<ul style="list-style-type: none"> Limbs Plant health 	<ul style="list-style-type: none"> Vines
	4. Hardscapes and Trails	<ul style="list-style-type: none"> Cleanliness Drainage/flooded area Graffiti 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Graffiti Painting/stripping Surface quality
	8. Children's Play Areas	<ul style="list-style-type: none"> Cleanliness Fencing Functionality of equipment Graffiti 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Signage Surface quality Waste Receptacles
Amenities and Structures	10. Restrooms	<ul style="list-style-type: none"> Cleanliness Graffiti Functionality of structures Lighting Odor 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Graffiti Painting/ striping Signage Surface quality
	12. Waste and Recycling Receptacles	<ul style="list-style-type: none"> Cleanliness of receptacles Fullness 	<ul style="list-style-type: none"> Painting Structural integrity and functionality
	13. Benches, Tables, and Grills	<ul style="list-style-type: none"> Cleanliness Graffiti Painting 	<ul style="list-style-type: none"> Structural integrity and functionality
	14. Amenities & Structures	<ul style="list-style-type: none"> Exterior of buildings Drinking fountains Fencing Gates / locks 	<ul style="list-style-type: none"> Retaining walls Signage Stairways

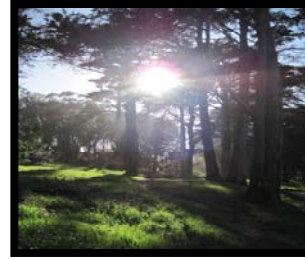
Source: San Francisco Park Standards Manual and Evaluation Form



Pass: Athletic Court
at Willie Woo Woo
Wong Playground



Fail: Graffiti at Park
Presidio



Pass: Well kept trails
in Golden Gate Park



Fail: Trash can at
Alice Chalmers Park

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

In the program's eighth year, trained Rec Park and CSA staff performed 763 park evaluations from July 1, 2012 to June 30, 2013. Rec Park evaluated all parks each quarter while CSA evaluated all parks once during the year. All supervisory and management staff at Rec Park and staff at CSA performed evaluations.

Each park has a different set of features to be evaluated. Each feature is evaluated as to the condition of various "elements." Each element is rated "yes" or "no," based on whether or not conditions meet the element's performance standard. For example, an evaluator rates the "height/mowed" element of the Lawns feature by answering "yes" or "no" as to whether all of a park's lawns meet the standard of being 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 overall score. The score is simply determined by the number of "yes" answers divided by the total number of "yes" and "no" answers.

Scores

The scores in this report represent a combination of Rec Park and CSA evaluation scores. A park's final score is the average of the Rec Park and CSA scores, weighting each evaluation score equally. For more detail, see Appendix A.

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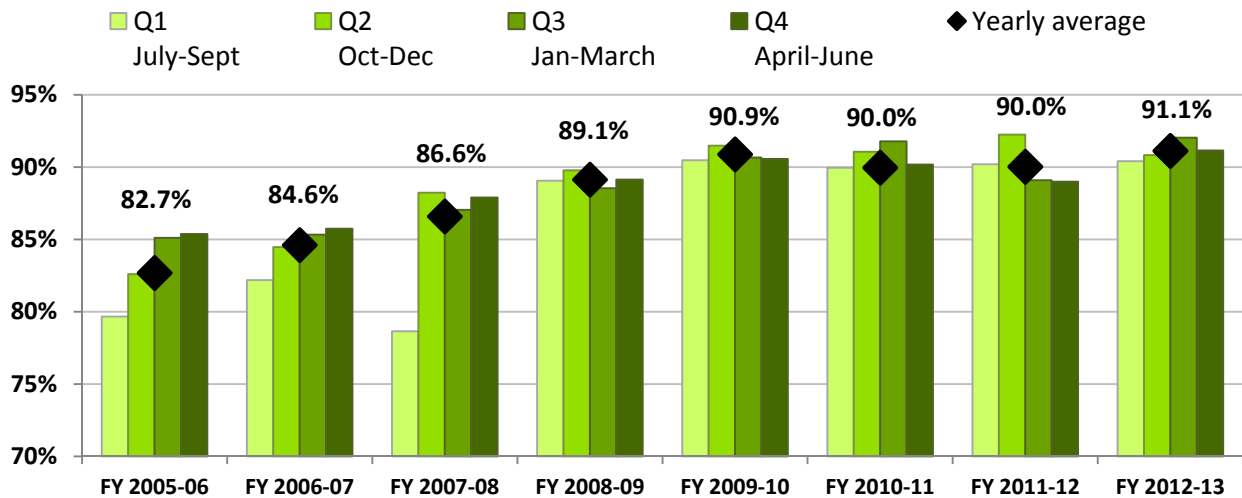
Chapter 2 – Park Evaluation Results

Citywide Results

*Results improved
over last fiscal year.*

The citywide average park score increase by 1.1 percentage points, the largest overall gain in score since FY 2009-10. The score increased from 90.0 percent in FY 2011-12 to 91.1 percent in FY 2012-13. These results are based on 770 evaluations of 161 parks.

Exhibit 2 Citywide parks scores increased considerably this fiscal year



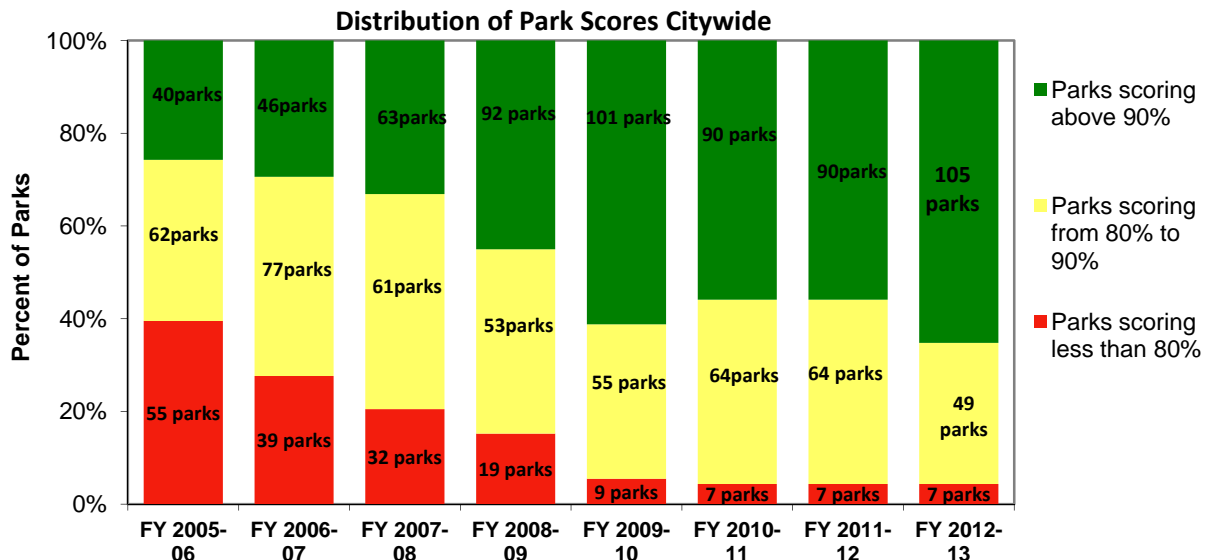
Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

Quarterly scores vary within fiscal years for a variety of reasons, likely including extent of park use or dryness of the season. Quarter one (July through September) sees greater park use than Quarter two (October through December). Scores were again moderately lower in Quarter one than in Quarter two.

Distribution of Scores

Most parks (87 percent) continue to score above 85 percent. Additionally, of the 158 parks that had scores for both FY 2011-12 and FY 2012-13, more than half (94 parks or 59 percent) saw increases in score, while 64 (41 percent) saw a decrease in score. Only 35 parks (23 percent) had lower scores than in FY 2005-06, the first year of the evaluation program.

Exhibit 3 More high scoring parks in FY 2012-13



Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

District Results

Differences in district averages consistent with scores from prior years

Supervisory district averages rose in FY 2012-13, with only three of the 11 districts receiving lower averages than last year. The difference in average score between the highest and lowest rated districts decreased — 5.8 percentage points separated the highest and lowest compared to 8.4 percentage points last year. This narrowing indicates more consistent and evenly distributed scores and maintenance outcomes across the City.

Exhibit 4 District scores increase consistently across the City

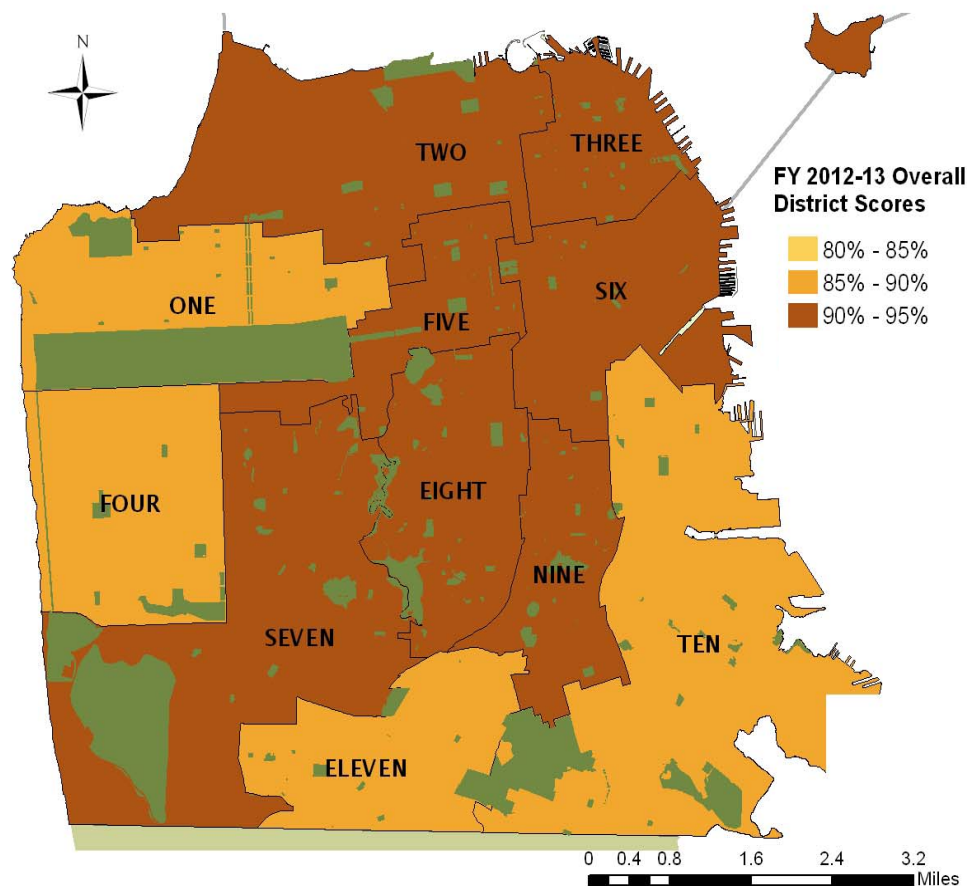
District	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Change from FY 2011-12
1	88.23%	83.26%	86.61%	91.20%	92.62%	92.45%	87.49%	88.7%	1.2%
2	87.31%	90.61%	84.70%	92.97%	95.23%	92.33%	94.11%	93.9%	-0.3%
3	88.98%	92.22%	90.73%	93.31%	94.46%	92.91%	92.80%	93.4%	0.6%
4	77.46%	80.57%	86.77%	88.83%	90.43%	89.76%	87.25%	89.2%	1.9%
5	77.15%	81.81%	84.86%	87.19%	90.00%	90.16%	91.79%	90.6%	-1.2%
6	83.96%	85.27%	85.93%	90.01%	89.57%	90.99%	89.96%	90.9%	1.0%
7	83.41%	88.67%	87.80%	90.31%	93.60%	91.63%	90.97%	90.5%	-0.4%
8	81.66%	80.71%	87.09%	86.93%	90.55%	89.51%	90.98%	92.0%	1.0%
9	84.33%	86.98%	90.36%	92.99%	92.36%	91.98%	90.53%	94.1%	3.6%
10	78.85%	80.96%	83.01%	83.85%	84.87%	86.12%	87.12%	88.3%	1.2%
11	75.59%	76.82%	82.59%	83.88%	87.79%	81.94%	85.69%	88.9%	3.2%
Citywide Average	82.7%	84.6%	86.6%	89.1%	90.9%	90.0%	90.0%	91.1%	1.0%

The Southeast portion of the City continues to have the lowest scoring parks, but continues to see the largest improvements.

District 9 had the highest score at 94.1 percent, while Districts 2 and 3 had the second highest scores (93.9 percent and 93.4 percent respectively). Both District 9 (up 3.6 percentage points) and District 11 (up 3.2 percentage points) had significantly improved scores from last year. It is notable that District 9 had the overall highest score as well as the overall greatest increase in score of any district. This increase is driven primarily by large increases in scores for three parks – Coleridge Mini Park, Coso/Precita Mini Park and Garfield Square (see Appendix C for all scores by District). This is the first time a District other than District 2 or District 3 received the highest score.

The southeastern section of the City – Districts 10 and 11 – has historically been the lowest scoring part of the City. While this trend continues this year, both District 10 and 11 saw two of the largest overall improvements in the City (increases of 1.2 and 3.2 percentage points respectively).

Exhibit 5 Seven of Eleven Districts Scored over 90 Percent



Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY2012-13

Districts have improved an average of 8.4 percentage points since FY 2005-06. Districts 2 and 3 have consistently scored above the citywide average, whereas Districts 10 and 11 have consistently scored below.

Highest and Lowest Scoring Parks

Low scoring parks continue to be evenly distributed throughout the City.

Coleridge Mini Park scored 100 percent, maintaining an excellent score from the last several years. This top score is perhaps to be expected as it is a mini park and therefore more manageable to maintain. The remaining “top ten” parks each scored above 97 percent, consistent with last year’s top ten park scores. A total of 105 parks (66 percent of all parks) scored over 90 percent.

Last year, Districts 1, 10 and 11 each had two of the ten lowest scoring parks in the City. This year, Districts 1, 5, and 10 each have two of the ten lowest scoring parks. Park Presidio Boulevard, the year’s lowest scoring park at 62.9 percent, was also the lowest scoring park in FY 2011-12. A total of 7 parks (4.3 percent) scored below 80 percent.

Exhibit 6 Mini Parks Continue to Score Well

10 Highest Rated parks in FY 2012-13

Rank	Park Name	District	PSA	FY 2012-13	FY 2011-12	FY 2010-11	FY 2009-10	FY 2008-09	FY 2007-08	FY 2006-07
1	Coleridge Mini Park	9	6	100.0%	91.7%	91.3%	91.7%	97.1%	91.1%	84.5%
2	Sunnyside Conservatory*	8	5	99.4%	99.0%	100.0%	100.0%	75.6%	80.5%	69.6%
3	Sunset Playground #	4	4	99.2%		92.9%	96.1%	92.4%	93.3%	84.8%
4	Kid Power Park	6	6	99.1%	96.0%	97.4%	94.6%	91.2%	92.5%	95.4%
5	Alice Marble Tennis Courts	2	1	99.0%	98.6%	98.7%	98.1%	98.2%	78.5%	99.1%
6	24th/York Mini Park*	9	6	98.8%	97.6%	96.6%	98.8%	95.2%	94.8%	96.3%
7	Maritime Plaza	3	1	98.7%	97.3%	99.0%	96.7%	99.5%	96.3%	93.9%
8	Mission Playground #	8	6	98.5%		88.6%	84.5%	91.2%	94.4%	94.2%
9	Page/Laguna Mini Park	5	2	98.0%	94.2%	94.0%	91.3%	90.8%	93.7%	68.1%
10	Washington/Hyde Mini Park	3	1	98.0%	93.8%	90.5%	96.2%	94.6%	89.1%	98.9%

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

* Received funding in the 2000 Rec and Park Bond. Sunnyside Conservatory was completed in November 2009. 24th/York Mini Park was completed in February 2007.

Received funding in the 2008 Rec and Park Bond. Sunset Playground was reopened to the public in November 2012. Mission Playground was reopened to the public in September 2012.

10 Lowest Rated parks in FY 2012-13

Rank	Park Name	District	PSA	FY 2012-13	FY 2011-12	FY 2010-11	FY 2009-10	FY 2008-09	FY 2007-08	FY 2006-07
1	Park Presidio Blvd	1	1	62.9%	58.3%	78.1%	87.2%	78.3%	72.6%	68.1%
2	Lake Merced Park ⁺	7	4	76.6%	74.9%	84.6%	88.9%	75.5%	81.6%	87.8%
3	Gilman Playground ⁺	10	3	77.7%	87.6%	79.3%	82.6%	83.1%	76.2%	84.4%
4	Lower Great Highway	4	4	77.9%	78.3%	86.7%	77.9%	85.0%	82.2%	86.7%
5	Alice Chalmers Playground	11	3	78.7%	88.6%	86.8%	91.8%	91.2%	95.4%	88.6%
6	Dupont Courts	1	1	79.4%	83.1%	93.5%	94.4%	85.0%	81.9%	89.3%
7	States Street Playground	8	5	79.4%	85.3%	88.7%	84.6%	91.3%	91.1%	93.0%
8	Alamo Square*	5	2	80.7%	94.6%	89.1%	92.4%	92.5%	64.9%	85.9%
9	Buchanan Street Mall	5	2	81.1%	84.8%	74.6%	89.0%	82.2%	82.8%	66.9%
10	Adam Rogers Park	10	3	81.4%	86.7%	81.1%	77.9%	73.0%	72.4%	76.9%

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

* Received funding in the 2000 Rec and Park Bond. Alamo Square's children's play structure expansion was completed in November 2004.

⁺ Received funding in the 2012 Rec and Park Bond. Lake Merced Park has been allocated \$2 million for improvements. Gilman Playground is in the Planning phase, expected to be completed in June 2016.

Parks with the Greatest Changes from Last Year

Forty-one percent of parks – 64 of 158 – scored lower than last year. Park Presidio Boulevard continues to be the lowest scoring park, with 62.9 percent, though this property was the only park to score below 70 percent. (For comparison, in FY 2005-06, 22 parks scored below 70 percent, and in FY 2012-13, only one park scored below 70 percent.) Ongoing issues with litter and lawn quality continue to drive this park's low score. Six parks had greater than 10 point increases in score, while only two parks had a greater than 10 point decrease.



High-scoring Fulton Playground, District 1



Low-scoring Gilman Playground, District 10



Low-scoring Lake Merced Park, District 7

Exhibit 7 Largest Changes in Park Score Distributed Evenly Across PSAs

Top five greatest changes (higher) FY 2012-13

Park Name	PSA	District	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	Change from FY 11-12 to FY 12-13	FY 2012-13
Randolph/Bright Mini Park	PSA 4	11	90.8%	86.8%	75.8%	74.2%	20.5%	94.7%
Fulton Playground	PSA 1	1	89.9%	85.4%	94.9%	77.4%	17.8%	95.2%
Head/Brotherhood Mini Park	PSA 4	11	72.7%	82.5%	76.0%	82.1%	13.2%	95.3%
Utah/18th Mini Park	PSA 2	10	79.8%	95.6%	80.5%	85.4%	12.0%	97.4%
Garfield Square	PSA 6	9	88.3%	88.3%	87.8%	83.3%	11.3%	94.6%

Top five greatest changes (lower) FY 2012-13

Park Name	PSA	District	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	Change from FY 11-12 to FY 12-13	FY 2012-13
Alamo Square	PSA 2	5	92.5%	92.4%	89.1%	94.56%	-13.8%	80.7%
Douglass Playground	PSA 5	8	89.5%	92.0%	91.9%	94.59%	-10.1%	84.5%
Alice Chalmers Playground	PSA 3	11	91.2%	91.8%	86.8%	88.64%	-9.9%	78.7%
Gilman Playground	PSA 3	10	83.1%	82.6%	79.3%	87.60%	-9.9%	77.7%
Cabrillo Playground	PSA 1	1	90.6%	95.5%	95.5%	91.18%	-7.0%	84.2%

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

*PSA is Park Services Areas, explained in Chapter 2

There is an opportunity to improve consistency with which standards are applied by evaluators

Every park is evaluated by both CSA and Rec Park staff, with over 100 evaluators participating annually. Though the park maintenance standards are intended to be understood and applied equally by all evaluators, evaluation scores may vary by evaluator. As seen in Exhibit 7, Alamo Square had the greatest drop in score from last year. There was more than a 25 point differential between the five evaluations of the park in FY 2012-13, with large differences (as much as 40 percentage points) in scores for Trees, Lawns, Benches/Tables/Grills, and Hardscapes driving the large discrepancies (for more information, see Appendix C). The continued discrepancies in park scoring for this park and others indicate a need for further clarity and training on evaluation methodology. In the last fiscal year, Rec Park took steps to improve the conformity of park scores across Rec Park and CSA as well as between evaluators within Rec Park. In order to improve the consistency of evaluations, Rec Park continued to use a sample of dual park evaluations in each quarter in order to attempt to measure consistency across department as well as to give more attention to historically low scoring parks. Findings from dual park evaluations helped to inform the park standards revision work that took place during FY 2012-13.

Features Results

With the exception of Open Space, Citywide scores for different park features were consistent within three percentage points from last fiscal year. In total, five features saw a small decrease in points, with the exception of the Open Spaces feature which decreased 7.9 percentage points. Nine features saw an increase over last year, with Lawns and Turf Athletic Fields seeing the greatest overall improvements (an increase of 1.7 percentage points each).

Exhibit 8 Of the 14 features, 13 continued to score above 85 percent in FY 2012-13

	Feature	FY 2012-13	FY 2011-12	Change from FY 2011-12	Change from FY 2005-06
Landscaped and Hardscaped Areas	1. Lawns	88.54%	86.9%	1.7%	11.2%
	2. Ornamental Gardens, Shrubs & Ground Covers	89.46%	88.3%	1.2%	15.5%
	3. Trees	90.92%	94.1%	-3.1%	2.4%
	4. Hardscapes & Trails	87.36%	87.9%	-0.5%	7.0%
	5. Open Space	71.82%	79.7%	-7.9%	-9.3%
Recreational Areas	6. Turf Athletic Fields	91.57%	89.8%	1.7%	12.4%
	7. Outdoor Athletic Courts	91.05%	90.4%	0.7%	4.4%
	8. Children's Play Areas	90.39%	88.9%	1.5%	7.0%
	9. Dog Play Areas	85.84%	85.1%	0.7%	6.8%
Amenities and Structures	10. Restrooms	93.53%	93.2%	0.3%	11.1%
	11. Parking Lots & Roads	83.89%	85.2%	-1.3%	3.0%
	12. Waste & Recycling Receptacles	94.84%	93.6%	1.2%	4.3%
	13. Benches, Tables & Grills	90.93%	90.2%	0.7%	7.3%
	14. Amenities & Structures	89.50%	90.2%	-0.7%	6.5%

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

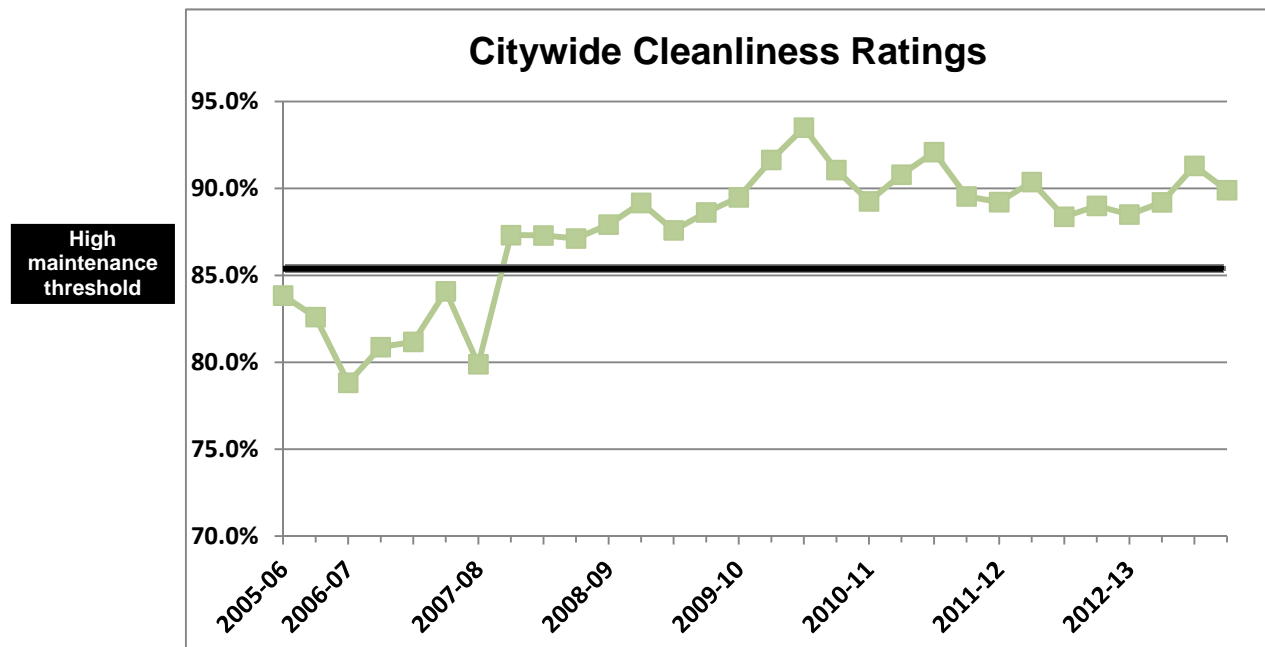
Maintenance of most park features requires collaboration by multiple Rec Park divisions, such as Golf & Turf and Structural Maintenance or distinct Park Services Area (PSA) staff, such as gardeners or custodians. Some features are rated on multiple elements, such as Children's Play Areas and Outdoor Athletic Courts, which are rated on eight elements each. Some features, additionally, receive multiple scores for a single feature because multiple instances of the feature exist at a site (e.g., multiple restrooms, athletic courts, children's play areas, etc.) Open Space is only rated on a single element, cleanliness, and only rated once at any park -- both factors which may lead to higher variability in Open Space scores compared to other features.

With the exception of Open Space, all features have improved since the inception of evaluations and all features continue to average above 85 percent.

Cleanliness Results

Cleanliness is rated in relation to every feature except Trees. Generally, cleanliness standards are met when only small amounts of litter or debris are found in a given area. For example, the lawn standard 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. Cleanliness ratings show an oscillating up and down trend since FY 2009-10, with peaks in Quarter 3 of FY 2009-10 and Quarter 3 of FY 2010-11.

Exhibit 9 Quarterly cleanliness ratings



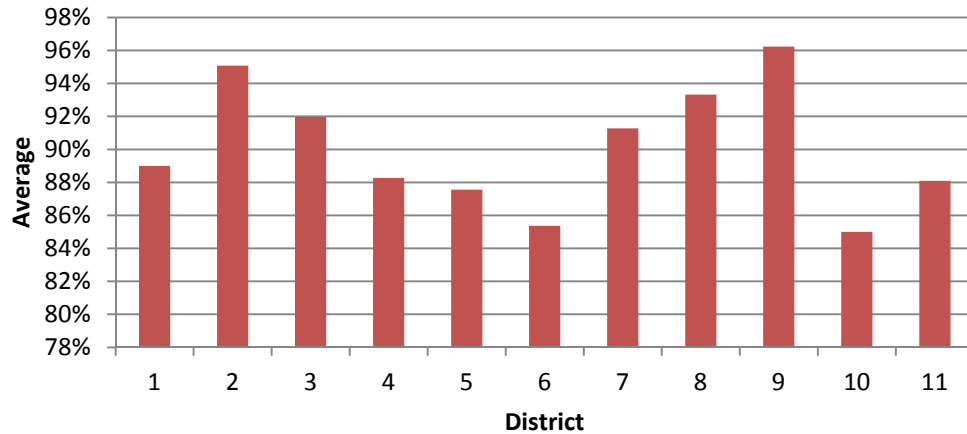
Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

District 9 has the highest overall score for cleanliness

Five districts scored above 90 percent on park cleanliness. District 9 had the overall highest cleanliness scores at 96 percent. At 85 percent and 85.4 percent respectively, District 10 and District 6 have the lowest scores.

Exhibit 10 Five of the 11 districts score above 90 percent in FY 2011-12 for park cleanliness

Cleanliness Scores, FY 2012-13



Source: CSA and Rec Park evaluation results FY 2012-13

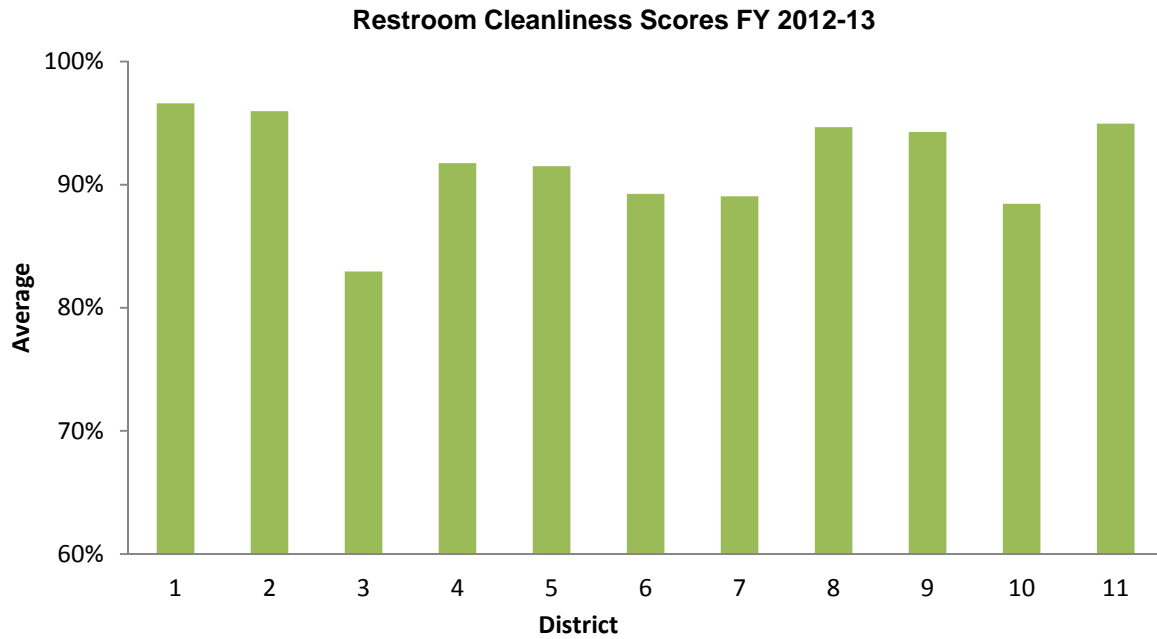
**Feature Spotlight:
Restrooms**



Louis Sutter Restroom

Keeping restrooms clean, functional and open according to schedule has been a high Rec Park priority for the last few years. The department hired more custodial staff beginning in 2006-07 to help keep restrooms open, clean and stocked. The Structural Maintenance Division is charged with addressing all functionality and vandalism issues. Challenges to keeping restrooms functioning include high usage, older infrastructure that breaks frequently, and abuse through intentional breaking of plumbing, illegal activity, or graffiti inside the buildings. For 8 of the 11 Districts, the restroom cleanliness score was above 90 percent in FY 2012-13. While in recent years, Restroom cleanliness had been trending upward, this year, scores in Districts 3, 6, 7, and 10 dropped below 90 percent, decreasing relative to FY 2011-12.

Exhibit 11 Restroom cleanliness scores are above 90 percent in all districts



Source: CSA and Rec Park evaluation results FY 2012-13

Chapter 3 – Recreation and Parks Department Operations

Park Management Structure

Rec Park can continue to use park evaluation results to inform operational decision-making in order to improve park conditions, especially in underperforming divisions.

At the time of the implementation of the Park Standards Program in 2004, 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 geographical Neighborhood Service Areas (NSAs), one of which was comprised of Golden Gate Park and the Lower Great Highway.

In August 2010, Rec Park revised its Operations Division by separating recreation and park responsibilities. For more information on the reorganization, see Appendix D. This is the third annual report that looks at park scores under this new organizational structure.

Exhibit 12 PSA scores generally increase, most notably in PSA 6

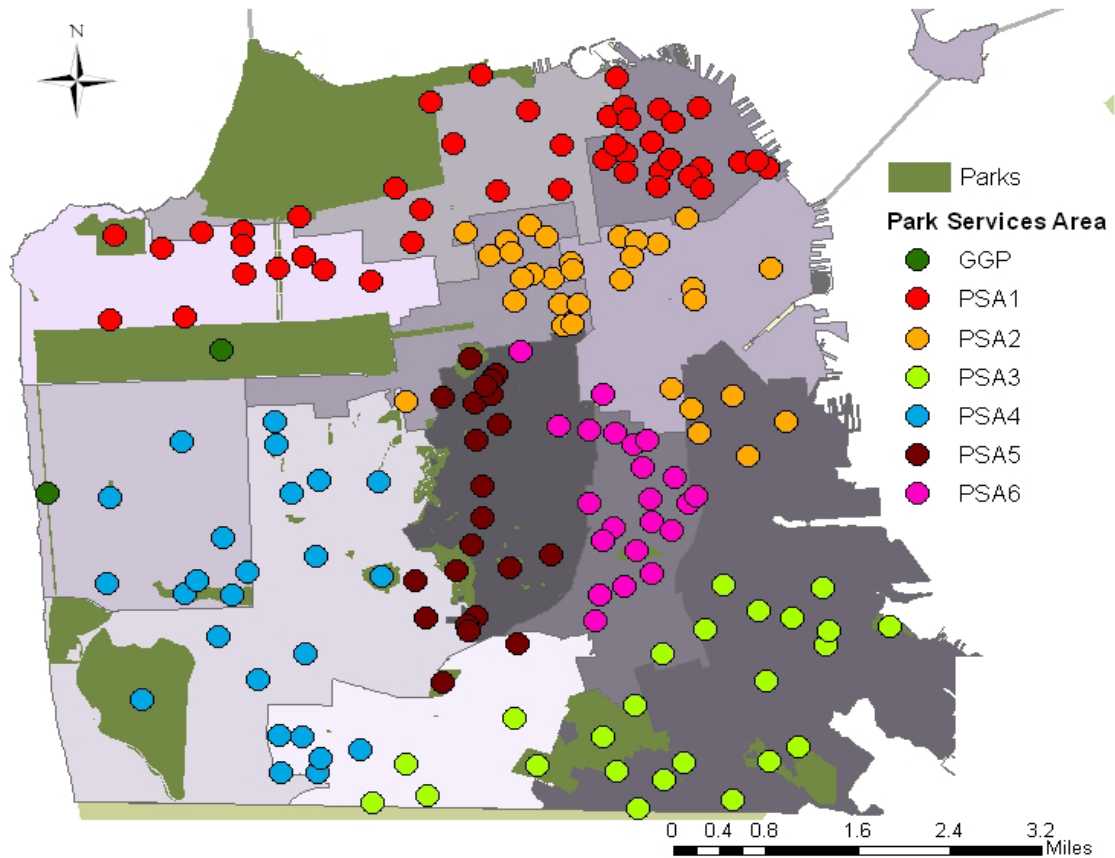
PSA	Districts	FY 2012-13	Change from FY 2011-12	Number of parks higher than 85%	Number of parks lower than 85%	PSA
1	1, 2, 3	92.3%	0.7%	33	3	1
2	3, 5, 6, 10	90.7%	0.1%	29	4	2
3	9, 10, 11	86.7%	-0.2%	14	6	3
4	4, 7, 11	89.4%	1.9%	18	5	4
5	7, 8, 11	92.7%	0.9%	18	2	5
6	6, 8, 9, 10	93.8%	3.3%	20	1	6
GGP	GGP	90.2%	6.0%	1	0	GGP

Source: CSA and Rec Park evaluation results FY FY 2011-12, FY 2012-13

Each PSA has a manager that directs horticultural and custodial activities for the PSA. PSAs are defined geographically, but do not correspond to supervisorial districts, as shown in Exhibits 12 and 13.

For further overview information on GGP and the PSAs, see Appendix D.

Exhibit 13 Park Service Areas overlap supervisorial districts



Source: Rec Park GIS 2013

All PSAs score above 85 percent in FY 2012-13.

All PSAs but one saw an improvement in score over last fiscal year. PSA 3 declined only modestly by .2 percentage points, for a score of 86.7 percent. Golden Gate Park saw the greatest improvement, but this was primarily due to reassigning the historically low scoring Lower Great Highway to PSA 4.

Exhibit 14 shows PSA trends over the past six years of data collection, with clear trends of high scoring parks in PSA 1. PSA 5 continues to make consistent improvements and was the second highest overall PSA this year.

Exhibit 14 PSA 3 was the lowest scoring in FY13

PSA	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
1	88.5%	89.1%	88.1%	92.6%	94.2%	91.7%	92.3%
2	80.5%	83.6%	86.2%	88.1%	90.7%	90.6%	90.7%
3	78.7%	82.7%	82.2%	84.0%	83.8%	86.9%	86.7%
4	79.3%	82.5%	86.1%	88.4%	91.7%	87.6%	89.4%
5	78.9%	79.0%	85.6%	92.6%	92.0%	91.8%	92.7%
6	85.7%	86.9%	91.1%	92.0%	90.9%	90.5%	93.8%
GGP	82.1%	84.2%	83.2%	87.8%	83.0%	84.2%	90.2%

Lowest

Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11, FY 2011-12, FY 2012-13

Chapter 4 – Recommendations

CSA and Rec Park meet quarterly to discuss program implementation, areas of program improvement, and opportunities to incorporate results into maintenance operations. Below are CSA's recommendations to Rec Park on how to improve the park maintenance standards program and park evaluation scores. Some are similar to past recommendations, and Rec Park is already working to implement others.

1. *Recommendation:* Continuously assess Rec Park's use of park evaluation data to improve 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, and has implemented new practices to communicate and use evaluation results to direct maintenance activities. These new internal reports have improved the degree of transparency of park scores throughout the year. Rec Park should continue to find ways to share this data so that it informs operational decisions. Rec Park should also make an effort to evaluate the relationship between any changes in park scores and the communication of these reports and accompanying recommendations to park managers.

2. *Recommendation:* Rec Park should Make a plan for training staff on the new standards that will be implemented in FY 2014-15. The train should strive for clear understanding of the standards, consistency in use of the standards, and appropriate investment of time performing evaluations.

Rec Park, working with CSA, spent much of FY 2012-13 revising the existing evaluation standards in order to achieve new standards that better reflect the current park features, that can be consistently interpreted by both Department's evaluators, and that accurately measure the appearance and general usability of the City's parks.

As Rec Park pilots the new standards during FY 2013-14, it should focus on how both Rec Park staff and CSA staff will be trained on the new standards. Rec Park should work to develop a training plan that will most effectively introduce staff to the new standards, perhaps considering smaller, group trainings in the field, as opposed to one larger staff training as has been done in the past. Retraining staff on the new standards is a good time to clarify existing misperceptions about the standards and it may be easier to address any questions in smaller trainings.

As Rec Park and CSA begin to test the first draft of these standards, Rec Park should aim to balance the need to make the standards clear and accessible (and not excessively time consuming) for Rec Park and CSA evaluators, with the need to make sure the standards accurately capture the overall appearance, cleanliness, and general usability of the parks.

3. *Recommendation:* Monitor the implementation of the revised maintenance standards and require greater consistency and quality of the publicly posted maintenance schedules.

Beginning in FY 2013-14, Rec Park plans to change the method by which it conducts required maintenance schedule checks. Previously, the Department had not specifically directed staff to evaluate parks during a time when a custodian or gardener was scheduled to be present in a park. Moving forward, Rec Park plans to more explicitly direct staff to evaluate parks during times when a staff member is scheduled to be in the park.

Rec Park should require staff to evaluate parks during scheduled maintenance. Additionally, Rec Park should improve the consistency and quality of posted schedules; currently not all parks in the City have posted maintenance schedules available to the public. Rec park should set requirements for how often park managers need to update schedules and should monitor these updates to ensure they have been completed and that they are accurate. It should monitor the number of parks without schedules as well as how frequently each park's schedule is updated.

4. *Recommendation:* Use evaluation data to strategically plan for improvement to low-performing parks, Park Services Areas, or certain facilities or features.

Rec Park should continue to review park scores quarterly and adjust its strategic plan for improving low-performing parks accordingly. Rec Park currently compiles quarterly reports for internal evaluation purposes. These reports are reviewed at Executive Staff and Parks & Open Spaces manager meetings with the aim of reallocating custodian, gardener, and Structural Maintenance resources to low-scoring parks.

Rec Park should more closely track specific quarterly recommendations that come out of the park evaluation result reports as well as any necessary action items that follow those recommendations.

Appendix A: Detailed Methodology

Program History

Standards Development

Prior to Proposition C, Rec Park did not have published maintenance schedules or performance standards. 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://sfrecpark.org/about/park-maintenance-standard/park-maintenance-schedule-posting-system/schedule-compliance-checking/>

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.

The park scores in this report represent a combination of Rec Park and CSA evaluation scores, according to a new weighting scheme (specified below).

Past Scoring Methodology (FY 2005-06 through FY 2011-12)

In the past, each park received a Rec Park and CSA yearly departmental score that was the average of all the evaluations that department performed. This method weighted Rec Park and CSA scores equally. For example, Rec Park may have evaluated a park four times, so the Rec Park average score was taken from all four evaluation scores.

In the example below, a park received four scores from Rec Park, averaging 82.3 percent for the year. CSA evaluated the park once, giving it a 73 percent average score. Therefore, the park's yearly final score for FY 2011-12 is 77.6 percent – the average of each of the department's average score.

FY 2011-12 park score example calculation

Dept.	Q1	Q2	Q3	Q4	Avg.
Rec Park	78%	82%	83%	86%	82.3%
CSA	73%				73%
2011-12 Park Score					77.6%

Score Re-Weighting (FY 2012-13)

Beginning in FY 2012-13, Rec Park and the Controller's Office jointly agreed that each evaluation score for a park should be weighted equally, regardless of which department performed the evaluation. Using the same data as above, the example below illustrates how this change in methodology affects the overall park score.

FY 2012-13 park score example calculation

Dept.	Q1	Q2	Q3	Q4	Avg.
Rec Park	78%	82%	83%	86%	-
CSA	73%				-
2012-13 Park Score					80.4%

This change in methodology which equally weights all available park scores, has the effect of reducing the impact of CSA scores, which previously received equal weight to Rec Park scores, even though Rec Park conducted more frequent evaluations. In order to make the data consistent over time, previous averages were corrected using this new weighting methodology. Comparison among all years of park evaluation data is therefore consistent.

To see park scores for all prior years, by park, see Appendix B, and to see all current year park evaluation scores by district and park, see Appendix C.

Maintenance Schedule Compliance

As noted, the Charter amendment that created the Park Maintenance Standards Program requires Rec Park to establish and post maintenance schedules. CSA has worked with Rec Park to develop and monitor the accuracy of its maintenance schedules for gardeners and custodians.

Maintenance schedules can be found posted on the Rec Park website at the following address: <http://sfrecpark.org/about/park-maintenance-standard/park-maintenance-schedule-posting-system/>

In order to account for approved employee leave, the raw schedule compliance rate observed is adjusted by an expected leave usage. Consistent with the experience of other city agencies, approved leave accounts for 18-20 percent of Rec Park employees' time. This non-productive time can include vacation, legal holidays, furloughs, floating holidays, jury duty, sick leave, and other reasons (see recommendation 3 in the next chapter).

Historically, and in the first two quarters of this fiscal year, PSA managers visited the selected parks unannounced to observe staff as compared to the publicly posted schedules. In Quarters 3 and 4 these checks were conducted by park evaluators at the time their evaluation took place. If staff is not present, the Park Services Managers are responsible for following up to find out why staff is not on-site when scheduled. Rec Park performed maintenance checks with the following compliance rate, which represent how often staff was observed in a park at the scheduled time:

Rec Park Maintenance Compliance Rates, FY 2012-13

<i>Quarter</i>	<i>Time Period</i>	<i>Raw Score</i>	<i>Adjusted Score*</i>
1	(July – September 2013)	77%	94%
2	(October– December 2013)	82%	100%
3	(January – March 2013)	71%	89%
4	(April – June 2013)	62%	80%

*Assuming a base compliance rate of 81%, accounting for expected leave usage

CSA evaluators checked compliance of staff schedules during park evaluations by visiting parks at times that custodians and gardeners were scheduled to be on site. CSA performed these checks with the following compliance rates, which show how often staff was observed in a park at the scheduled time:

CSA Maintenance Compliance Rates, FY 2012-13

<i>Quarter</i>	<i>Time Period</i>	<i>Raw Score</i>	<i>Adjusted Score*</i>
1	(July – September 2013)	65	80.2
2	(October– December 2013)	68	84.0
3	(January – March 2013)	70	86.4
4	(April – June 2013)	68	84.0

*Assuming a base compliance rate of 81%, accounting for expected leave usage

The Prop C Charter mandate requires Rec Park to post accurate park maintenance schedules. Current posted schedules are built on an assumption that gardeners and custodians follow a set timetable to perform their maintenance duties. As noted in prior reports, the online schedule is not flexible enough to indicate where gardeners and custodians have been temporarily redeployed for dealing with infrastructure emergencies, litter or dumping issues, management 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 leave, vacation, furloughs and floating holidays.

During FY 2012-13, CSA worked with Rec Park to revise the current maintenance scheduling compliance evaluation methodology in order to better comply with the Prop C Charter mandate. Rec Park piloted this new methodology in Q3 and Q4 of FY 2012-13, with Rec Park staff directed to conduct their evaluations during a time when a custodian or gardener was scheduled to be present. This new methodology will be given full effect beginning in Quarter 1 of FY 2013-14.

Appendix B: Individual Park Results

Park Name	District	Current		Previous						
		FY 2012-13	Change from FY 2011-12	FY 2011-12	FY 2010-11	FY 2009-10	FY 2008-09	FY 2007-08	FY 2006-07	FY 2005-06
10th Ave/Clement Mini Park	1	93.2%	-0.8%	94.0%	93.6%	96.9%	97.1%	0.0%	47.1%	77.2%
24th/York Mini Park	9	98.8%	1.2%	97.6%	96.6%	98.8%	95.2%	94.8%	96.3%	85.3%
Adam Rogers Park	10	81.4%	-5.4%	86.7%	81.1%	77.9%	73.0%	72.4%	76.9%	68.7%
Alamo Square	5	80.7%	-13.8%	94.6%	89.1%	92.4%	92.5%	64.9%	85.9%	88.5%
Alice Chalmers Playground	11	78.7%	-9.9%	88.6%	86.8%	91.8%	91.2%	95.4%	88.6%	92.6%
Alice Marble Tennis Courts	2	99.0%	0.4%	98.6%	98.7%	98.1%	98.2%	78.5%	99.1%	99.2%
Alioto Mini Park	9	91.5%	1.6%	89.9%	88.6%	88.9%	92.5%	96.7%	91.2%	95.0%
Allyne Park	2	95.1%	0.4%	94.7%	91.8%	97.9%	91.7%	86.7%	85.8%	89.3%
Alta Plaza	2	90.0%	-1.6%	91.6%	92.2%	97.1%	90.1%	73.6%	86.6%	92.0%
Angelo J. Rossi Playground	1	88.7%	-1.7%	90.4%	97.0%	94.2%	91.1%	89.6%	93.8%	88.0%
Aptos Playground	7	90.7%	-2.5%	93.1%	91.3%	90.7%	91.7%	93.2%	97.1%	0.0%
Argonne Playground	1	93.3%	-2.1%	95.4%	92.6%	93.3%	91.6%	88.6%	0.0%	84.5%
Balboa Park	7	96.0%	6.7%	89.3%	89.4%	95.2%	87.1%	85.0%	82.7%	78.6%
Bay View Playground	10	87.2%	1.8%	85.3%	84.3%	83.8%	74.1%	64.4%	83.7%	76.0%
Beideman/O'Farrell Mini Park	5	92.6%	-6.3%	98.9%	95.3%	80.3%	78.7%	75.3%	91.8%	77.7%
Bernal Heights Recreation Center	9	93.0%	-2.5%	95.5%	88.2%	93.8%	93.5%	72.1%	79.6%	85.4%
Broadway Tunnel West Mini Park	3	97.8%	5.4%	92.3%	81.6%	82.0%	91.5%	81.2%	87.1%	78.0%
Brooks Park	11	89.5%	-3.1%	92.6%	75.2%	97.1%	86.3%	88.5%	86.6%	92.1%
Brotherhood/Chester Mini Park	7	82.5%	n/a	0.0%	93.3%	96.4%	86.0%	81.5%	89.3%	68.3%
Buchanan Street Mall	5	81.1%	-3.7%	84.8%	74.6%	89.0%	82.2%	82.8%	66.9%	71.3%
Buena Vista Park	8	90.8%	2.3%	88.5%	80.1%	85.0%	79.3%	78.5%	70.9%	78.9%
Bush/Broderick Mini Park	5	92.0%	4.8%	87.2%	84.4%	95.7%	81.2%	85.9%	87.9%	63.6%
Cabrillo Playground	1	84.2%	-7.0%	91.2%	95.5%	95.5%	90.6%	92.8%	87.3%	92.1%
Carl Larsen Park	4		n/a	88.0%	85.7%	86.3%	83.0%	82.4%	72.7%	57.9%
Cayuga Playground	11		n/a	0.0%	87.2%	87.7%	80.7%	86.8%	85.7%	78.7%
Cayuga/Lamartine Mini Park	11	94.6%	3.1%	91.5%	87.1%	85.0%	80.2%	68.1%	61.6%	54.6%
Chester/ Palmetto	11	91.0%	5.0%	86.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Chinese Recreation Center	3		n/a	0.0%	0.0%	86.9%	81.2%	89.4%	85.6%	87.3%
Coleridge Mini Park	9	100.0%	8.3%	91.7%	91.3%	91.7%	97.1%	91.1%	84.5%	82.7%
Collis P. Huntington Park	3	94.8%	3.8%	91.0%	91.3%	96.2%	97.1%	99.5%	95.7%	95.5%
Corona Heights	8	88.7%	3.5%	85.2%	84.9%	84.3%	80.7%	92.2%	87.8%	85.5%
Coso/Precita Mini Park	9	97.3%	7.3%	90.0%	93.0%	94.1%	95.7%	84.9%	96.7%	82.8%
Cottage Row Mini Park	5	92.7%	-3.3%	96.0%	92.7%	93.2%	94.1%	90.4%	89.9%	79.6%
Cow Hollow Playground	2	97.7%	2.2%	95.4%	93.1%	97.6%	97.1%	85.3%	99.4%	91.8%
Crocker Amazon Playground	11	85.9%	-2.4%	88.3%	82.9%	87.8%	75.5%	78.5%	75.7%	84.7%
Douglass Playground	8	84.5%	-10.1%	94.6%	91.9%	92.0%	89.5%	82.3%	75.1%	72.9%
Duboce Park	8	94.1%	-3.4%	97.5%	94.5%	92.9%	92.9%	94.1%	84.4%	93.8%
Dupont Courts	1	79.4%	-3.7%	83.1%	93.5%	94.4%	85.0%	81.9%	89.3%	85.3%
Esprit Park	10	91.1%	2.7%	88.3%	92.7%	94.8%	92.5%	88.3%	87.9%	87.5%
Eureka Valley Rec Center	8	97.6%	0.6%	97.0%	93.8%	98.8%	94.0%	94.7%	82.9%	92.4%
Excelsior Playground	11	84.8%	-4.3%	89.1%	77.3%	84.5%	89.4%	93.6%	91.0%	92.0%
Father Alfred E. Boeddeker Park	6	89.8%	3.9%	85.9%	82.9%	88.8%	91.8%	89.6%	85.0%	78.1%
Fay Park	3	97.7%	-2.3%	100.0%	99.6%	100.0%	97.7%	99.4%	93.9%	100.0%

		Current		Previous						
Fillmore/Turk Mini Park	5	88.3%	4.1%	84.3%	87.8%	89.5%	91.6%	84.0%	85.1%	72.1%
Franklin Square	6	88.6%	0.1%	88.5%	86.4%	85.1%	86.6%	74.5%	72.1%	57.5%
Fulton Playground	1	95.1%	17.8%	77.4%	94.9%	85.4%	89.9%	90.2%	89.2%	95.4%
Garfield Square	9	94.5%	11.3%	83.3%	87.8%	88.3%	88.3%	94.8%	86.1%	72.7%
Gene Friend Rec Center	6	91.5%	2.2%	89.3%	94.6%	89.2%	91.7%	90.4%	89.9%	84.8%
George Christopher Playground	8	94.4%	-0.8%	95.2%	93.1%	96.5%	95.7%	91.8%	76.5%	84.9%
Gilman Playground	10	77.7%	-9.9%	87.6%	79.3%	82.6%	83.1%	76.2%	84.4%	79.7%
Glen Park	8	91.0%	0.2%	90.8%	88.4%	86.5%	90.5%	92.5%	89.3%	90.8%
Golden Gate Heights Park	7	87.6%	0.4%	87.3%	85.8%	87.3%	91.7%	87.7%	83.5%	86.1%
Golden Gate Park	1	90.2%	0.2%	90.1%	88.7%	88.1%	90.7%	84.1%	81.8%	82.1%
Golden Gate/Steiner Mini Park	5	83.3%	-5.8%	89.2%	88.9%	91.0%	88.7%	86.9%	82.9%	76.9%
Grattan Playground	5	92.2%	1.9%	90.3%	85.5%	83.5%	91.9%	87.7%	82.0%	67.7%
Hamilton Playground	5	93.5%	-2.7%	96.2%	97.9%	93.5%	0.0%	74.6%	67.5%	59.2%
Hayes Valley Playground	5	95.2%	0.8%	94.4%	0.0%	94.5%	83.2%	92.5%	88.8%	85.3%
Head/Brotherhood Mini Park	11	95.3%	13.2%	82.1%	76.0%	82.5%	72.7%	75.8%	63.5%	85.4%
Helen Wills Playground	3	93.4%	-1.4%	94.8%	97.7%	99.4%	96.7%	97.9%	97.1%	95.6%
Herz Playground	10	85.8%	1.0%	84.8%	81.7%	76.9%	82.4%	82.2%	90.5%	0.0%
Hilltop Park	10	89.4%	3.3%	86.2%	81.3%	64.4%	67.6%	85.4%	71.4%	57.7%
Holly Park	9	95.9%	-0.1%	96.1%	96.5%	93.4%	93.7%	91.3%	81.0%	82.5%
Hyde/Vallejo Mini Park	3	96.1%	1.2%	94.9%	88.8%	97.4%	97.5%	96.8%	85.2%	85.4%
Ina Coolbrith Mini Park	3	85.7%	-3.1%	88.8%	89.2%	94.4%	91.0%	79.7%	93.6%	82.0%
India Basin Shoreline Park	10	93.2%	4.8%	88.3%	91.4%	88.7%	81.8%	86.4%	84.3%	82.6%
J. P. Murphy Playground	7	97.6%	2.9%	94.8%	96.3%	98.5%	97.9%	0.0%	97.2%	98.6%
Jackson Playground	10	93.3%	5.0%	88.3%	88.3%	96.2%	89.5%	91.8%	84.4%	88.2%
James Rolph Jr Playground	9	90.2%	3.5%	86.7%	89.0%	90.5%	94.3%	0.0%	70.1%	80.9%
Japantown Peace Plaza	5	96.0%	0.5%	95.5%	90.9%	93.6%	94.5%	92.2%	83.7%	85.5%
Jefferson Square	6	85.9%	-4.7%	90.6%	82.8%	89.7%	83.5%	76.0%	79.2%	81.4%
Joe Dimaggio Playground	3	93.8%	-0.1%	94.0%	96.6%	91.5%	97.2%	93.5%	95.1%	93.3%
John McLaren Park	10	88.8%	9.8%	79.0%	85.4%	76.7%	77.3%	70.9%	86.7%	79.5%
Joost/Baden Mini Park	8	97.5%	1.5%	96.0%	95.2%	97.3%	93.8%	78.7%	68.7%	83.8%
Jose Coronado Playground	9	83.3%	0.7%	82.6%	95.9%	90.8%	87.1%	91.5%	80.6%	71.9%
Joseph Conrad Mini Park	3	93.1%	0.1%	93.1%	93.8%	96.7%	96.2%	90.0%	91.7%	91.8%
Joseph L. Alioto Performing Arts Piazza	3	91.6%	-0.9%	92.5%	88.2%	93.8%	91.8%	93.4%	98.4%	84.8%
Joseph Lee Recreation Center	10	90.4%	-2.3%	92.7%	98.0%	97.1%	98.0%	94.2%	0.0%	50.1%
Julius Kahn Playground	2	91.9%	-2.3%	94.2%	94.8%	98.0%	95.3%	90.1%	88.2%	93.8%
Junipero Serra Playground	7	89.9%	-4.7%	94.6%	91.0%	94.6%	96.9%	0.0%	97.5%	93.6%
Juri Commons	9	91.6%	-0.4%	92.0%	91.2%	87.3%	96.9%	91.3%	94.7%	84.1%
Justin Herman/Embarcadero Plaza	3	92.9%	0.4%	92.5%	96.4%	91.2%	88.7%	88.6%	94.5%	86.4%
Kelloch Velasco Mini Park	10	91.2%	-1.9%	93.1%	95.2%	86.8%	97.7%	76.6%	67.0%	83.9%
Kid Power Park	6	99.1%	3.1%	96.0%	97.4%	94.6%	91.2%	92.5%	95.4%	99.3%
Koshland Park	5	90.3%	-1.8%	92.0%	92.7%	85.4%	87.7%	96.5%	84.1%	87.8%
Lafayette Park	2		n/a	91.1%	83.9%	93.9%	91.5%	83.4%	86.0%	73.8%
Lake Merced Park	7	76.6%	1.6%	74.9%	84.6%	88.9%	75.5%	81.6%	87.8%	82.7%
Laurel Hill Playground	2	91.8%	-0.7%	92.5%	87.2%	96.4%	97.2%	87.5%	88.4%	92.8%
Lessing/Sears Mini Park	11	87.6%	2.2%	85.4%	86.6%	82.3%	83.7%	74.6%	82.4%	69.2%
Lincoln Park	1	93.4%	2.0%	91.4%	90.1%	89.9%	88.9%	79.4%	81.3%	77.4%
Little Hollywood Park	10	84.6%	2.2%	82.5%	90.9%	74.9%	82.2%	77.1%	75.7%	93.3%
Louis Sutter Playground	10	90.1%	3.2%	86.9%	90.5%	87.9%	79.4%	83.6%	90.9%	0.0%
Lower Great Highway	4	77.9%	-0.4%	78.3%	86.7%	77.9%	85.0%	82.2%	86.7%	0.0%
Margaret S. Hayward Playground	6	87.6%	-4.1%	91.8%	93.8%	86.9%	95.5%	88.0%	81.6%	82.8%

		Current		Previous						
Maritime Plaza	3	98.7%	1.4%	97.3%	99.0%	96.7%	99.5%	96.3%	93.9%	0.0%
McCoppin Square	4	93.7%	8.0%	85.7%	91.2%	93.3%	88.5%	85.5%	81.7%	79.3%
McKinley Square	10	85.7%	-3.2%	88.9%	87.4%	93.4%	72.0%	88.3%	70.6%	76.7%
Merced Heights Playground	11	91.1%	9.5%	81.5%	85.6%	88.6%	89.3%	87.6%	80.8%	69.3%
Michelangelo Playground	3	95.6%	5.5%	90.1%	91.4%	95.1%	95.8%	91.2%	94.0%	97.0%
Midtown Terrace Playground	7	96.4%	1.2%	95.2%	99.2%	100.0%	97.2%	97.8%	92.2%	95.1%
Minnie & Lovie Ward Rec Center	11	84.7%	1.4%	83.3%	81.0%	91.8%	82.8%	0.0%	59.4%	45.4%
Miraloma Playground	7	97.7%	2.5%	95.3%	96.0%	94.0%	92.9%	0.0%	89.0%	77.9%
Mission Dolores Park	8	86.2%	9.3%	76.8%	85.9%	74.8%	75.4%	90.0%	84.6%	86.9%
Mission Playground	8	98.5%	n/a	0.0%	88.6%	84.5%	91.2%	94.4%	94.2%	80.0%
Mission Rec Center	9	96.5%	3.7%	92.7%	94.2%	98.0%	96.3%	94.2%	93.1%	91.1%
Moscone Recreation Center	2	93.6%	-1.1%	94.7%	95.3%	94.7%	95.2%	0.0%	93.8%	87.4%
Mountain Lake Park	2	91.5%	0.3%	91.3%	88.7%	85.7%	94.9%	83.6%	87.1%	84.0%
Mt. Olympus	8	90.7%	2.9%	87.8%	84.0%	86.6%	77.6%	74.3%	71.0%	88.3%
Mullen/Peralta Mini Park	9	92.0%	-0.2%	92.3%	91.2%	92.8%	98.5%	89.9%	100.0%	100.0%
Muriel Leff Mini Park	1	87.9%	1.0%	86.8%	91.5%	94.6%	91.5%	75.3%	91.8%	94.9%
Noe Valley Courts	8	90.6%	3.4%	87.2%	91.3%	90.8%	84.7%	91.5%	81.2%	85.3%
Page/Laguna Mini Park	5	98.0%	3.8%	94.2%	94.0%	91.3%	90.8%	93.7%	68.1%	79.6%
Palace Of Fine Arts	2	92.5%	-4.0%	96.5%	94.5%	96.9%	87.7%	87.4%	91.0%	81.2%
Palega Recreation Center	9	0.0%	n/a	81.8%	86.7%	88.8%	86.4%	85.0%	77.2%	75.5%
Palou/Phelps Park	10	82.2%	-1.2%	83.4%	82.1%	78.8%	82.6%	77.1%	86.6%	87.0%
Park Presidio Blvd	1	62.9%	4.7%	58.3%	78.1%	87.2%	78.3%	72.6%	68.1%	0.0%
Parkside Square	4	87.4%	-3.0%	90.3%	94.4%	93.5%	91.6%	91.4%	80.4%	69.3%
Parque Ninos Unidos	9	93.6%	3.9%	89.7%	94.7%	95.3%	97.0%	95.4%	94.0%	89.5%
Patricia's Green in Hayes Valley	5	97.7%	7.6%	90.2%	96.5%	94.9%	90.1%	95.0%	89.0%	96.3%
Peixotto Playground	8	91.3%	-5.3%	96.6%	91.9%	90.3%	83.7%	86.8%	90.3%	87.2%
Pine Lake Park	4	83.7%	3.6%	80.1%	88.6%	89.4%	84.7%	88.0%	69.9%	69.7%
Portsmouth Square	3	85.2%	-3.2%	88.5%	90.6%	92.0%	85.3%	85.4%	77.8%	80.6%
Potrero Del Sol Park	10	85.5%	3.2%	82.3%	76.7%	81.4%	86.2%	0.0%	65.4%	80.6%
Potrero Hill Recreation Center	10	95.1%	3.2%	91.9%	75.8%	86.4%	83.5%	88.8%	77.2%	82.2%
Precita Park	9	96.2%	4.3%	91.9%	87.8%	93.9%	91.0%	85.9%	82.7%	87.4%
Prentiss Mini Park	9	94.7%	2.6%	92.0%	95.6%	95.0%	91.7%	91.0%	81.8%	79.3%
Presidio Heights Playground	2	95.6%	-2.0%	97.6%	95.2%	94.1%	94.8%	91.0%	93.1%	90.7%
Randolph/Bright Mini Park	11	94.7%	20.5%	74.2%	75.8%	86.8%	90.8%	77.0%	69.7%	67.5%
Raymond Kimbell Playground	5	85.1%	-4.3%	89.4%	92.0%	82.3%	73.4%	70.8%	73.4%	66.5%
Richmond Playground	1	94.8%	0.9%	93.8%	95.9%	96.9%	98.3%	94.7%	86.7%	87.7%
Richmond Recreation Center	1	97.9%	1.9%	96.0%	96.1%	96.4%	98.1%	98.2%	94.7%	99.4%
Rochambeau Playground	1	92.2%	2.7%	89.5%	94.3%	91.2%	94.4%	91.9%	88.1%	94.8%
Rolph Nicol Playground	7	88.1%	-3.8%	91.9%	90.7%	87.2%	85.3%	75.4%	84.9%	74.9%
Roosevelt/Henry Steps	8	89.9%	1.3%	88.6%	82.5%	85.7%	93.8%	85.0%	83.3%	0.0%
Saturn Street Steps	8	95.7%	7.9%	87.8%	78.0%	94.7%	75.8%	87.1%	59.8%	67.6%
Selby/Palou Mini Park	10	87.7%	2.1%	85.5%	86.3%	84.5%	84.8%	71.5%	83.3%	68.9%
Seward Mini Park	8	94.8%	6.2%	88.6%	87.7%	94.7%	83.3%	82.1%	78.3%	69.5%
Sgt. John Macaulay Park	6	89.6%	2.2%	87.4%	89.3%	90.7%	74.4%	76.5%	78.2%	81.0%
Sigmund Stern Recreation Grove	4	86.2%	-5.7%	92.0%	86.3%	92.7%	91.9%	84.2%	84.8%	87.7%
Silver Terrace Playground	10	91.0%	1.7%	89.3%	87.2%	87.6%	86.1%	89.2%	86.9%	71.9%
South Park	6	81.8%	-5.4%	87.2%	93.2%	93.7%	93.5%	81.4%	79.4%	90.1%
South Sunset Playground	4	93.7%	8.2%	85.5%	92.4%	91.7%	92.7%	83.6%	82.6%	84.4%
St Mary's Rec Center	9	96.7%	3.5%	93.2%	95.5%	88.6%	85.6%	95.8%	89.4%	87.5%
St Mary's Square	3	88.2%	-4.6%	92.7%	92.7%	93.8%	88.6%	88.2%	81.1%	93.9%

		Current		Previous						
States Street Playground	8	79.4%	-5.9%	85.3%	88.7%	84.6%	91.3%	91.1%	93.0%	78.3%
Sue Bierman Park	3	97.9%	8.3%	89.6%	0.0%	92.8%	93.9%	70.5%	92.4%	89.5%
Sunnyside Conservatory	8	99.4%	0.4%	99.0%	100.0%	100.0%	75.6%	80.5%	69.6%	61.0%
Sunnyside Playground	7	96.5%	-0.4%	97.0%	96.9%	98.6%	95.5%	97.5%	75.7%	76.0%
Sunset Playground	4	99.2%	n/a	0.0%	92.9%	96.1%	92.4%	93.3%	84.8%	85.9%
Telegraph Hill/Pioneer Park	3	97.2%	1.6%	95.6%	95.1%	99.3%	95.8%	94.1%	94.7%	79.5%
Tenderloin Children's Rec Center	6	96.9%	4.2%	92.7%	97.1%	94.0%	95.4%	87.5%	95.0%	95.8%
Turk/Hyde Mini Park	6	93.8%	10.5%	83.3%	87.9%	85.4%	93.1%	92.2%	86.7%	88.7%
Union Square	3	92.7%	-1.9%	94.6%	96.0%	96.8%	99.0%	95.7%	100.0%	97.4%
Upper Noe Recreation Center	8	96.8%	3.7%	93.2%	95.1%	96.4%	97.0%	0.0%	0.0%	73.5%
Utah/18th Mini Park	10	97.4%	12.0%	85.4%	80.5%	95.6%	79.8%	92.5%	76.1%	81.2%
Victoria Manalo Draves Park	6	95.4%	-1.4%	96.8%	95.5%	87.2%	93.4%	96.6%	95.4%	0.0%
Visitation Valley Greenway	10	90.9%	-3.2%	94.1%	93.1%	94.9%	94.6%	87.3%	87.7%	95.8%
Visitation Valley Playground	10	87.1%	4.9%	82.2%	87.4%	87.3%	90.8%	91.1%	86.9%	92.9%
Walter Haas Playground	8	88.7%	-4.1%	92.8%	94.5%	94.6%	92.6%	86.9%	92.6%	91.0%
Washington Square	3	90.5%	-1.7%	92.2%	92.0%	95.1%	89.1%	92.8%	89.8%	82.6%
Washington/Hyde Mini Park	3	98.0%	4.2%	93.8%	90.5%	96.2%	94.6%	89.1%	98.9%	94.2%
West Portal Playground	7	86.9%	-0.6%	87.5%	85.0%	91.9%	86.1%	90.4%	87.2%	85.8%
West Sunset Playground	4	91.7%	-6.4%	98.1%	0.0%	93.0%	89.6%	90.3%	81.6%	85.6%
Willie Woo Woo Wong Playground	3	88.5%	2.4%	86.1%	89.7%	92.2%	92.1%	89.3%	94.6%	86.7%
Woh Hei Yuen Park	3	91.6%	-2.9%	94.5%	98.2%	98.6%	92.7%	93.9%	94.0%	87.1%
Yacht Harbor and Marina Green	2	93.7%	2.6%	91.1%	92.6%	92.3%	82.1%	84.6%	88.7%	71.6%
Youngblood Coleman Playground	10	85.3%	-5.7%	90.9%	84.0%	73.5%	89.6%	90.9%	76.6%	71.6%

Appendix C: District Results

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
DISTRICT 1								
10th Ave/Clement Mini Park	CON			82.9%		93.2%	94.0%	-0.8%
	REC	94.4%	100.0%	94.3%	94.3%			
Angelo J. Rossi Playground	CON			97.5%		88.7%	90.4%	-1.7%
	REC	92.6%	94.9%	86.0%	72.7%			
Argonne Playground	CON				91.4%	93.3%	95.4%	-2.1%
	REC	98.8%	97.5%	95.1%	83.8%			
Cabrillo Playground	CON	75.4%				84.2%	91.2%	-7.0%
	REC	88.7%	78.6%	86.6%	91.6%			
Dupont Courts	CON				81.8%	79.4%	83.1%	-3.7%
	REC	57.9%	88.0%	77.8%	91.3%			
Fulton Playground	CON			85.4%		95.1%	77.4%	17.8%
	REC			100.0%	100.0%			
Golden Gate Park	CON	81.6%	95.0%	85.1%	96.9%	90.2%	90.1%	0.2%
	REC	92.6%	92.6%	89.2%	88.8%			
Lincoln Park	CON					93.4%	91.4%	2.0%
	REC	96.1%	100.0%	84.4%	93.2%			
Muriel Leff Mini Park	CON			85.2%		87.9%	86.8%	1.0%
	REC	85.7%	85.2%	87.0%	96.4%			
Park Presidio Blvd	CON	11.1%				62.9%	58.3%	4.7%
	REC	64.7%	67.0%	77.8%	94.1%			
Richmond Playground	CON		94.5%			94.8%	93.8%	0.9%
	REC	93.9%	97.2%	95.0%	93.2%			
Richmond Recreation Center	CON		92.7%			97.9%	96.0%	1.9%
	REC	100.0%	100.0%	98.5%	98.2%			
Rochambeau Playground	CON		91.1%			92.2%	89.5%	2.7%
	REC	94.4%	98.9%	88.9%	87.6%			
DISTRICT 2								
Alice Marble Tennis Courts	CON			98.0%		99.0%	98.6%	0.4%
	REC	96.9%	100.0%	100.0%	100.0%			
Allyne Park	CON				78.6%	95.1%	94.7%	0.4%
	REC	97.0%	100.0%	100.0%	100.0%			
Alta Plaza	CON			97.6%		90.0%	91.6%	-1.6%
	REC			77.6%	94.8%			
Cow Hollow Playground	CON		94.2%			97.7%	95.4%	2.2%
	REC	100.0%	98.0%	96.2%	100.0%			
Julius Kahn Playground	CON			87.6%		91.9%	94.2%	-2.3%
	REC	79.2%	94.3%	99.2%	99.1%			
Laurel Hill Playground	CON			86.3%		91.8%	92.5%	-0.7%
	REC	98.6%	98.6%	97.2%	78.4%			
Moscone Recreation Center	CON				96.4%	93.6%	94.7%	-1.1%
	REC	98.8%	95.0%	91.2%	86.7%			
Mountain Lake Park	CON	86.5%				91.5%	91.3%	0.3%
	REC	98.9%	80.0%	94.6%	97.8%			
Palace Of Fine Arts	CON				90.0%	92.5%	96.5%	-4.0%
	REC	90.2%	96.0%	94.1%	92.2%			
Presidio Heights Playground	CON			93.0%		95.6%	97.6%	-2.0%
	REC	97.0%	98.5%	97.0%	92.3%			
Yacht Harbor and Marina Green	CON				85.0%	91.1%	90.0%	1.0%
	REC		90.9%	100.0%	98.9%			
DISTRICT 3								

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
Broadway Tunnel West Mini Park	CON	98.0%				97.8%	92.3%	5.4%
	REC	92.9%	97.9%	100.0%	100.0%			
Collis P. Huntington Park	CON			87.0%		94.8%	91.0%	3.8%
	REC	97.8%	95.6%	97.8%	95.7%			
Fay Park	CON		97.2%			97.7%	100.0%	-2.3%
	REC	97.1%	97.2%	100.0%	97.1%			
Helen Wills Playground	CON	86.9%				93.4%	94.8%	-1.4%
	REC	98.8%	94.0%		94.0%			
Hyde/Vallejo Mini Park	CON				100.0%	96.1%	94.9%	1.2%
	REC	90.3%	100.0%	90.0%	100.0%			
Ina Coolbrith Mini Park	CON		87.0%			85.7%	88.8%	-3.1%
	REC	95.7%	95.8%	79.2%	70.8%			
Joe Dimaggio Playground	CON			96.6%		93.8%	94.0%	-0.1%
	REC	100.0%	95.7%	85.7%	91.2%			
Joseph Conrad Mini Park	CON			93.3%		93.1%	93.1%	0.1%
	REC	96.8%	96.8%	90.3%	88.5%			
Joseph L. Alioto Performing Arts	CON		74.0%			91.6%	92.5%	-0.9%
	REC	100.0%	87.9%	100.0%	96.2%			
Justin Herman/Embarcadero Plaza	CON		93.8%			92.9%	92.5%	0.4%
	REC	90.6%	100.0%	96.9%	83.3%			
Maritime Plaza	CON				100.0%	98.7%	97.3%	1.4%
	REC	96.4%	96.9%	100.0%	100.0%			
Michelangelo Playground	CON			93.9%		95.6%	90.1%	5.5%
	REC	98.5%	98.5%	91.5%	95.5%			
Portsmouth Square	CON				81.3%	85.2%	88.5%	-3.2%
	REC	93.7%	78.5%		87.5%			
St Mary's Square	CON			74.5%		88.2%	92.7%	-4.6%
	REC	94.1%	98.0%	93.9%	80.4%			
Sue Bierman Park	CON		94.6%			97.9%	89.6%	8.3%
	REC	97.4%	97.4%	100.0%	100.0%			
Telegraph Hill/Pioneer Park	CON					97.2%	95.6%	1.6%
	REC	100.0%	98.0%	90.6%	100.0%			
Union Square	CON			92.7%		92.7%	94.6%	-1.9%
	REC	82.9%	90.2%	100.0%	97.6%			
Washington Square	CON		81.7%			90.5%	92.2%	-1.7%
	REC	85.7%	96.8%	97.7%	90.5%			
Washington/Hyde Mini Park	CON				100.0%	91.1%	90.0%	1.0%
	REC	97.7%	94.7%	100.0%	97.7%			
Willie Woo Woo Wong Playground	CON				86.1%	91.1%	90.0%	1.0%
	REC	90.4%	96.2%	92.8%	77.1%			
Woh Hei Yuen Park	CON		91.7%			91.1%	90.0%	1.0%
	REC	94.1%	92.2%	90.0%	90.1%			
DISTRICT 4								
Lower Great Highway	CON	63.8%				77.9%	78.3%	-0.4%
	REC	79.0%	82.3%	78.0%	86.6%			
McCoppin Square	CON			91.3%		93.7%	85.7%	8.0%
	REC	87.0%	97.7%	96.8%	95.7%			
Parkside Square	CON				70.1%	87.4%	90.3%	-3.0%
	REC	89.0%	94.9%	89.8%	93.0%			
Pine Lake Park	CON	60.8%				83.7%	80.1%	3.6%
	REC	92.5%	88.6%	95.7%	80.8%			
Sigmund Stern Recreation Grove	CON				72.2%	86.2%	92.0%	-5.7%
	REC	98.2%	85.4%		89.1%			

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
South Sunset Playground	CON		92.4%			93.7%	85.5%	8.2%
	REC	90.3%		98.8%	93.3%			
Sunset Playground	CON			97.7%		99.2%	0.0%	99.2%
	REC		100.0%	99.0%	100.0%			
West Sunset Playground	CON		96.2%			91.1%	90.0%	1.0%
	REC	85.1%	100.0%	95.4%	81.7%			
DISTRICT 5								
Alamo Square	CON			88.2%		80.7%	94.6%	-13.8%
	REC	75.3%	82.5%	91.8%	65.9%		94.6%	
Beideman/O'Farrell Mini Park	CON				87.5%	92.6%	98.9%	-6.3%
	REC	87.5%	92.0%	100.0%	95.8%			
Buchanan Street Mall	CON		82.0%			81.1%	84.8%	-3.7%
	REC	74.2%	85.0%	82.5%	81.7%		84.8%	
Bush/Broderick Mini Park	CON			80.0%		92.0%	87.2%	4.8%
	REC	96.7%	100.0%	86.7%	96.7%		87.2%	
Cottage Row Mini Park	CON		83.3%			92.7%	96.0%	-3.3%
	REC	100.0%	94.3%	85.7%	100.0%		96.0%	
Fillmore/Turk Mini Park	CON			90.0%		88.3%	84.3%	4.1%
	REC	80.0%	93.3%	90.0%				
Golden Gate/Steiner Mini Park	CON			83.3%		83.3%	89.2%	-5.8%
	REC	61.1%	88.9%	100.0%	83.3%			
Grattan Playground	CON	92.4%				92.2%	90.3%	1.9%
	REC	95.6%	93.3%	88.9%	91.0%			
Hamilton Playground	CON				88.6%	93.5%	96.2%	-2.7%
	REC	97.4%	97.3%	91.2%	92.9%			
Hayes Valley Playground	CON	81.8%				95.2%	94.4%	0.8%
	REC	93.9%	100.0%	100.0%	100.0%			
Japantown Peace Plaza	CON		93.1%			96.0%	95.5%	0.5%
	REC	100.0%	93.3%	93.3%	100.0%			
Koshland Park	CON	100.0%				90.3%	92.0%	-1.8%
	REC	79.2%	80.0%	94.1%	98.0%			
Page/Laguna Mini Park	CON	100.0%				98.0%	94.2%	3.8%
	REC	96.6%	96.8%	96.8%	100.0%			
Patricia's Green in Hayes Valley	CON	95.5%				97.7%	90.2%	7.6%
	REC	95.5%	100.0%	100.0%	97.7%			
Raymond Kimbell Playground	CON				80.0%	85.1%	89.4%	-4.3%
	REC	72.5%	90.0%	97.3%	85.5%			
DISTRICT 6								
Father Alfred E. Boeddeker Park	CON	86.6%				89.8%	85.9%	3.9%
	REC	93.1%						
Franklin Square	CON				92.2%	88.6%	88.5%	0.1%
	REC	92.7%	70.4%	94.7%	93.0%			
Gene Friend Rec Center	CON			81.0%		91.5%	89.3%	2.2%
	REC	96.5%	94.3%	97.6%	88.3%			
Jefferson Square	CON			86.5%		85.9%	90.6%	-4.7%
	REC			91.9%	79.4%			
Kid Power Park	CON	100.0%				99.1%	96.0%	3.1%
	REC	97.8%	100.0%	97.8%	100.0%			
Margaret S. Hayward Playground	CON		91.9%			87.6%	91.8%	-4.1%
	REC	74.5%	89.0%	91.0%	91.9%			
Sgt. John Macaulay Park	CON				74.1%	89.6%	87.4%	2.2%
	REC	100.0%	88.9%	85.2%	100.0%			
South Park	CON			75.5%		81.8%	87.2%	-5.4%

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
	REC	65.2%	76.6%	95.9%	95.8%			
Tenderloin Children's Rec Center	CON				93.2%	96.9%	92.7%	4.2%
	REC	98.3%	92.9%	100.0%	100.0%			
Turk/Hyde Mini Park	CON				84.6%	93.8%	83.3%	10.5%
	REC	92.0%	92.3%	100.0%	100.0%			
Victoria Manalo Draves Park	CON	93.0%				95.4%	96.8%	-1.4%
	REC	97.7%	93.1%	97.7%	95.4%			
DISTRICT 7								
Aptos Playground	CON		80.9%			90.7%	93.1%	-2.5%
	REC	100.0%	90.8%	85.1%	96.6%			
Balboa Park	CON			94.6%		96.0%	89.3%	6.7%
	REC	99.4%	96.0%	94.2%	95.6%			
Brotherhood/Chester Mini Park	CON	83.0%				82.5%	0.0%	82.5%
	REC	90.0%	60.0%	82.1%	97.4%			
Golden Gate Heights Park	CON		88.1%			87.6%	87.3%	0.4%
	REC	94.9%	89.1%	76.3%	89.8%			
J. P. Murphy Playground	CON				95.4%	97.6%	94.8%	2.9%
	REC	97.0%	95.8%	100.0%	100.0%			
Junipero Serra Playground	CON		90.1%			89.9%	94.6%	-4.7%
	REC	96.8%	88.8%		83.9%			
Lake Merced Park	CON		56.4%			76.6%	74.9%	1.6%
	REC	76.9%	86.2%	83.0%	80.3%		74.9%	
Midtown Terrace Playground	CON				97.4%	96.4%	95.2%	1.2%
	REC	94.8%	96.2%	100.0%	93.7%			
Miraloma Playground	CON		98.8%			97.7%	95.3%	2.5%
	REC	98.9%	95.4%		97.8%			
Rolph Nicol Playground	CON		70.7%			88.1%	91.9%	-3.8%
	REC	92.5%	85.4%	91.7%	100.0%			
Sunnyside Playground	CON		93.3%			96.5%	97.0%	-0.4%
	REC	100.0%	97.6%	95.3%	96.5%			
West Portal Playground	CON		88.2%			91.1%	90.0%	1.0%
	REC	84.0%	88.2%	80.0%	94.1%			
DISTRICT 8								
Buena Vista Park	CON			88.9%		90.8%	88.5%	2.3%
	REC	100.0%	84.5%	91.7%	88.9%			
Corona Heights	CON				83.5%	88.7%	85.2%	3.5%
	REC	86.3%	100.0%	86.0%	87.8%			
Douglass Playground	CON	88.6%				84.5%	94.6%	-10.1%
	REC	92.6%	72.3%					
Duboce Park	CON		93.5%			94.1%	97.5%	-3.4%
	REC	90.7%	98.8%	96.9%	90.6%			
Eureka Valley Rec Center	CON	92.9%				97.6%	97.0%	0.6%
	REC	98.8%	97.6%	100.0%	98.8%			
George Christopher Playground	CON	97.2%				94.4%	95.2%	-0.8%
	REC	98.7%	97.3%	96.3%	82.4%			
Glen Park	CON			84.7%		91.0%	90.8%	0.2%
	REC	94.1%	87.5%	89.7%	98.8%			
Joost/Baden Mini Park	CON		87.5%			97.5%	96.0%	1.5%
	REC	100.0%	100.0%	100.0%	100.0%			
Mission Dolores Park	CON	80.5%				86.2%	76.8%	9.3%
	REC	89.8%	76.4%	93.5%	90.6%			
Mission Playground	CON	100.0%				98.5%	0.0%	98.5%
	REC		95.2%	100.0%	98.8%			

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
Mt. Olympus	CON	100.0%				90.7%	87.8%	2.9%
	REC	73.7%	94.4%		94.7%			
Noe Valley Courts	CON		88.3%			90.6%	87.2%	3.4%
	REC	93.9%	89.2%	88.0%	93.9%			
Peixotto Playground	CON			87.3%		91.3%	96.6%	-5.3%
	REC	84.1%	90.3%	98.6%	96.3%			
Roosevelt/Henry Steps	CON			89.5%		89.9%	88.6%	1.3%
	REC	80.0%	95.0%	85.0%	100.0%			
Saturn Street Steps	CON			87.0%		95.7%	87.8%	7.9%
	REC		100.0%		100.0%			
Seward Mini Park	CON			91.4%		94.8%	88.6%	6.2%
	REC	87.9%	100.0%	100.0%	94.7%			
States Street Playground	CON				67.9%	79.4%	85.3%	-5.9%
	REC		85.7%		84.5%			
Sunnyside Conservatory	CON		100.0%			99.4%	99.0%	0.4%
	REC	100.0%	100.0%	97.1%	100.0%			
Upper Noe Recreation Center	CON				98.8%	96.8%	93.2%	3.7%
	REC	95.5%	96.7%	96.6%	96.7%			
Walter Haas Playground	CON			91.2%		88.7%	92.8%	-4.1%
	REC	91.5%	86.9%	86.9%	86.9%			
DISTRICT 9								
24th/York Mini Park	CON			97.0%		98.8%	97.6%	1.2%
	REC	100.0%	100.0%	97.1%	100.0%			
Alioto Mini Park	CON	93.8%				91.5%	89.9%	1.6%
	REC	91.8%	96.0%	84.4%				
Bernal Heights Recreation Center	CON				89.1%	93.0%	95.5%	-2.5%
	REC	86.8%	100.0%	90.5%	98.6%			
Coleridge Mini Park	CON				100.0%	100.0%	91.7%	8.3%
	REC	100.0%	100.0%	100.0%	100.0%			
Coso/Precita Mini Park	CON				86.7%	97.3%	90.0%	7.3%
	REC	100.0%	100.0%	100.0%	100.0%			
Garfield Square	CON				87.0%	94.5%	83.3%	11.3%
	REC	91.7%	96.4%	97.6%	100.0%			
Holly Park	CON				91.0%	95.9%	96.1%	-0.1%
	REC	98.0%	94.7%		100.0%			
James Rolph Jr Playground	CON			83.8%		90.2%	86.7%	3.5%
	REC	87.3%		100.0%	89.6%			
Jose Coronado Playground	CON	65.9%				83.3%	82.6%	0.7%
	REC	92.7%	87.3%	87.3%				
Juri Commons	CON				88.4%	91.6%	92.0%	-0.4%
	REC	86.0%	95.3%	100.0%	88.4%			
Mission Rec Center	CON			97.0%		96.5%	92.7%	3.7%
	REC	100.0%	91.8%	94.9%	98.8%			
Mullen/Peralta Mini Park	CON				72.7%	92.0%	92.3%	-0.2%
	REC	100.0%	87.5%	100.0%	100.0%			
Parque Ninos Unidos	CON			93.8%		93.6%	89.7%	3.9%
	REC	100.0%	88.9%	89.3%	95.9%			
Precita Park	CON				91.5%	96.2%	91.9%	4.3%
	REC	95.7%	98.0%	97.8%	98.0%			
Prentiss Mini Park	CON				93.8%	94.7%	92.0%	2.6%
	REC	96.8%	97.1%		91.2%			
St Mary's Rec Center	CON				92.6%	96.7%	93.2%	3.5%
	REC	95.6%	99.2%	97.7%	98.5%			

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
DISTRICT 10								
Adam Rogers Park	CON			88.5%			86.7%	
	REC	89.6%	73.7%	78.7%	76.3%	81.4%		-5.4%
Bay View Playground	CON		78.9%				85.3%	
	REC	90.7%	98.1%	92.1%	76.0%	87.2%		1.8%
Esprit Park	CON			96.9%			88.3%	
	REC	100.0%	72.7%	100.0%	85.7%	91.1%		2.7%
Gilman Playground	CON		75.7%				87.6%	
	REC	77.3%	62.7%	97.0%	75.9%	77.7%		-9.9%
Herz Playground	CON	78.5%					84.8%	
	REC	81.6%	85.5%	93.5%	90.0%	85.8%		1.0%
Hilltop Park	CON			86.0%			86.2%	
	REC	82.6%	98.1%	96.2%	84.2%	89.4%		3.3%
India Basin Shoreline Park	CON		87.5%				88.3%	
	REC	89.2%	90.8%	100.0%	98.5%	93.2%		4.8%
Jackson Playground	CON				88.3%		88.3%	
	REC	95.4%	94.6%	95.1%	93.2%	93.3%		5.0%
John McLaren Park	CON	68.1%					79.0%	
	REC	94.7%	88.8%	100.0%	92.5%	88.8%		9.8%
Joseph Lee Recreation Center	CON			90.2%			92.7%	
	REC	90.2%	100.0%	93.5%	78.3%	90.4%		-2.3%
Kellock Velasco Mini Park	CON				89.6%		93.1%	
	REC	100.0%	83.3%	93.8%	89.4%	91.2%		-1.9%
Little Hollywood Park	CON		67.9%				82.5%	
	REC	82.4%	88.2%	100.0%		84.6%		2.2%
Louis Sutter Playground	CON	78.5%					86.9%	
	REC	98.4%	89.3%	91.6%	92.6%	90.1%		3.2%
McKinley Square	CON				89.5%		88.9%	
	REC	96.5%	84.2%	65.3%	92.9%	85.7%		-3.2%
Palou/Phelps Park	CON			88.9%			83.4%	
	REC	100.0%	100.0%	84.4%	37.8%	82.2%		-1.2%
Potrero Del Sol Park	CON			81.4%			82.3%	
	REC	78.1%		98.3%	84.1%	85.5%		3.2%
Potrero Hill Recreation Center	CON			100.0%			91.9%	
	REC	90.0%	99.2%	91.5%	94.9%	95.1%		3.2%
Selby/Palou Mini Park	CON		71.4%				85.5%	
	REC	93.0%	78.6%	97.7%	97.6%	87.7%		2.1%
Silver Terrace Playground	CON		90.3%				89.3%	
	REC	85.4%	94.4%	85.7%	99.1%	91.0%		1.7%
Utah/18th Mini Park	CON				87.0%		85.4%	
	REC	100.0%	100.0%	100.0%	100.0%	97.4%		12.0%
Visitacion Valley Greenway	CON				86.4%		94.1%	
	REC	95.5%	81.8%	95.5%	95.5%	90.9%		-3.2%
Visitacion Valley Playground	CON				75.9%		82.2%	
	REC	86.6%	92.1%	95.6%	85.4%	87.1%		4.9%
Youngblood Coleman Playground	CON		79.8%				90.0%	
	REC	77.2%	87.7%	87.4%	94.2%	91.1%		1.0%
DISTRICT 11								
Alice Chalmers Playground	CON				67.6%		88.6%	
	REC	90.1%	83.3%	70.4%	82.3%	78.7%		-9.9%
Brooks Park	CON	83.3%					92.6%	
	REC	97.2%	83.8%	86.1%	97.2%	89.5%		-3.1%
Cayuga/Lamartine Mini Park	CON					94.6%	91.5%	3.1%

Parks	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	FY 2012- 13 Score	FY 2011- 11 Score	Change from FY 2011-12
	REC	93.8%	93.8%		96.2%			
Chester/ Palmetto	CON	78.6%				91.0%	86.0%	5.0%
	REC	91.7%	96.2%	96.2%	92.3%			
Crocker Amazon Playground	CON	67.7%				85.9%	88.3%	-2.4%
	REC	98.0%	82.2%	90.0%	91.4%			
Excelsior Playground	CON		86.2%			84.8%	89.1%	-4.3%
	REC		78.7%	94.6%	79.8%			
Head/Brotherhood Mini Park	CON	86.5%				95.3%	82.1%	13.2%
	REC	96.8%	93.3%	100.0%	100.0%			
Lessing/Sears Mini Park	CON				73.3%	87.6%	85.4%	2.2%
	REC	100.0%	84.4%	88.9%	91.1%			
Merced Heights Playground	CON			73.0%		91.1%	81.5%	9.5%
	REC	96.3%	96.1%	98.6%	91.4%			
Minnie & Lovie Ward Rec Center	CON			73.0%		84.7%	83.3%	1.4%
	REC	84.1%	83.2%	90.7%	92.5%			
Randolph/Bright Mini Park	CON	97.6%				94.7%	74.2%	20.5%
	REC	90.5%	90.2%	95.2%	100.0%			

Appendix D: Park Services Areas

The following table provides information about Rec Park's PSAs 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.

In August 2010, Rec Park revised its Operations Division by separating recreation and park responsibilities. A Recreation and Community Services division, comprised of four competencies (Cultural Arts, Community Services, Leisure Services, and Sports and Athletics), now manages all recreation responsibilities. Golden Gate Park is now the purview of the Golden Gate Park Director. All other parks are now organized into six geographical Park Service Areas (PSAs). The PSAs fall under the management of a Parks and Open Spaces division, which also manages Natural Areas, Golf and Turf, the Marina Small Craft and Yacht Harbor, Camp Mather, and Candlestick Park. Several of the Golf and Turf subsections (Agronomy of Stadiums, Citywide Turf Renovation, the Citywide Mowing Crew and the Mobile Landscaping Group) manage turf areas that are reviewed using the Park Maintenance Standards. The Urban Forestry division also manages tree issues that are reviewed using the Park Maintenance Standards.

PSA	Districts	Neighborhoods	Manager	Number of Parks (acreage)	Number of FTEs ¹
1	1,2,3	Richmond, Presidio Heights, Marina, Cow Hollow, Pacific Heights, Chinatown, North Beach, Nob Hill, Russian Hill	Zachary Taylor	49 (313 acres)	42
2	3,5,6,10	Western Addition, Tenderloin, South of Market, Potrero Hill, South Park	Steve Cismowski	35 (83 acres)	30.5
3	9,10,11	Crocker Amazon, Excelsior, Portola, Visitacion Valley, Bayview, Hunter's Point	Robert Watkins	25 (436 acres)	32.5
4	4,7,11	Sunset, Parkside, West Portal, Merced Heights, Oceanview, Ingleside	Marianne Bertuccelli	26 (1010 acres)	30
5	7,8,11	Cole Valley, Castro, Twin Peaks, Noe Valley, Diamond Heights, Glen Park, Sunnyside	Kristin Bowman	33 (269 acres)	25
6	6,8,9,10	Mission, Bernal Heights	Adrian Field	30 (89 acres)	25
	Golden Gate Park	Golden Gate Park	Eric Anderson	n/a (1017 acres)	76

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 are PSA custodians and gardeners and associated supervisors

Appendix E: Status of FY 2011-12 Recommendations

Status of Previous Recommendations

1. *Recommendation:* Continuously assess Rec Park's use of park evaluation data to improve park maintenance activities.

In FY 2012-13, Rec Park continued to report quarterly evaluation results internally and externally, and implemented new practices to communicate and use evaluation results to direct maintenance activities. As a next step, Rec Park may want to consider tracking the relationship between changes in parks scores and departmental policy changes resulting from the communication of evaluation results.

2. *Recommendation:* Continue to evaluate the consistency of park scores for the larger parks and determine whether these parks should be subdivided for the purposes of more accurate evaluations.

In this past fiscal year, Rec Park further identified large parks that required some further subdivision in order to more accurately evaluate and score the various park features. In particular, Rec Park subdivided the sections of Golden Gate Park into more manageable sections.

3. *Recommendation:* As Rec Park develops new standards during the next fiscal year, it should plan to retrain evaluators on the new standards. Retraining staff on the new standards would also be an opportune time to clarify existing misperceptions about the standards.

Retraining did not occur in FY 2012-2013 due to the delay in implementing the new standards.

4. *Recommendation:* Adjust the baseline of schedule compliance standards in order to account for excused absences from work (for example, sick leave).

Rec Park worked with the Controller's Office to set a standard baseline adjustment that reflects typical overhead experience. These adjusted maintenance schedule compliance rates are reflected in this report.

5. *Recommendation:* Use evaluation data to strategically plan for improvement to low-performing parks, Park Services Areas, or certain facilities or features.

Rec Park reviewed the quarterly reports at Executive Staff and Parks & Open Spaces manager meetings with the aim of reallocating custodian, gardener, and Structural Maintenance resources to low-scoring parks.

Appendix F: Department Response



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

October 11, 2013

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 carefully reviewed the FY 2012-13 Park Standards Annual Report prepared by the City Services Auditor (CSA). As in previous years, RPD considers this report an invaluable aid to park maintenance and concurs with the findings.

The Department does recognize that the report notes some downward fluctuation in scores in some parks. However, the overall trend is extremely positive: we are quite proud to have our highest scores ever, at 91.1%. Park scores corroborate and support RPD efforts to sustain regular maintenance at high levels, as well as to direct additional resources to aging facilities as such resources become available.

As part of RPD's continued commitment to improving and evolving park maintenance, a number of substantial operational changes occurred during FY 2012-13:

- RPD increased evaluation accuracy through the customization of evaluation forms to individual parks. Large properties which had previously taken many hours to evaluate were subdivided into smaller evaluation segments so that all evaluations could be conducted in an approximately similar fashion.
- In preparation for FY 2013-14, RPD clarified performance standards for evaluators in order to improve scoring consistency and minimize the effect of differences in ratings between individual evaluators.
- RPD began tracking how park staff uses evaluation comments and scores to adjust maintenance efforts. By year end, 60% more evaluation-responsive action plans were logged, indicating a significant growth in the use of evaluations as a maintenance tool.
- The maintenance scheduling system mandated by Park Maintenance Standards has now been revised. The public has easier access to more accurate information regarding when staff will be present at any park. Compliance checks conducted by CSA during the pilot period correlated more closely with RPD's own checks than ever before.
- Revised evaluation standards have been drafted and are set for testing in FY 2013-14.

RPD's strong performance may be difficult to sustain, given persistent and significant shortages in gardening and custodial staff, and attempts to address and balance maintenance needs across the

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city may result in small fluctuations in particular park scores. In light of this, we continue to seek CSA's guidance as to the amount of score change that would represent statistically significant improvement or worsening of park conditions.

RPD appreciates and acknowledges the benefits gained from our ongoing collaboration with CSA on the park standards program. We very much look forward to continuing this effort. Thank you.

Respectfully submitted,



Philip A. Ginsburg
General Manager