Park Maintenance Standards

Annual Report

2017

Hilltop Park

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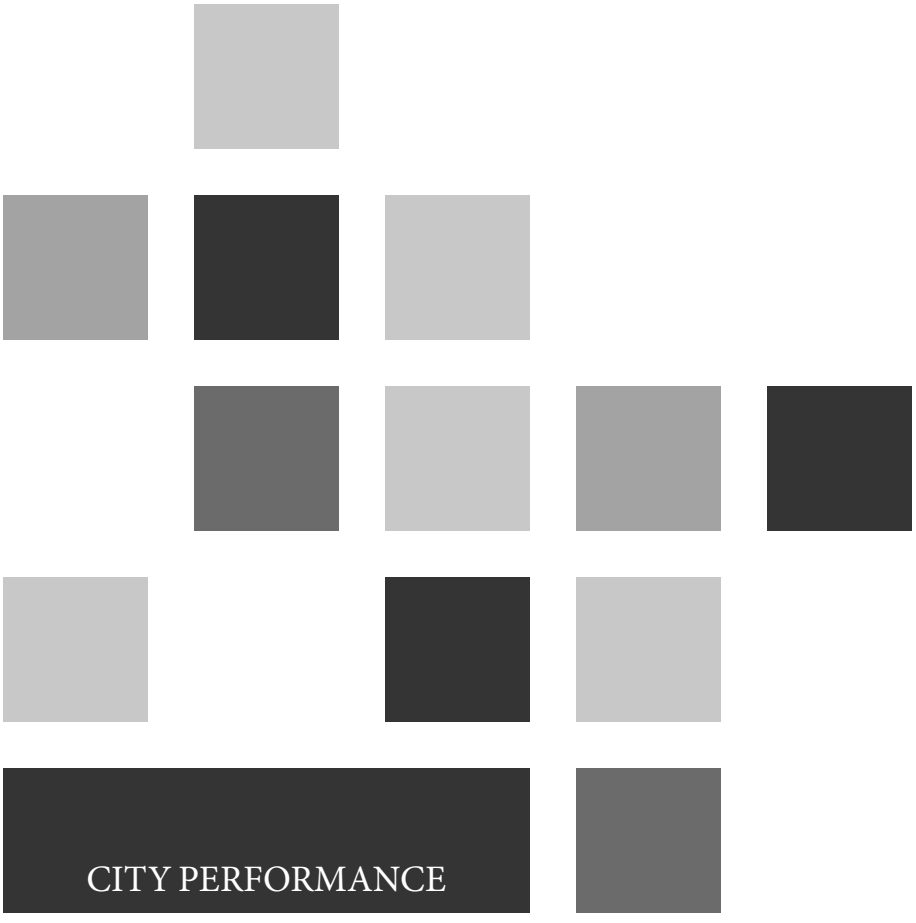

CITY PERFORMANCE

December 5, 2017

City & County of San Francisco
Office of the Controller
City Services Auditor

About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

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Summary

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. In fiscal year 2016-2017 (FY17), the park evaluation program reached an important milestone with the development of a new database system, which enables evaluators to complete evaluations using a mobile device rather than a paper form. This system has brought improvements in the accuracy and timeliness of our data, and it will enable RPD to respond more readily to changes in park conditions. These developments come only two years after the program passed another major milestone with the implementation of revised evaluation standards in FY15. Now with three years of data using the new standards, it is more feasible to start looking for trends in the data.

Results

- For the second year in a row, the **citywide average park score has increased** - going from 85% in FY15 to 86% in FY16 and **to 88% in FY17**.

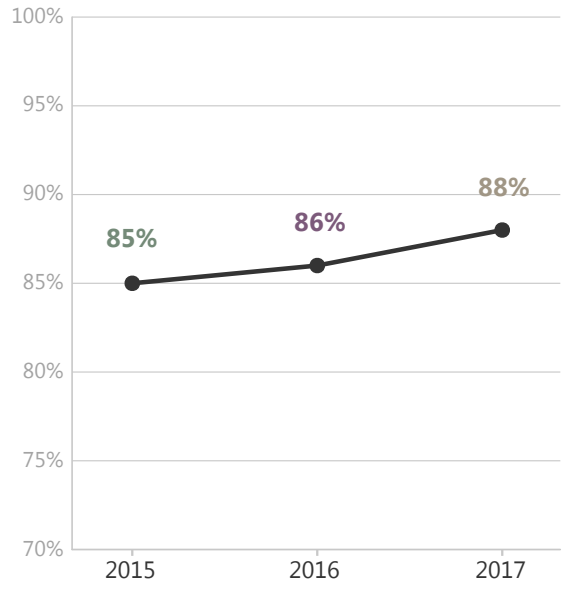
- **Sixty one percent of the City's parks experienced an increase in score from FY15 to FY17.** Some of the greatest increases in scores are likely the result of renovations funded by the 2012 Clean and Safe Neighborhood Parks bond. For example, Gilman Playground was allotted $1.8 million for renovations in FY15 and FY16, and its score rose 32.7 percentage points over the two year period.

- **Parks identified by RPD as serving equity zones score on average two percentage points lower than non-equity zone parks** (87% compared to 89%).

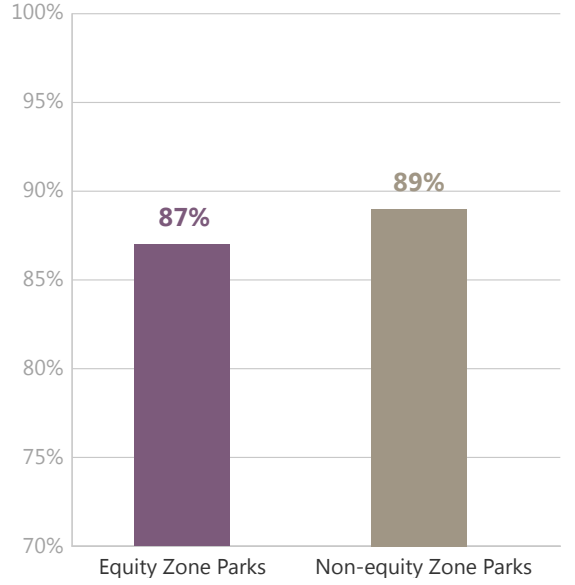
- For the third year in a row, **children's play areas are the lowest scoring park feature**, with an average score of 80%.

- The **highest scoring supervisor district is District 1 (92%)** and the **lowest is District 11 (83%)**; District 11 has the lowest scoring park overall (63.5%), and it also has the lowest maximum park score among all the districts (90.1%).

Annual Citywide Park Scores by Fiscal Year



Equity Zone and Non-equity Zone Park Scores



Results (continued)

- This report identifies high and low scoring parks with respect to various park features, graffiti, cleanliness, and overall park score. While large regional parks like Golden Gate Park and John McLaren Park unsurprisingly show up as both high and low scoring on many occasions, there are some notable findings:

  - **Betty Ann Ong Chinese Recreation Center, Cabrillo Playground, Fulton Playground, Joe DiMaggio North Beach Playground, and Mission Dolores Park all are rated as high scoring on seven to nine different occasions.** Except for a single instance at Mission Dolores Park, none of these parks fall in a low scoring group; all of these parks have benefited from significant improvements in recent years.

  - **Alice Chalmers Playground, Crocker Amazon Playground, and Sigmund Stern Grove are rated as low scoring on seven to eleven different occasions.** Except for a single instance at Crocker Amazon Playground, none of these parks fall in a high scoring group.

Park	Number Times High	Number Times Low
Betty Ann Ong Rec Ctr	9	0
Mission Dolores Park	8	1
Cabrillo Playground	7	0
Fulton Playground	7	0
Joe DiMaggio Playground	7	0

Park	Number Times High	Number Times Low
Crocker Amazon	1	11
Alice Chalmers Playground	0	9
Stern Grove	0	7

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Introduction

Background

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. In accordance with Appendix F, this document is the twelfth annual report on the condition of the City's parks; it is based on the results of evaluations through fiscal year 2016-17 (FY17). In addition to presenting the results of the latest evaluations, the report considers how park conditions have changed in recent years and it aims to uncover the main drivers of changes in park conditions in order to inform RPD's operational decisions.

Parks Standards Overview

The results presented in this report are based on evaluations of RPD properties conducted by RPD and CSA staff over the course of a fiscal year (July 1 through June 30). Generally, each park has a different set of features to be evaluated. Those features include:

- Athletic Fields
- Buildings and General Amenities
- Children's Play Areas
- Dog Play Areas
- Greenspace
- Hardscape
- Lawns
- Ornamental Beds
- Outdoor Courts
- Restrooms
- Table Seating Areas
- Trees

During an evaluation, each feature is rated against a different set of elements. In turn, each element contains one or more evaluation criteria. For example, the mowing element for athletic fields requires that the turf be less than 4.5 inches high. If an evaluator finds that a certain area of turf is taller than 4.5 inches, the athletic field in question would fail to meet the mowing element. The elements and associated criteria that make up an evaluation cover a wide range of topics including graffiti, paint, fencing, litter, plant condition, hardscape surface quality and many more.

For ease of evaluation, several of the 166 parks that are evaluated are subdivided into multiple evaluation sites. In FY17, RPD evaluated each site once per quarter, and CSA evaluated each site once over the course of the entire year. This year's results are based on a combined total of 996 completed evaluations.

In an effort to improve data collection and more accurately assess park maintenance levels, the City revised its evaluation standards in FY15. With new evaluation criteria and different groupings of the criteria into various elements, the revised standards are substantially different than the ones previously used. Given this, and given that there are now three years of data using the new standards, this report does not include data prior to FY15.

Next Generation Evaluation System

Prior to FY17, park evaluations were conducted using a paper-based process that involved printing thousands of pages of forms and manually entering the results into a database each quarter. The process was very resource intensive and error-prone due to the manual entry of data and the potential for evaluators to inadvertently leave questions unanswered or provide conflicting answers. Following the adoption of new evaluation standards in FY15, CSA and RPD embarked on a joint venture to develop a new database system that enables evaluators to complete evaluations using a mobile device rather than a paper form. When an evaluation is completed in the field and submitted, the system validates the results and returns the evaluation to the evaluator if it is incomplete or contains invalid responses. When the evaluation passes the validation check, the system scores the evaluation immediately and sends the results to the evaluator and the appropriate RPD manager for review. In addition to providing real-time results, the mobile application also enables evaluators to upload photos from the field to assist RPD managers in addressing observed issues.

Proposition B (June 2016) and Park Evaluation Scores

Through the passage of Proposition J in 1975, San Francisco voters established the Open Space Acquisition and Park Renovation Program, and required that a portion of the City's property tax revenue be set aside each year to enhance the City's ability to acquire open space, and to develop and maintain recreational facilities. Over the years this program has been extended and expanded, and the current Park, Recreation, and Open Space Fund (Fund) now supports a vast array of services including property acquisition, after-school recreation programs, urban forestry, community gardens, volunteer programs, and natural area management.

With the passage of Proposition B in June 2016, voters again extended the Fund through 2046 and required the City to allocate to it a minimum amount from the City's General Fund each year starting in FY17. Specifically, the City must allocate a baseline of $64 million to the Fund in FY17 and increase the baseline by $3 million each year for ten years unless the City experiences a deficit of $200 million or more. Among other uses, this baseline allocation could improve parks and park features that rank low in these evaluations due to deferred maintenance or other issues. In fact, RPD's five year strategic plan for 2017-2021 outlines steps the department will take in the coming years to strengthen the quality of existing parks and facilities, including:

- developing and posting annual park maintenance objectives for all RPD parks, and
- prioritizing deferred maintenance renewals and discretionary capital resources in equity zone parks with failing park scores.

Over time, as the department uses these funds and implements its strategic plan, it is expected that park evaluation scores will continue to improve as they have been in recent years.

2008 and 2012 Clean and Safe Neighborhood Parks Bonds

In 2008, voters approved a $185 million general obligation bond, known as the 2008 Clean and Safe Neighborhood Parks Bond. Among other objectives, the purpose of the bond was to improve park restrooms citywide, renovate parks and playgrounds in poor physical condition, and replace dilapidated playfields. Most of the park improvements funded by the bond were completed by 2014, though construction on a few parks stretched into 2015 and 2016.

In 2012, voters again passed a $195 million general obligation bond aimed at park improvement, known as the 2012 Clean and Safe Neighborhood Parks Bond. This bond continued investment in park infrastructure and the majority of funds were specifically allocated to neighborhood park improvement. Of the 15 neighborhood parks chosen for improvements, four were completed and open to the public as of September 2017. The likely impact of park improvement projects funded by these bond initiatives on park scores is discussed further in subsequent sections of the report.

Section 1

PARK SCORES

In this section...

Annual Citywide Trends

- What is the citywide average park score for FY17? How does it compare to previous years?

Changes in Park Scores

- How are scores changing at the park level and what factors may have influenced these changes?

Highest and Lowest Scoring Parks

- Which parks had the highest average scores in FY17?
- Which parks had the lowest scores in FY17 and what issues at these parks seem to be the most problematic?

Equity Zones

- What are "equity zones"?
- How do scores for equity zone parks compare to non-equity zone parks?

Scores by Supervisor District

- Are there any trends in average park scores across supervisor districts?

Scores by Park Service Area

- Are there any trends in average park scores across Park Service Areas?

Challenges and Opportunities

- What issues could RPD focus on to improve the lowest scoring parks?

Annual Citywide Trends

What is the citywide average park score for FY17? How does it compare to previous years?

Across the city as a whole, the 166 parks evaluated in FY17 have an average score of 88%. This is an improvement over an average score of 85% in FY15 and an average of 86% in FY16 (Figure 1). While there are only three data points for reference, the citywide average score appears to be on an upward trend.

The distribution of individual park scores shown in Figure 2 provides further insight into this apparent trend. In this chart, each dot represents an individual park, the horizontal axis represents park scores, the vertical axis displays the number of parks that achieved a particular score, and the red lines reflect the average score in each year (from Figure 1). Note that in FY15, the lowest score was 57.3% while in FY17, the lowest score increased to 63.5%. At the high end of the range, only six parks scored above 96% in FY15, while 15 parks achieved such scores in FY17. Looking at the chart as a whole, there is also a clear rightward shift in all the dots toward the higher end of the range.

In addition to the increase in the citywide average score in FY17, it also appears that there is somewhat less variation in the data than in previous years, as evidenced by a slight decrease in the standard deviation of the scores (Table 1). Generally speaking, the standard deviation indicates how spread out individual scores are from the average. A low standard deviation means that most of the scores are very close to the average while a higher standard deviation means that the scores are more spread out. In this case, the standard deviation dropped from 6.96 in FY15 to 6.91 in FY16 and it dropped further to 6.31 in FY17. Thus in general, the scores in FY17 are slightly more clustered around the citywide average.

Figure 1 - Annual Citywide Park Scores by Fiscal Year

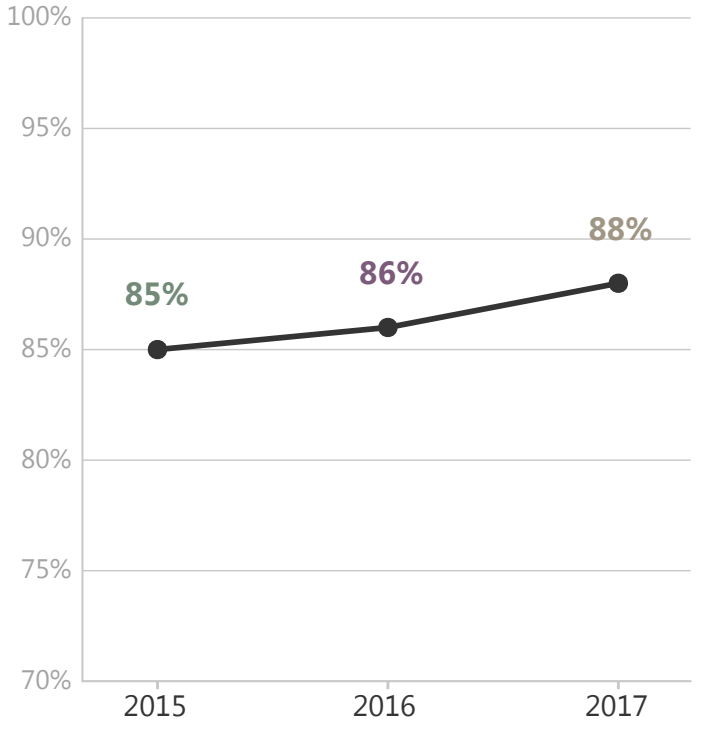
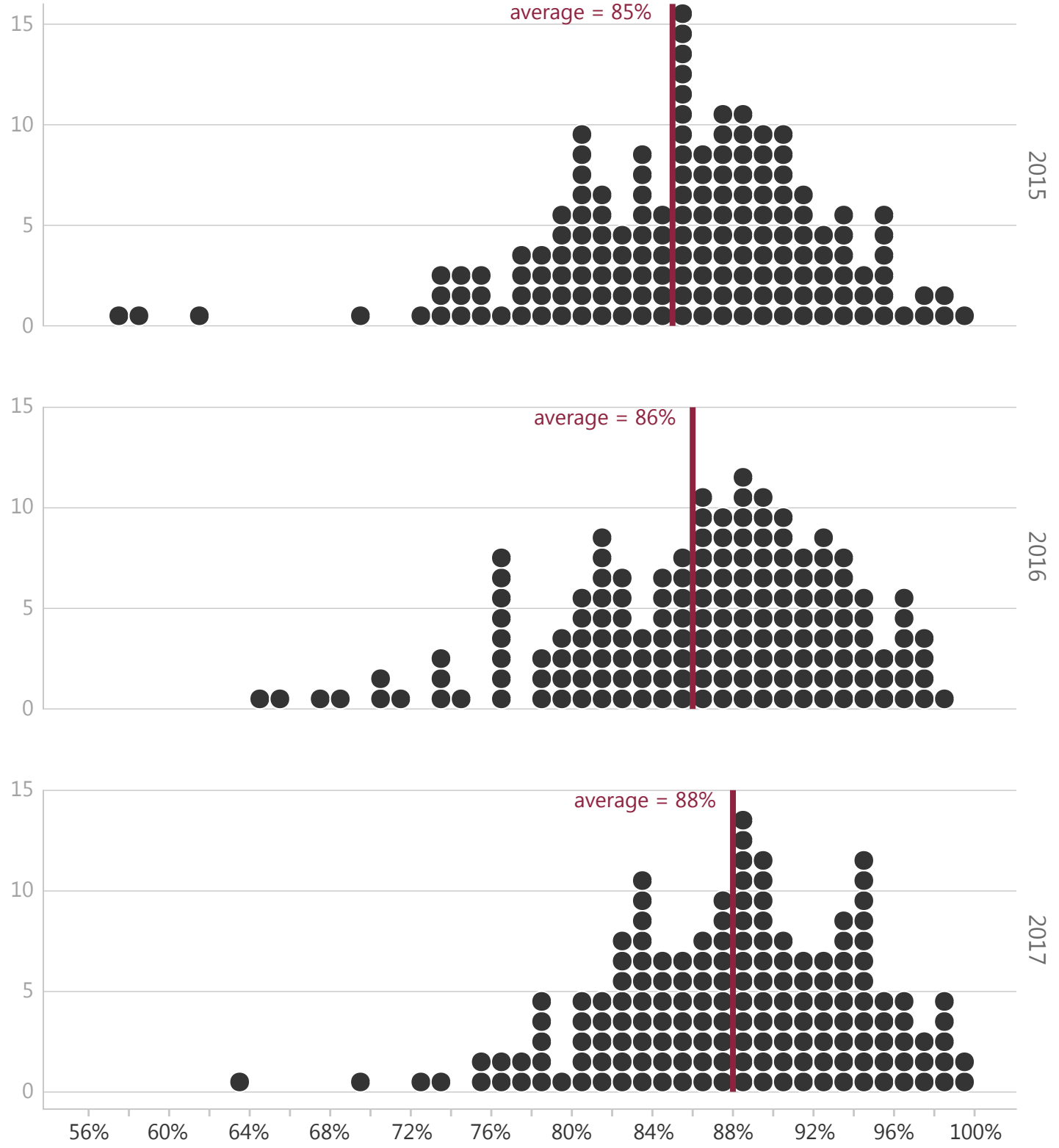


Table 1 - Fiscal Year Averages

	FY15	FY16	FY17
Average	85%	86%	88%
Minimum	57%	65%	64%
Maximum	99%	98%	99%
Standard Deviation	6.96	6.91	6.31

Annual Citywide Trends

Figure 2 - Distribution of Park Scores by Fiscal Year



Changes in Park Scores

How are scores changing at the park level and what factors may have influenced these changes?

Figure 1 (page 12) showed that the citywide average park score has increased by three percentage points over the last two years, and as previously explained, that increase can be seen in an overall rightward shift in the dots in Figure 2 (page 13). However what Figure 2 doesn't reveal is how *individual park scores* have changed in recent years. Figure 3 answers that question by displaying the change in score for each park from FY15 to FY17. While several parks did experience a decrease in score, the vast majority (61%) experienced an increase to some degree and the cumulative effect was the three point increase in the citywide average.

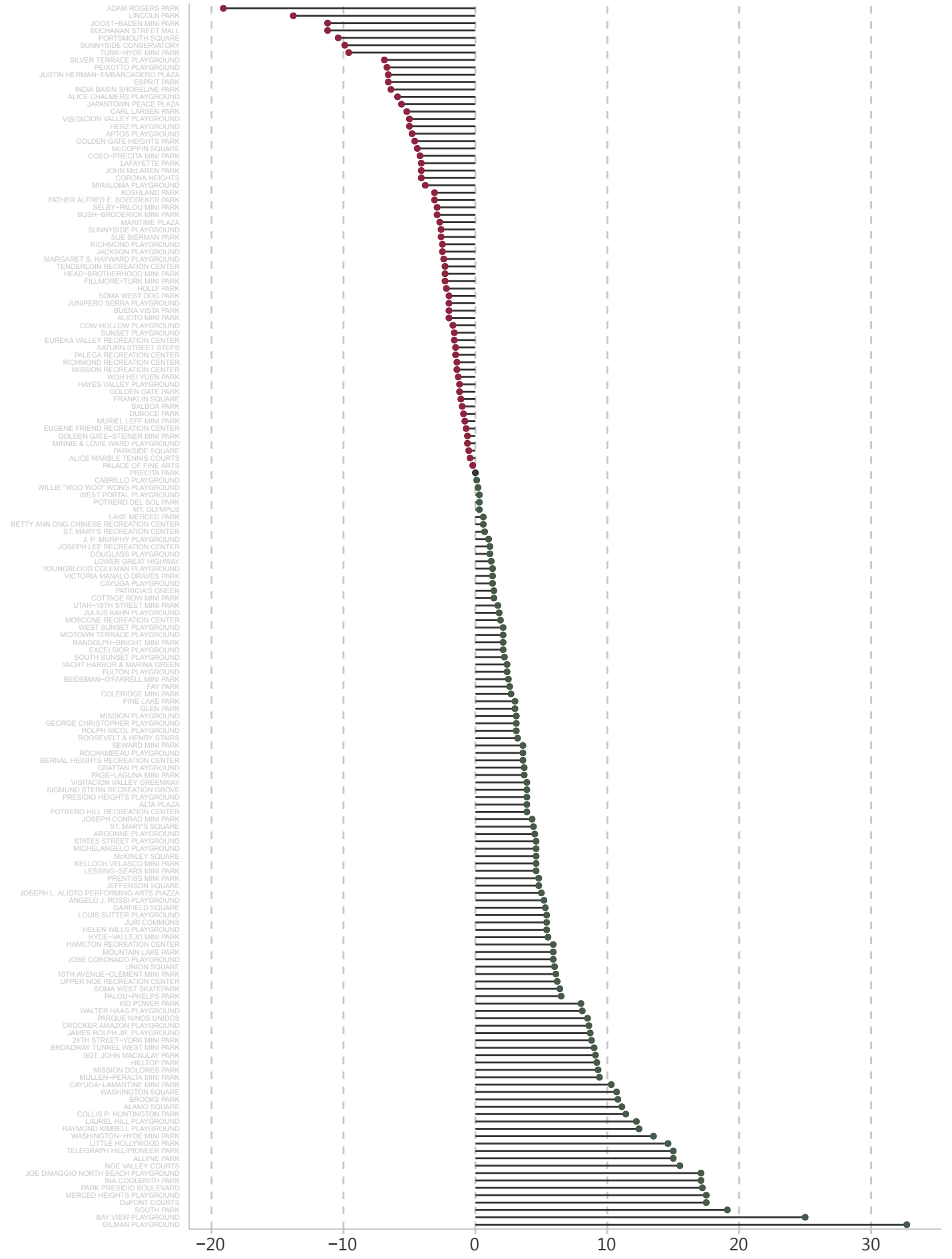
Some of the greatest increases in parks scores (Table 2) are likely the result of renovations funded by the 2012 Clean and Safe Neighborhood Parks bond. For example, Gilman Playground was allotted $1.8 million for renovations in FY15 and FY16, and its score rose 32.7 percentage points. The park re-opened in June 2016 with new play areas (including new playground features), completely renovated picnic tables, and updated lighting and access features. South Park and Joe DiMaggio Playground also underwent recent improvement projects that were funded in part by the same bond. Dupont Courts and Ina Coolbrith Park additionally underwent major construction projects during this time period, though that work was not funded by the parks bonds.

Other park improvements were more subtle, yet no less impactful. While the Bay View Playground still has a below-average score, the park score increased by 25 percentage points in the last two years. RPD reports that this is likely the result of concentrated efforts by gardeners and volunteers from Habitat for Humanity. The department also reports that staff at Merced Heights Playground and Park Presidio Boulevard focused on clearing accumulated debris and overgrown plant material at the parks.

Table 2 - Largest Increases in Park Score from FY15 to FY17

Park Name	FY15 Score	FY17 Score	Change	District
Gilman Playground	57.3%	90.0%	32.7	10
Bay View Playground	58.3%	83.3%	25.0	10
South Park	79.4%	98.5%	19.1	6
Dupont Courts	77.2%	94.7%	17.5	1
Merced Heights Playground	72.6%	90.1%	17.5	11
Park Presidio Boulevard	61.1%	78.3%	17.2	1
Joe DiMaggio North Beach Playground	78.2%	95.3%	17.1	3

Figure 3 - Changes in Park Scores from FY15 to FY17



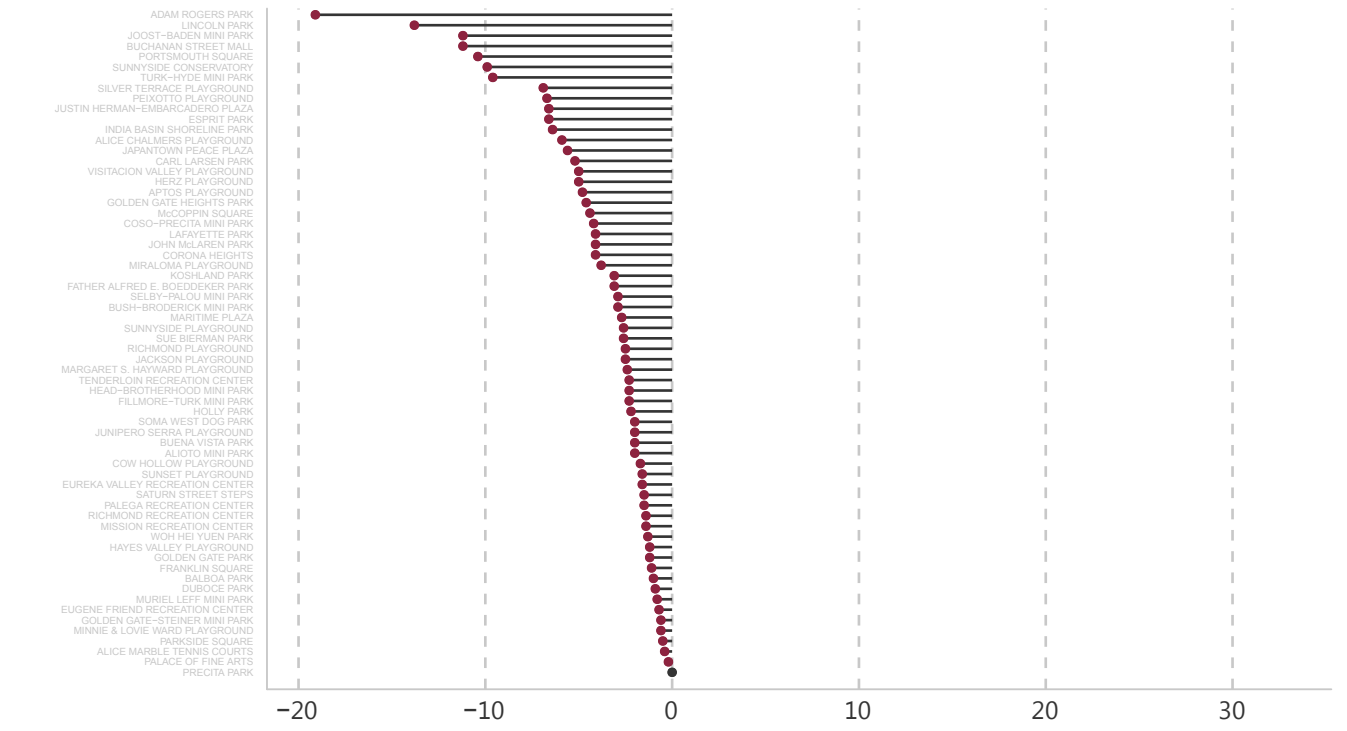
Changes in Park Scores

Although most parks experienced an increase in scores over the last two years, 38% experienced a decrease of some sort and a few parks experienced rather significant decreases of approximately ten to nineteen percentage points. The parks with the greatest decreases are shown below in Table 3 and Figure 4 (a section from Figure 3 on the previous page). Factors that may have contributed to these decreases in scores include staffing levels, traffic levels and use patterns (which in turn affect the amount of graffiti, litter, and vandalism at parks), and nearby construction, which may disrupt park maintenance activities.

Table 3 - Largest Decreases in Park Score from FY15 to FY17

Park Name	FY15 Score	FY17 Score	Change	District
Adam Rogers Park	88.4%	69.3%	-19.1	10
Lincoln Park	90.0%	76.2%	-13.8	1
Joost-Baden Mini Park	91.4%	80.2%	-11.2	8
Buchanan Street Mall	90.1%	78.9%	-11.2	5
Portsmouth Square	87.8%	77.4%	-10.4	3
Sunnyside Conservatory	95.7%	85.8%	-9.9	7
Turk-Hyde Mini Park	85.5%	75.9%	-9.6	6

Figure 4 - Changes in Park Scores from FY15 to FY17 (excerpt)



Changes in Park Scores

Table 4 provides further insight into potential reasons behind some of the falling park scores. This table shows changes in scores at the feature level for each of the parks in Table 3. For instance, while Lincoln Park's overall score decreased by almost 14 percentage points, Table 4 reveals that the greatest decreases at the feature level were associated with buildings and general amenities (-22.0 percentage points), and ornamental beds (-21.0 percentage points). Scores at this park for children's play areas, hardscape, lawns, restrooms, and trees also decreased but somewhat less substantially.

Table 4 - Change in Feature Scores (percentage points) from FY15 to FY17 for Selected Parks

	Adam Rogers Park	Buchanan Street Mall	Joost-Baden Mini Park	Lincoln Park	Portsmouth Square	Sunnyside Conservatory	Turk-Hyde Mini Park
Buildings & General Amenities	-0.4	-17.1	1.0	-22.0	-6.2	-1.5	-20.4
Children's Play Areas	-27.7	-19.2	N/A	-7.5	-13.1	N/A	-4.1
Greenspace	-23.8	N/A	N/A	N/A	N/A	N/A	N/A
Hardscape	-32.9	-23.1	7.7	-13.5	0.7	-12.9	2.9
Lawns	-9.1	-31.7	N/A	-11.3	-20.6	N/A	N/A
Ornamental Beds	-20.0	-26.2	-22.5	-21.0	-10.0	-15.0	-10.0
Outdoor Courts	-8.7	2.7	N/A	N/A	N/A	N/A	N/A
Restrooms	-21.7	N/A	N/A	-3.6	-12.1	N/A	N/A
Table Seating Areas	-26.0	N/A	N/A	N/A	N/A	N/A	N/A
Trees	-23.8	-25.9	-8.0	-8.0	-4.0	-3.4	-12.2

Park scores can also be affected by neighboring parks, as illustrated by the decline in scores for the Joost-Baden Mini Park and the Sunnyside Conservatory. Joost-Baden Mini Park and the Sunnyside Conservatory are connected by a pathway, which RPD reports was understaffed and not well maintained. As a result, both parks experienced large decreases in scores for the ornamental beds feature. Looking forward, additional staff and volunteers have been brought on to help with weeding and pruning at these parks in order to improve their quality. Such a strategy could potentially be useful at all of the parks in the table above as scores for ornamental beds decreased rather substantially across the board.

Highest and Lowest Scoring Parks

Which parks had the highest average scores in FY17?

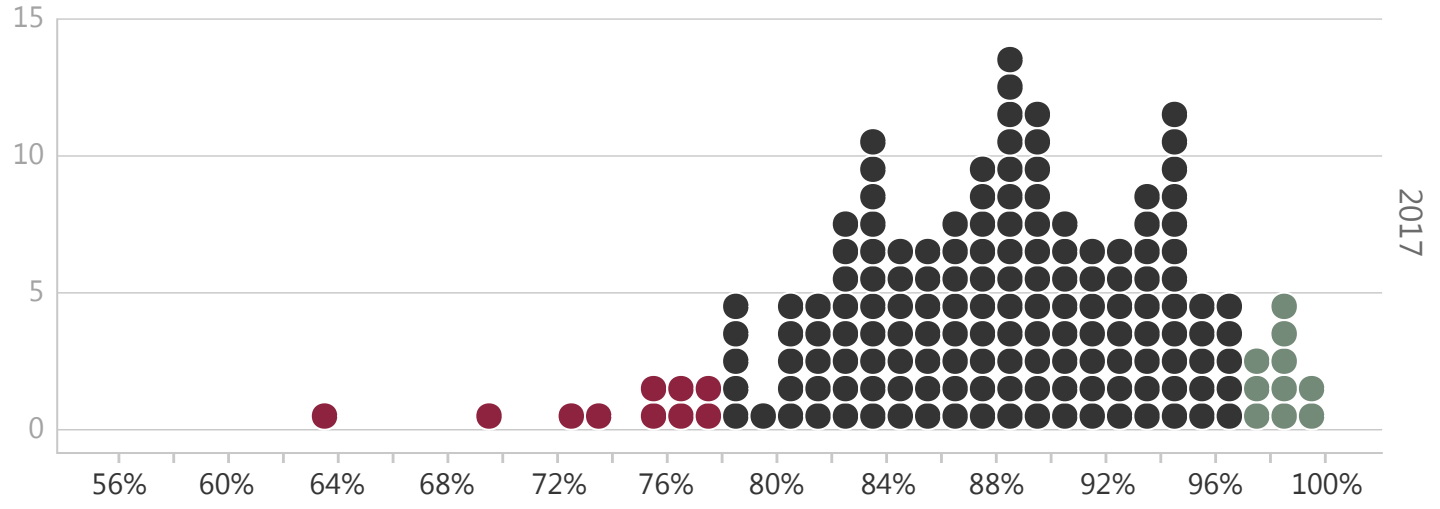
Figure 6 shows the location, score, and rank of the ten highest and lowest scoring parks in FY17. Of the ten highest scoring parks, 50% are from Supervisor District 3, and a full 80% are from the three most northern supervisor districts: Districts 1, 2, and 3.

Of particular note, the two top scoring parks, Fulton Playground and Cabrillo Playground, were renovated in 2012 and 2013, respectively, with funds from the 2008 Clean and Safe Neighborhood Parks Bond. RPD reports that since the renovations, crews have focused on maintaining the plant material in both parks in order to keep up with the general wear and tear the parks receive. Another success story is South Park. As discussed on page 14, South Park's average score jumped by 19.1 percentage points in recent years, going from 79.4% in FY15 to 98.5% in FY17. That jump was sufficient to make South Park the fourth highest scoring park in FY17; in FY15 it ranked 142nd.

Which parks had the lowest scores in FY17 and what issues at these parks seem to be the most problematic?

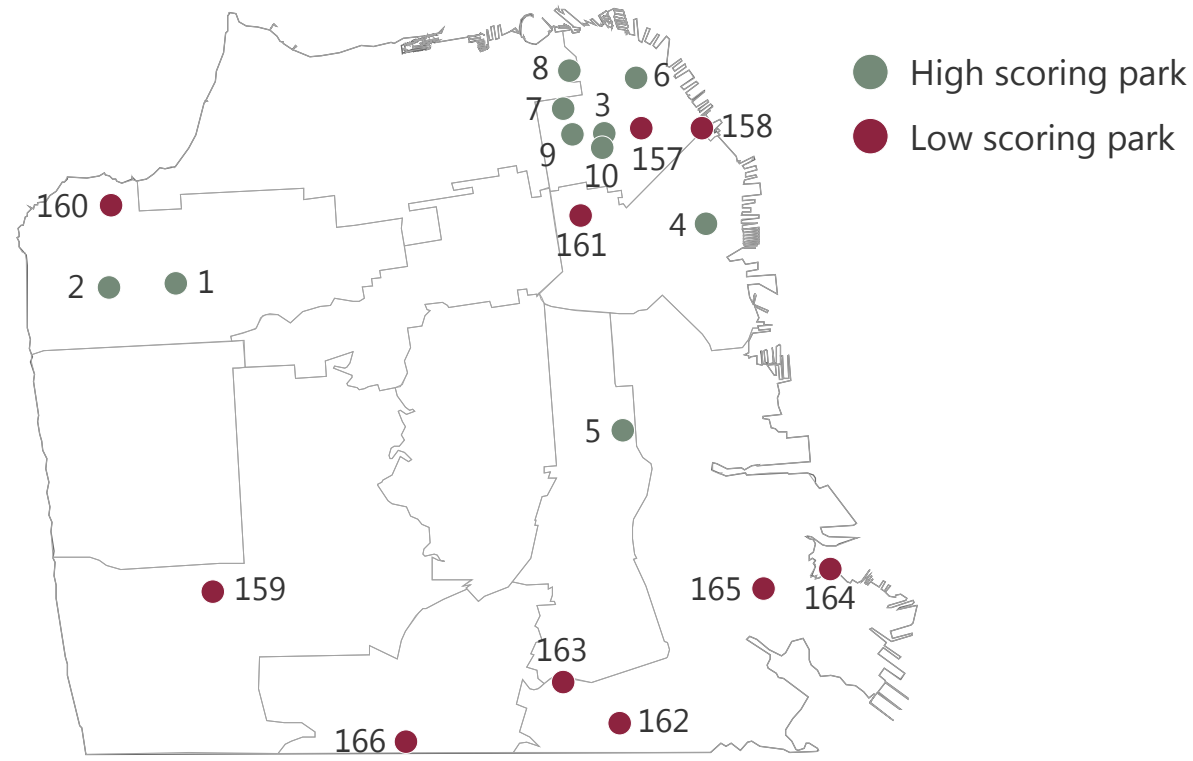
In direct contrast to the top ten scoring parks, the majority (a full 60%) of the lowest-scoring parks are located in the southern half of the city, in Supervisor Districts 7, 10, and 11. The five lowest scoring parks are all in PSA 3. RPD explains that several of these parks, like Adam Rogers Park and India Basin Shoreline Park, have outdated and difficult-to-maintain children's play areas. Others like John McLaren Park and Rolph Nicol Playground have irrigation issues that could affect several features of the parks. According to the department, upcoming improvements in the irrigation systems at Visitacion Valley Playground and India Basin Shoreline Park in FY18 may help to elevate the scores of these parks in future years.

Figure 5 - Ten Highest and Ten Lowest Scoring Parks in FY17



Highest and Lowest Scoring Parks

Figure 6 - Location of Ten Highest and Ten Lowest Scoring Parks



Rank	Park	Score	District
1	Fulton Playground	99.2%	1
2	Cabrillo Playground	99.1%	1
3	Betty Ann Ong Chinese Recreation Center	98.6%	3
4	South Park	98.5%	6
5	24th Street-York Mini Park	98.2%	9
6	Telegraph Hill/Pioneer Park	98.1%	3
7	Hyde-Vallejo Mini Park	98.0%	3
8	Fay Park	97.6%	2
9	Washington-Hyde Mini Park	97.5%	3
10	Collis P. Huntington Park	97.1%	3

Rank	Park	Score	District
157	Portsmouth Square	77.4%	3
158	Embarcadero Plaza	77.1%	3
159	Rolph Nicol Playground	76.7%	7
160	Lincoln Park	76.2%	1
161	Turk-Hyde Mini Park	75.9%	6
162	Visitacion Valley Playground	75.3%	10
163	John McLaren Park	73.0%	9, 10
164	India Basin Shoreline Park	72.4%	10
165	Adam Rogers Park	69.3%	10
166	Alice Chalmers Playground	63.5%	11

Equity Zones

What are "equity zones"?

The opening section of this report discusses the passage of Proposition B in June 2016, which amended a portion of the City Charter pertaining to the Park, Recreation, and Open Space Fund. Among other changes, new language was added to the Charter, which requires RPD to formally consider and measure equity in the allocation of its resources. Specifically, Section 16.107(a) of the Charter states:

> There is hereby established the Park, Recreation and Open Space Fund ("Fund") to be administered by the Recreation and Park Department ("Department") as directed by the Recreation and Park Commission ("Commission")… *The Department embraces socio-economic and geographic equity as a guiding principle and commits to expending the funds across its open space and recreational programs to provide park and recreational access to all of San Francisco's diverse neighborhoods and communities.* [emphasis added]

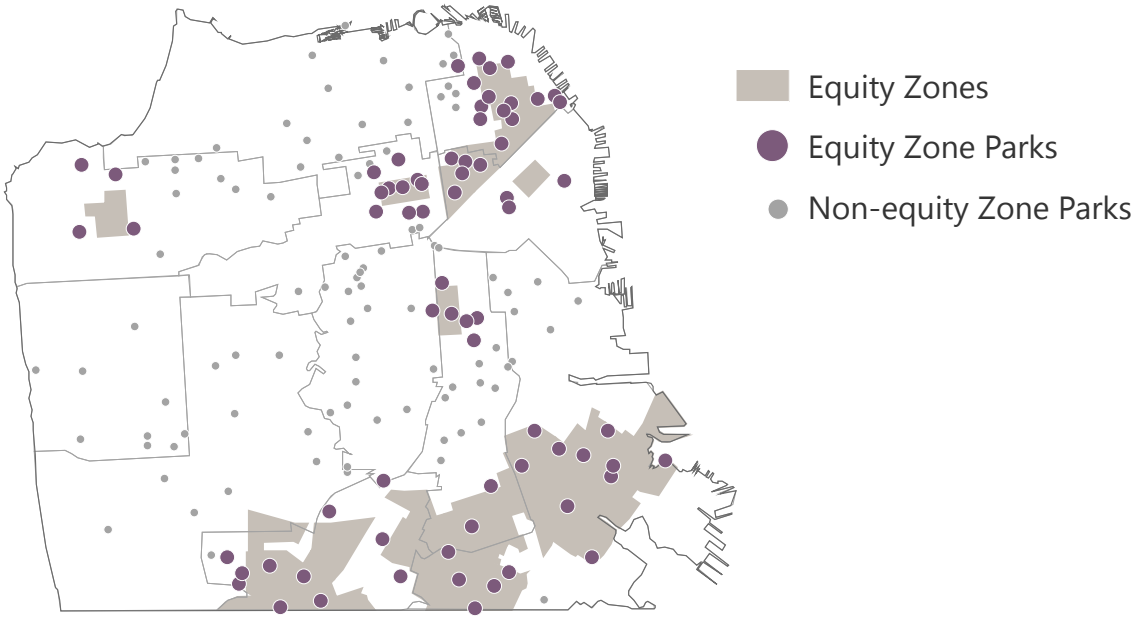
To satisfy this mandate, RPD is required to:

- develop and adopt a set of equity metrics in order to establish a baseline of existing Recreation and Park services and resources in low-income neighborhoods and disadvantaged communities compared to services and resources available in the City as a whole, and
- integrate the equity metrics into the Department's strategic, capital expenditure, and operational plans by conducting an equity analysis, outlining strategies to mitigate any identified inequities, and reporting on progress in meeting performance indicators and targets.

Finally, the charter directs the Board of Supervisors to consider and apply the equity metrics (among other things) when reviewing and approving RPD's budget.

In an August 2016 memo to the Parks, Recreation, Open Space Advisory Committee, RPD designated certain areas of the city as equity zones and identified the parks that serve those areas. A map of the equity zone parks is shown below and a list of the parks is provided in Appendix B.

Figure 7 - Parks Serving RPD Equity Zones



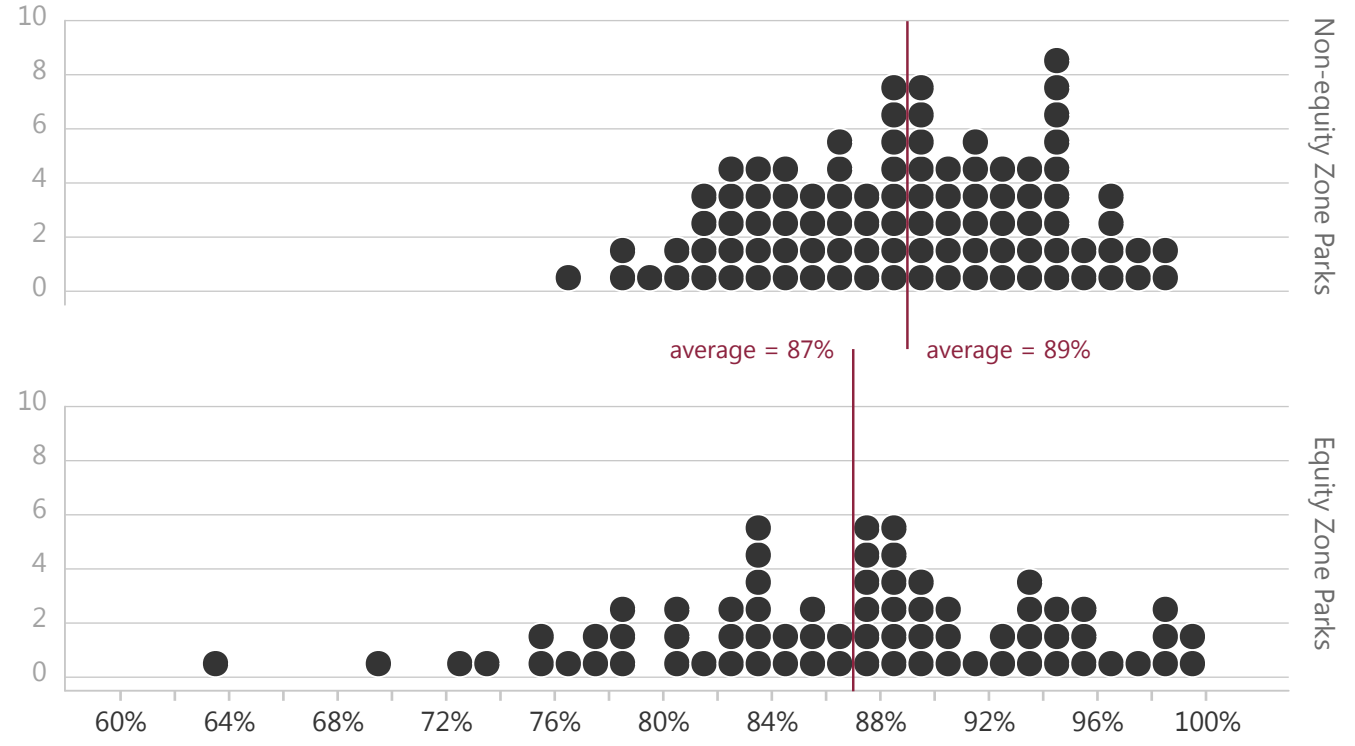
How do scores for equity zone parks compare to non-equity zone parks?

Figure 8 shows the distribution of scores for both equity zone and non-equity zone parks. As a group, the equity zone parks have an average score of 87%, which is 2 percentage points lower than the non-equity zone parks (89%). It is also worth noting that there is greater variability among the equity zone park scores. For example, the equity zone group has both the highest and the lowest scoring parks so the total span of scores for this group (35.7 percentage points) is higher than for the non-equity zone group (21.5 percentage points). In addition, the higher standard deviation for the equity zone group means that the individual scores are more spread out from the average score compared to the non-equity zone parks. The greater variability in the data can also be seen by comparing the distribution of the dots in Figure 8.

Table 5 - Comparison of Equity Zone and Non-equity Zone Park Scores

	Equity Zone Parks	Non-equity Zone Parks
Average	87%	89%
Minimum	64%	77%
Maximum	99%	98%
Standard Deviation	7.51	5.10

Figure 8 - Distribution of Scores of Equity Zone and Non-Equity Zone Parks

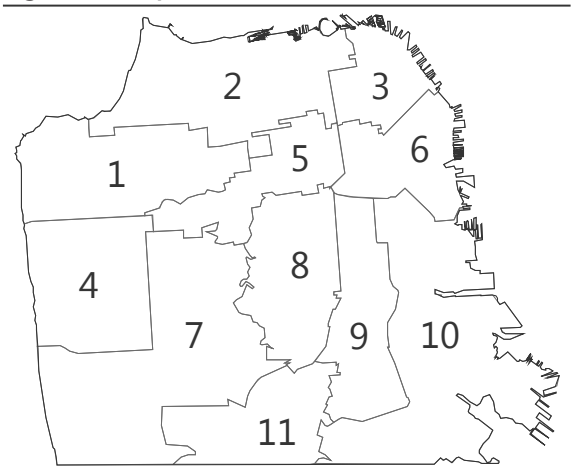


Scores by Supervisor District

Are there any trends in average park scores across supervisor districts?

Figure 10 shows the distribution of park scores by supervisor district. Rather than displaying the distribution of scores using dots to represent individual parks as we did in previous figures, this chart smooths out the dots into a continuous curve. Thus, a particular district has more scores (represented on the horizontal axis) where the curve is higher, and relatively fewer scores where the curve is lower.

Figure 9 - Supervisor Districts



Notable aspects of this chart include the following:

- The three northern-most districts (Districts 1, 2, and 3) have the highest average park scores in FY17 (shown by the white lines in each district curve).
- The five northern-most districts (Districts 1, 2, 3, 5, and 6) plus District 9 all have average scores above the citywide average (represented by the purple line) while the southern-most districts (excluding District 9) have averages below the citywide average.
- District 11 has the lowest scoring park overall (63.5%), and it also has the lowest maximum score among all the districts (90.1%).

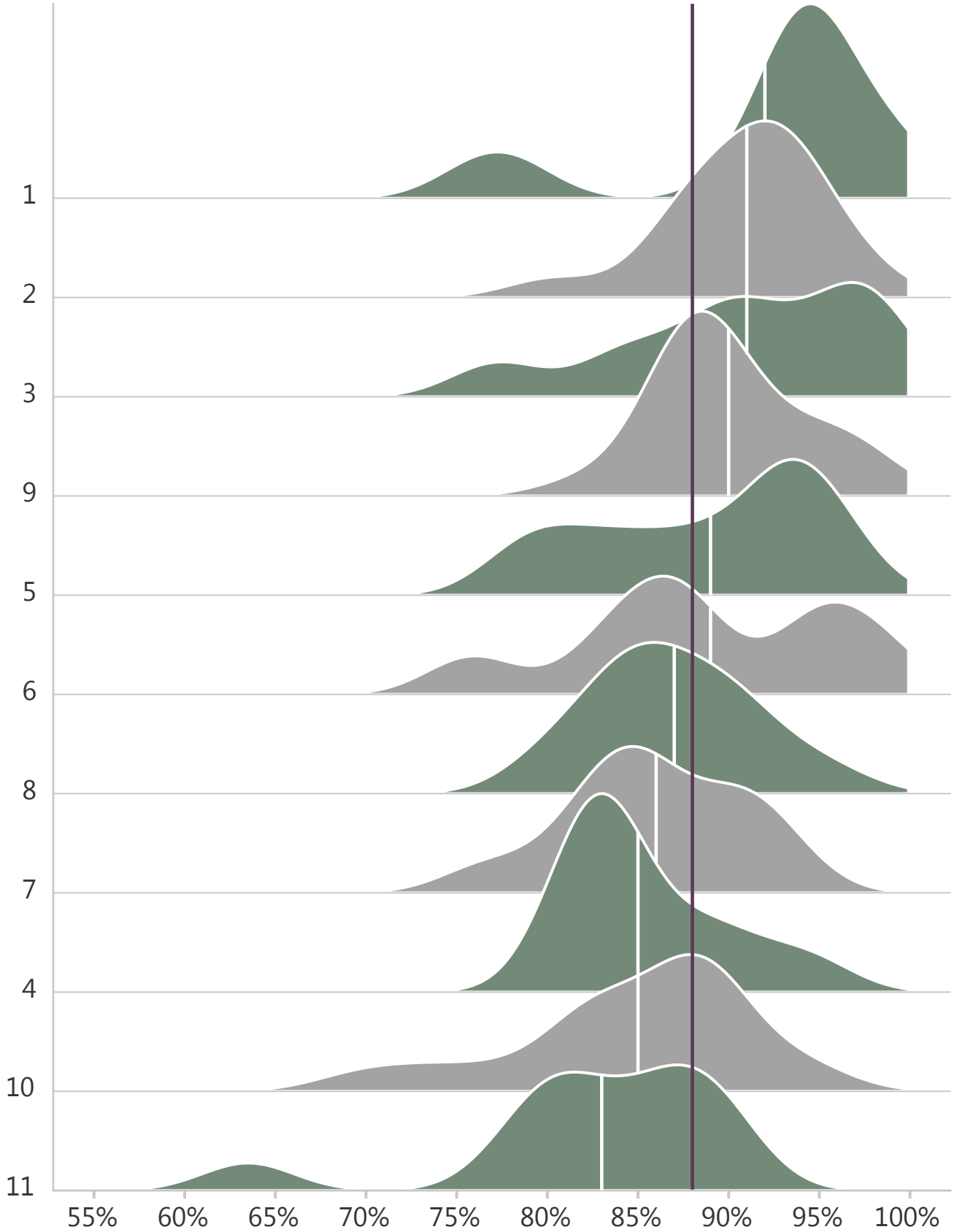
Another notable feature of this chart is the variation in the scores among the districts (also see Table 6). Overall, Districts 10 and 11 have the largest spread in their scores. For example, the eleven parks in District 11 have scores ranging from 63.5% all the way to 90.1% (a range of nearly 27 percentage points). This could mean that some residents of District 11 have vastly different experiences with parks than other residents of the same district. In contrast, other districts have much smaller spreads. For instance, all twenty parks in District 9 scored within 16 percentage points of each other (from 82% to 98.2%). In these cases, the park experience is likely to be more consistent throughout the districts.

Table 6 - Distribution of Park Scores by Supervisor District

District	Number of Parks	Average Score	Maximum Score	Minimum Score	Spread
1	12	92%	99%	76%	23
2	16	91%	98%	80%	18
3	18	91%	99%	77%	22
9	20	90%	98%	82%	16
5	16	89%	96%	79%	17
6	8	89%	99%	76%	23
8	21	87%	96%	80%	16
7	11	86%	93%	77%	16
4	9	85%	94%	81%	13
10	22	85%	95%	69%	26
11	11	83%	90%	64%	26

Scores by Supervisor District

Figure 10 - Distribution of Park Scores by Supervisor District

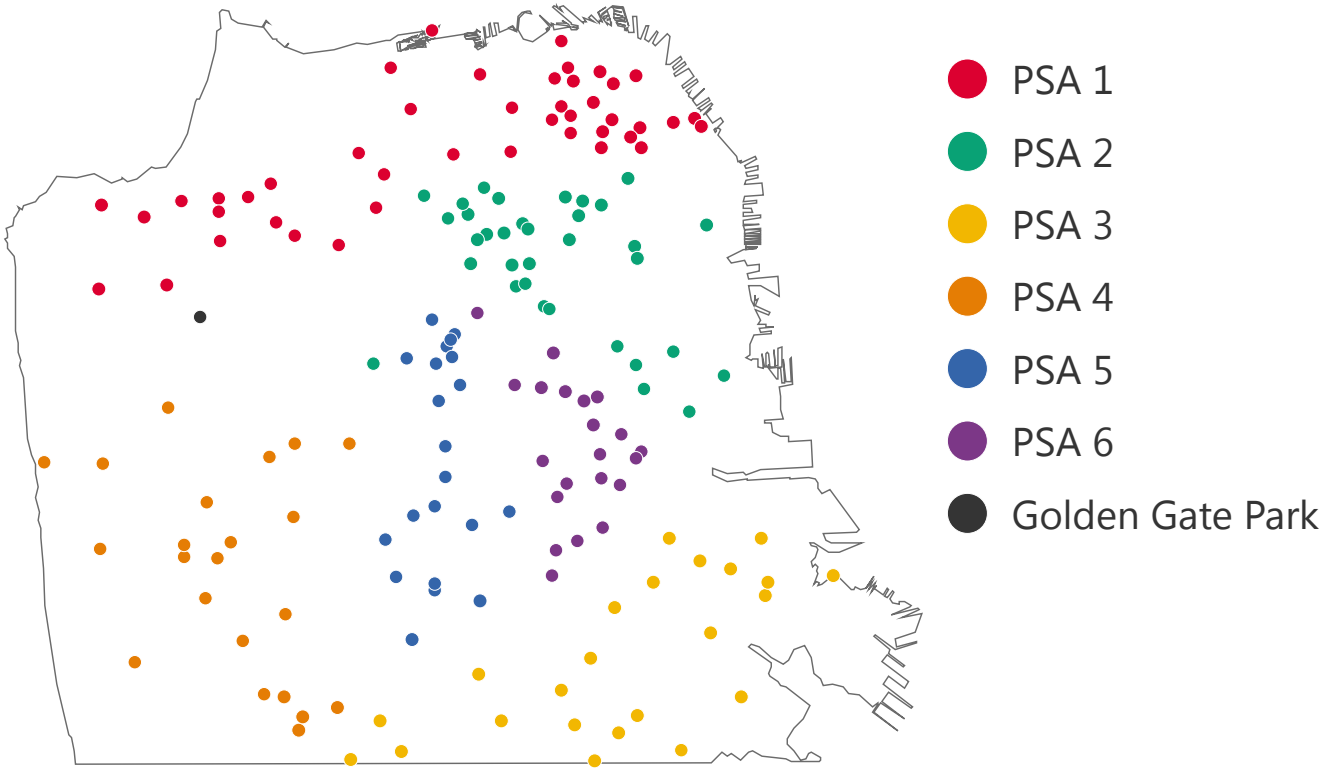


Scores by Park Service Area

Are there any trends in average park scores across Park Service Areas?

RPD organizes its park maintenance staff and resources into seven regions – Golden Gate Park (GGP) and six Park Service Areas (PSAs). Each PSA has a manager who directs horticultural and custodial activities and serves as the main point of contact for the region. PSAs are not geographically defined, but the properties in each region are in general proximity to each other, as shown below in Figure 11.

Figure 11 - Map of Park Service Areas (PSAs)



With an average score of 82%, PSA 3 has the lowest average among the areas. This PSA lies in the southeast part of the city and comprises 23 parks in the Hunter's Point, Portola, Visitacion Valley, and Excelsior neighborhoods. In addition to PSA 3, PSAs 4, 5, and Golden Gate Park all have average scores below the citywide average of 88%. PSA 3 also has the largest variation in park scores, with scores ranging from 64% to 94% (a range of 30 percentage points).

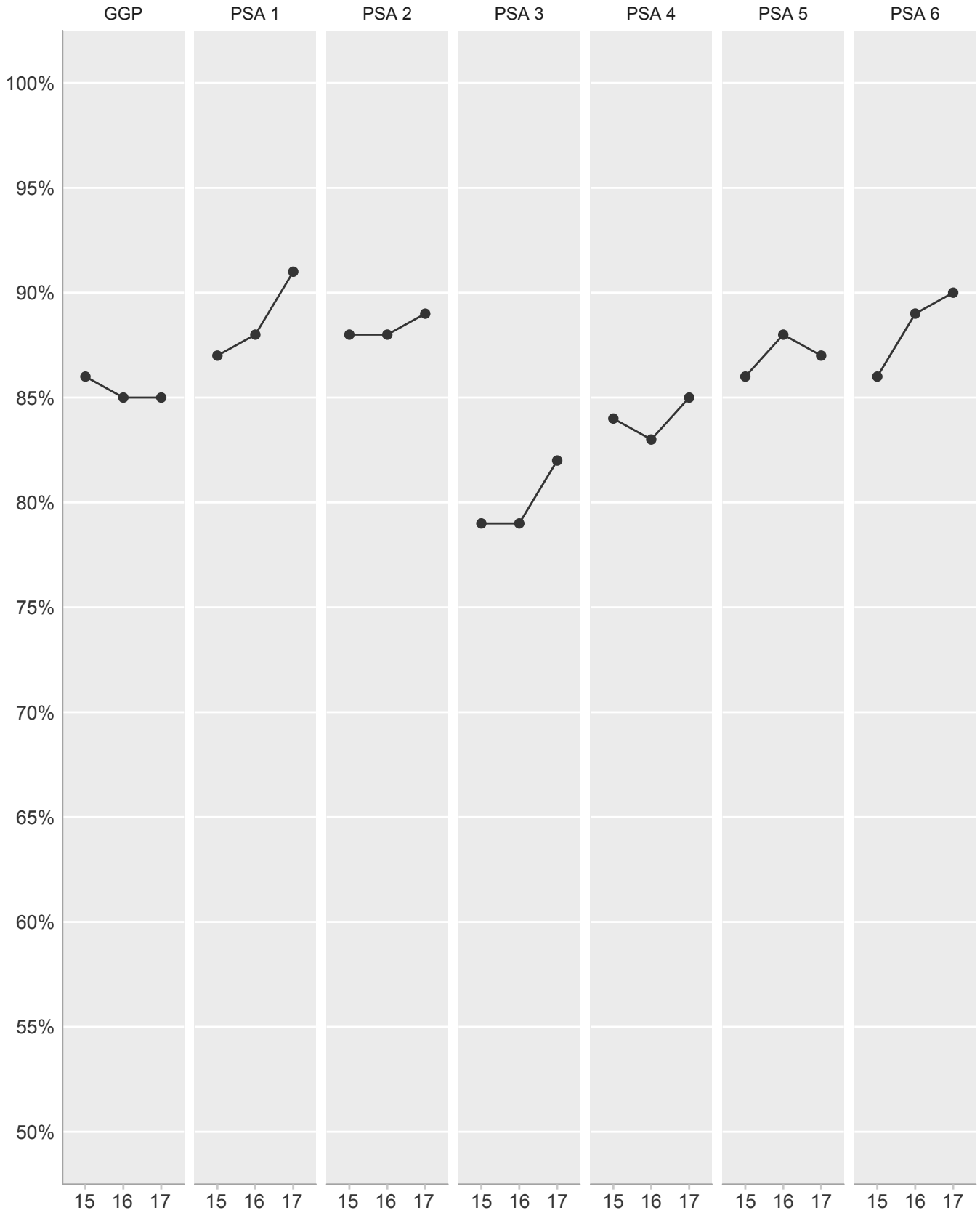
Consistent with previous years, parks in PSAs 1, 6, and 2 have the highest average scores (Figure 12).

Table 7 - Average Park Service Area Scores

PSA	Average Score	Number of Parks
PSA 1	91%	44
PSA 6	90%	21
PSA 2	89%	34
PSA 5	87%	21
PSA 4	85%	22
GGP	85%	1
PSA 3	82%	23

Scores by Park Service Area

Figure 12 - Average Park Service Area Scores by Fiscal Year

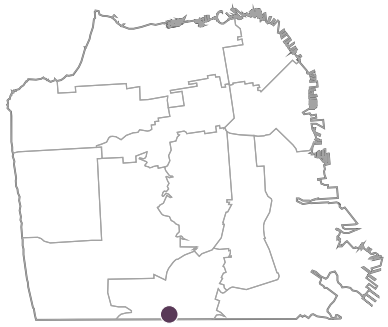


Challenges and Opportunities

What issues could RPD focus on to improve the lowest scoring parks?

One goal of this report is to provide RPD with actionable information that it can use to improve park conditions. To that end, the most pressing issues at the lowest scoring parks are highlighted here through their feature- and element-level data. The data for Alice Chalmers Playground is discussed below and similar data for the remainder of the low scoring parks is provided in Appendix A.

Figure 13 - Alice Chalmers Playground



Located in the Outer Mission (District 11), Alice Chalmers Playground is the lowest scoring park in FY17. Notably, every feature at this park scored lower than the corresponding citywide average and in many cases it was much lower, differing by 33 percentage points for restrooms, 35 percentage points for outdoor courts, and 38 percentage points for athletic fields. Efforts to improve these features may be more impactful than efforts to address features like greenspace, which have scores that are closer to the citywide average.

Table 8 - Difference in Feature Scores at Alice Chalmers Playground from Citywide Average

Feature	Park Feature Score	Citywide Average	Difference
Athletic Fields	49%	87%	-38
Outdoor Courts	54%	89%	-35
Restrooms	56%	89%	-33
Ornamental Beds	60%	89%	-29
Children's Play Areas	58%	80%	-22
Hardscape	70%	87%	-17
Trees	76%	91%	-15
Buildings & General Amenities	79%	87%	-8
Greenspace	80%	86%	-6

Additional insight into the problem areas at this park can be gained by going one level further into the data. At the element level of park evaluations, results are determined on a pass/fail basis. For example, the signage element for the outdoor courts feature has three main criteria:

- Sign pole is unstable, or is bent or leans 8.5 inches or more from vertical
- Sign text is illegible
- Sign is unanchored or is upside down

If at least one of these issues are found during an evaluation, the signage element for the particular court being evaluated would fail. The element score for a park then, is the percentage of the time that an element passed the evaluations for each feature for the entire year. Thus if a park had two courts with signage and the park was evaluated five times throughout the year, the signage score for the park would be based on a total of ten separate observations. If the above issues were found in two of the ten observations, the signage score for the athletic fields at the park would be 8/10, or 80%.

Table 9 lists all of the elements at Alice Chalmers Playground with a passing score of 50% or less. In this report, data is generally not provided down to the individual criteria level, which would reveal specifically what caused each of these elements to fail. However, such data is available to RPD and it could be useful in identifying potential opportunities to elevate the scores at the lowest scoring parks.

Table 9 - Lowest Element Scores at Alice Chalmers Playground

Feature	Element	Score (Percent Passing)
Athletic Fields	Equipment	0.0%
Outdoor Courts	Paint	0.0%
Outdoor Courts	Surface Quality	0.0%
Restrooms	Supplies	0.0%
Restrooms	Waste Receptacles	0.0%
Outdoor Courts	Weeds	12.5%
Children's Play Areas	Litter	20.0%
Children's Play Areas	Structures	20.0%
Ornamental Beds	Litter	20.0%
Athletic Fields	Fencing	25.0%
Athletic Fields	Paint	25.0%
Athletic Fields	Surface Quality	25.0%
Athletic Fields	Weeds	25.0%
Outdoor Courts	Equipment	25.0%
Restrooms	Graffiti	33.3%
Buildings & General Amenities	Fencing	40.0%
Buildings & General Amenities	Miscellaneous Infrastructure	40.0%
Children's Play Areas	Sand	40.0%
Hardscape	Litter	40.0%
Hardscape	Paths & Plazas	40.0%
Hardscape	Weeds	40.0%
Trees	Pruning	40.0%
Athletic Fields	Ball Diamonds	50.0%
Athletic Fields	Litter	50.0%
Athletic Fields	Mowing	50.0%
Outdoor Courts	Fencing	50.0%

Section 2

Feature Scores

In this section:

Trends Across Features

- What are the citywide average feature scores for FY17? How do they compare to previous years?
- What is the distribution and variation of feature instance scores?

Athletic Fields

- How do athletic fields score overall, and which score the highest and lowest?

Children's Play Areas

- How do children's play areas score, and which score the highest and lowest?

Dog Play Areas

- How do dog play areas score overall, and which score the highest and lowest?

Outdoor Courts

- How do outdoor courts score overall, and which score highest and lowest?

Restrooms

- How do restrooms score overall, and which score the highest and lowest?

Trends Across Features

Each park is evaluated based on the features located at its site. A total of 12 features may be evaluated at any site: athletic fields, buildings & general amenities, children's play areas (CPAs), dog play areas (DPAs), greenspace, hardscape, lawns, ornamental beds, outdoor courts, restrooms, table seating areas, and trees. In many cases, multiple instances of a feature exist at a park. For example, many parks have multiple restrooms, courts, or athletic fields. In this section of the report, the term "feature score" may refer to the score of an individual feature instance, a park's aggregate feature score, or the citywide average feature score.

What are the citywide average feature scores for FY17? How do they compare to previous years?

Table 10 shows the citywide average scores for all 12 features in fiscal years 2015 through 2017. Looking only at the FY17 scores, trees score the highest (91%), while CPAs are the lowest scoring feature, with an average score of 80%.

With regard to all three years of the data (see Table 10 below and Figure 15 on pages 32 and 33), seven out of the twelve features (athletic fields, buildings & general amenities, dog play areas, greenspace, hardscape, lawns, and ornamental beds) experienced an increase in average score from FY15 to FY17. Hardscape and buildings & general amenities experienced the largest increases, each going from a score of 82% in FY15 to a score of 87% in FY17. Over the same period, the scores for three features remained steady (CPAs, outdoor courts, and trees), and average scores dropped for only two features (restrooms and table seating areas). Restrooms and table seating areas both experienced the same decrease, going from 91% in FY15 to 89% in FY17.

Table 10 - Feature Scores by Fiscal Year

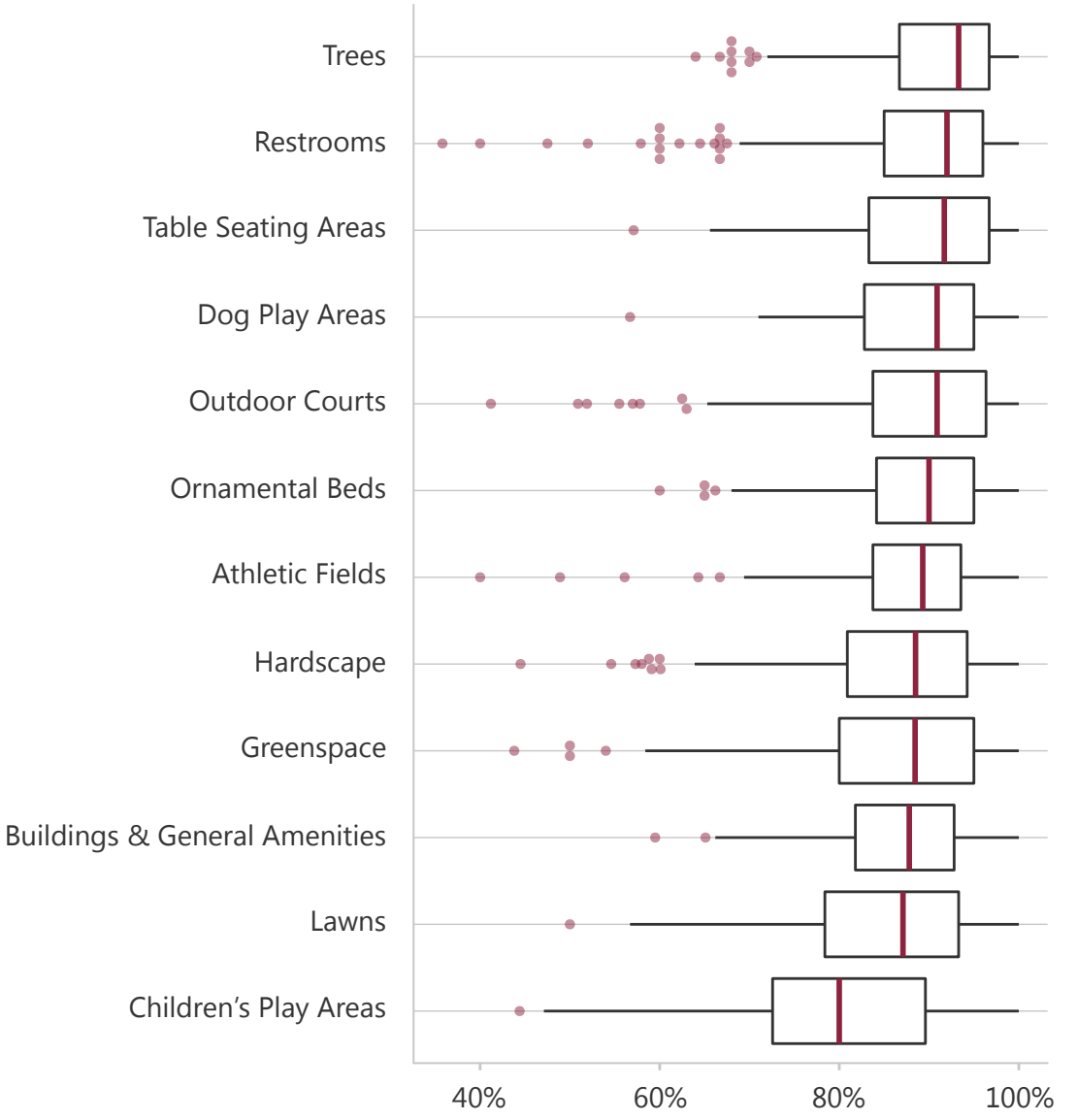
Feature	FY15	FY16	FY17	Change (FY15-FY17)
Trees	91%	91%	91%	0
Ornamental Beds	88%	89%	89%	1
Outdoor Courts	89%	89%	89%	0
Restrooms	91%	91%	89%	-2
Table Seating Areas	91%	89%	89%	-2
Dog Play Areas	87%	87%	88%	1
Athletic Fields	84%	87%	87%	3
Buildings & Amenities	82%	82%	87%	5
Hardscape	82%	84%	87%	5
Greenspace	85%	86%	86%	1
Lawns	83%	84%	86%	3
Children's Play Areas	80%	79%	80%	0

What is the distribution and variation of feature instance scores?

Figure 14 shows the distribution of scores of individual feature instances. In this box plot, the park features are shown on the vertical axis and scores are represented on the horizontal axis. For each feature, the small red line represents the median score (which may be different than the previously reported average scores), and the two whiskers and two boxes (separated by the red lines) each represent 25% of the scores. Thus, where a whisker or box is more stretched out along the horizontal axis, the scores for the respective feature instances are more spread out, and where a whisker or box is more compact, the scores are more tightly concentrated. In each case the red circles represent low-scoring feature instances, which are considered outliers from the rest of the data.

The features in Figure 14 are sorted by their median scores. This figure is notable in that while restrooms is one of the highest scoring features overall, it also has the greatest spread in scores and the greatest number of outliers. Remarkably, 35 restrooms scored 100% in FY17. At the same time however, there were 17 low-scoring outliers, with one restroom scoring only 35.8% (the men's restroom at the tennis court clubhouse in John McLaren Park).

Figure 14 - Distribution of Feature Instance Scores



Trends Across Features

Figure 15 - Average Feature Scores by Fiscal Year [see discussion on page 30]

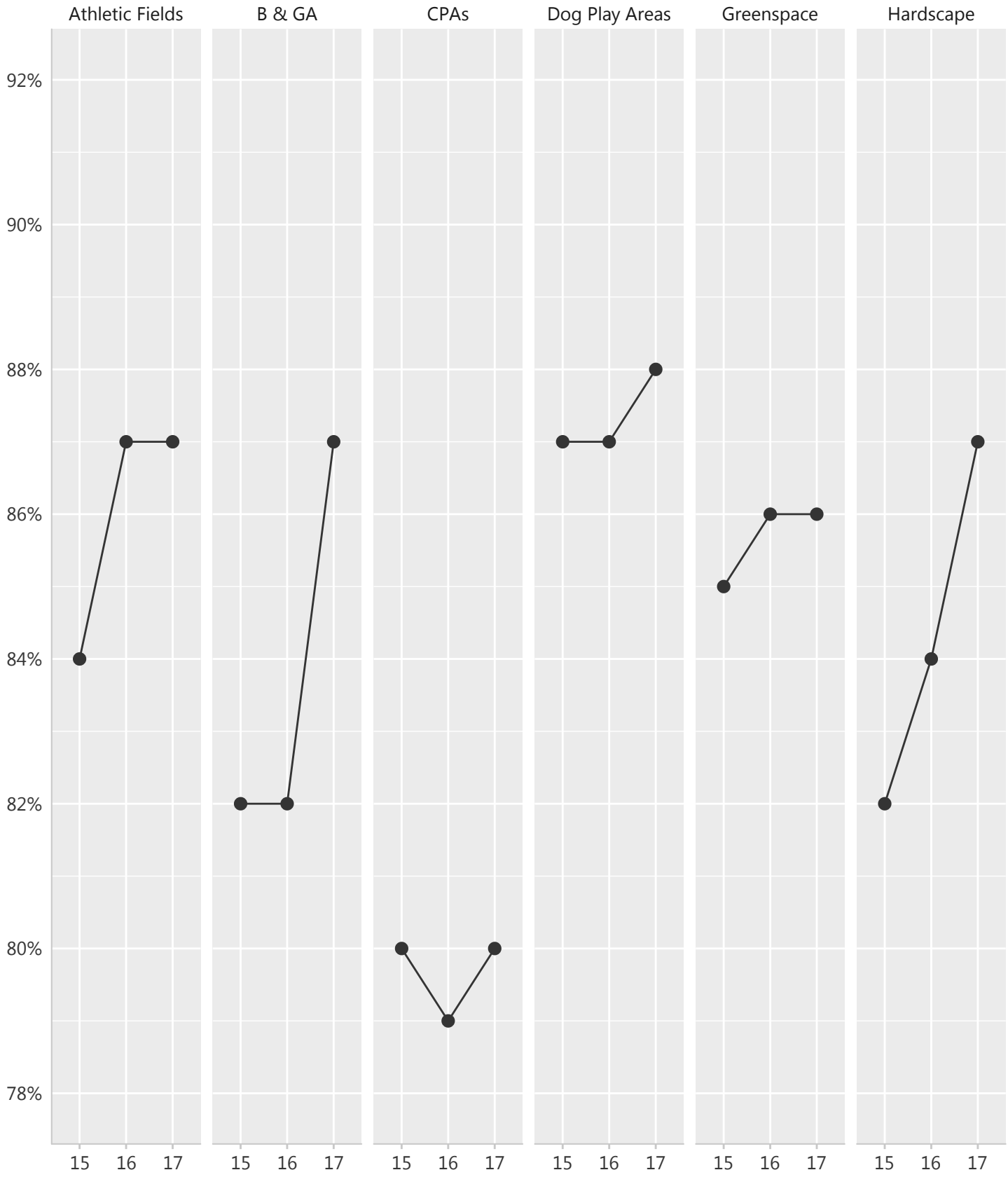
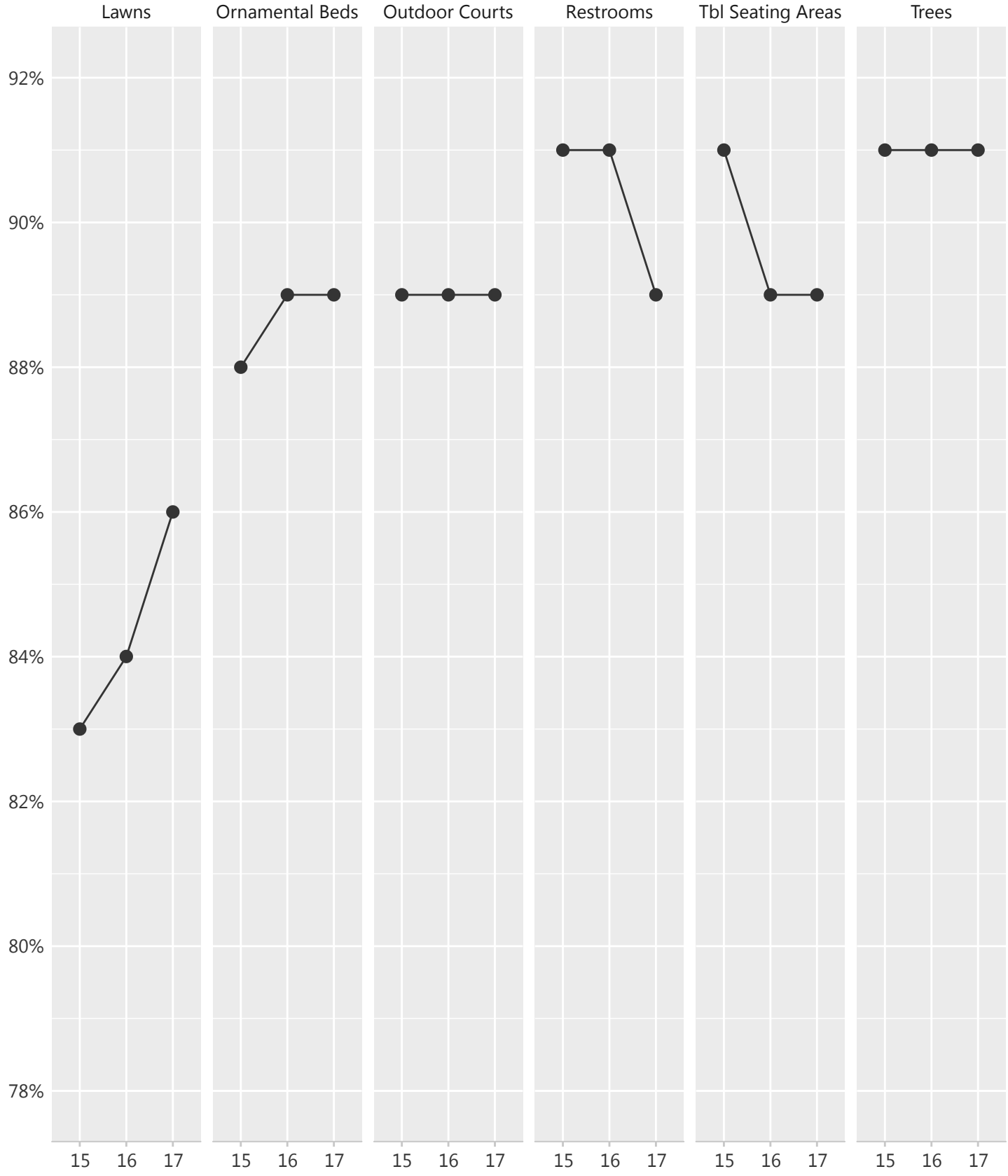


Figure 15 - Average Feature Scores by Fiscal Year (continued)



Athletic Fields

How do athletic fields score overall, and which score the highest and lowest?

In FY17, 107 athletic fields were evaluated at 47 different parks. These fields range from traditional ones like soccer and softball to more uncommon ones for lawn bowling, discus throwing, croquet, and archery. Collectively, the athletic fields have a citywide average score of 87% in FY17 but among the various types, soccer fields score the highest, with an average of 90%.

Table 11 - Distribution of Athletic Field Type Scores

Athletic Field Type	FY17 Average Score	Number of Fields
Other*	84%	13
Softball	86%	35
Multipurpose	86%	12
Baseball	87%	24
Soccer	90%	23
All Fields	87%	107

*Other category includes more rare fields, where 3 or fewer fields of the same type were evaluated.

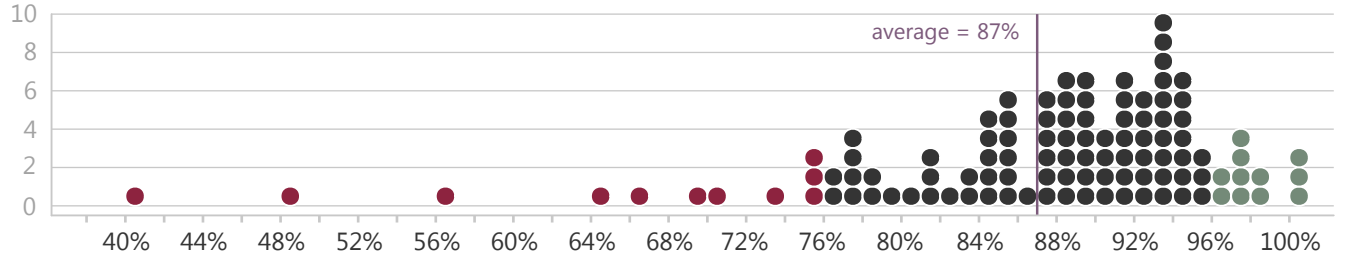
The distribution of athletic field scores is shown below in Figure 16. For the purposes of this section, the highest scoring fields are those with a score greater than the ninetieth percentile and the lowest scoring fields are those with a score less than or equal to the tenth percentile. These fields are shaded green and red, respectively, in both the chart below and in the map to the right.

Of the eleven lowest scoring athletic fields, three (including the lowest scoring field overall) are at a single park: Sigmund Stern Recreation Grove. The two croquet fields at Stern Grove scored 40% and 70%, and often had issues related to fencing, turf detailing, and mowing. The golf putting green, which scored 56%, had turf, mowing, and surface quality issues.

In addition to Stern Grove, two more of the lowest scoring athletic fields are at Crocker Amazon Playground. Both the south multipurpose grass and the east baseball field (2) at Crocker Amazon had surface quality issues and the baseball field had problems with paint.

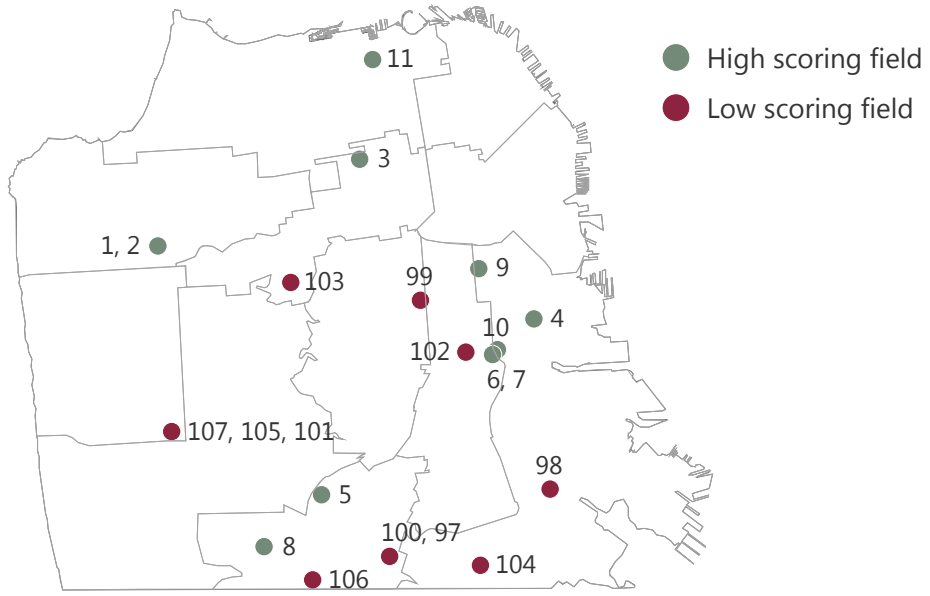
Three athletic fields in the city scored 100%, meaning no issues were found in any of the elements during all of the quarterly evaluations. Two of these fields are in Golden Gate Park - the discus toss and the east bowling green - while the other is the multipurpose field at the Hamilton Recreation Center.

Figure 16 - Distribution of Athletic Field Scores



Athletic Fields

Figure 17 - Highest and Lowest Scoring Athletic Fields



Rank/ID	Park Name	Feature Instance	Average Score
1	Golden Gate Park	Discus Toss	100.0%
2	Golden Gate Park	Bowling Green 1 (East)	100.0%
3	Hamilton Recreation Center	Multipurpose Field	100.0%
4	Potrero Hill Recreation Center	Softball (Diamond 2)	98.3%
5	Balboa Park	Soccer	98.2%
6	James Rolph Jr. Playground	Softball (East)	97.5%
7	James Rolph Jr. Playground	Softball (West)	97.5%
8	Minnie & Lovie Ward Playground	Softball (Diamond 2)	97.5%
9	Franklin Square	Soccer	97.2%
10	Potrero del Sol Park	Multipurpose Field	96.7%
11	Moscone Recreation Center	Golf Putting Green 1 (NW)	96.2%

Rank/ID	Park Name	Feature Instance	Average Score
97	Crocker Amazon Playground	Baseball (East - Diamond 2)	75.6%
98	Bay View Playground	Baseball	75.0%
99	Mission Playground	Soccer (Youth)	75.0%
100	Crocker Amazon Playground	Multipurpose Grass (South)	73.8%
101	Sigmund Stern Recreation Grove	Croquet (North)	70.9%
102	Garfield Square	Soccer	69.4%
103	Grattan Playground	Multipurpose Field	66.7%
104	Visitacion Valley Playground	Softball	64.3%
105	Sigmund Stern Recreation Grove	Golf Putting Green	56.1%
106	Alice Chalmers Playground	Softball	48.9%
107	Sigmund Stern Recreation Grove	Croquet (South)	40.0%

Children's Play Areas

How do children's play areas score, and which score the highest and lowest?

In FY17, 158 children's play areas (CPAs) were evaluated in 123 different parks. CPAs are the lowest scoring feature this year as well as the prior two years. Figure 18 shows the distribution of scores and Figure 19 shows the location of the highest and lowest scoring instances. There is a clear geographic distinction between the top and bottom CPAs. While the southern half of the city contains 10 of the 15 lowest scoring CPAs, it doesn't contain any of the highest scoring CPAs. Instead, all the highest scoring CPAs are in the northern and central parts of the city. Of the top scoring CPAs, several have been renovated in recent years, including all of the top six, which scored 100%.

A relatively common issue among many of the lowest scoring CPAs relates to the rubber surfacing of the play area. In particular, the rubber surfacing passed 0% of the time for the CPA at Kelloch-Velasco Mini Park, the Geneva-Moscow play area in Crocker Amazon Playground, the CPA in Adam Rogers Park, and the CPA at Aptos Playground; and it passed only 20% of the time for the School Age CPA at India Basin Shoreline Park, the CPA at Koshland Park, and the CPA at Parkside Square.

Figure 18 - Distribution of Children's Play Area Scores

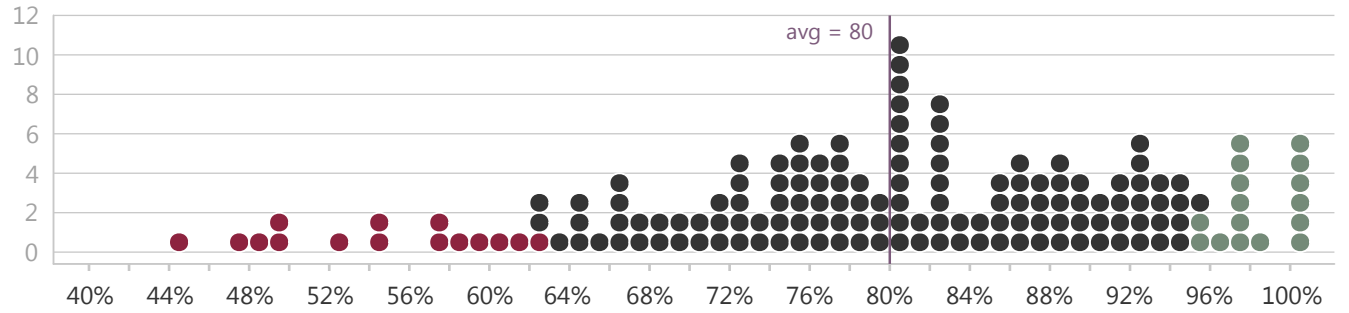


Table 12 - Highest Scoring Children's Play Areas

Rank/ID	Park Name	Feature Instance	Average Score
1	10th Avenue-Clement Mini Park	CPA	100.0%
2	Cabrillo Playground	CPA (South - Tots)	100.0%
3	Collis P. Huntington Park	CPA	100.0%
4	Fulton Playground	CPA (27th Ave - School Age)	100.0%
5	Fulton Playground	CPA (Central - Tots)	100.0%
6	South Park	CPA (Southwest)	100.0%
7	Betty Ann Ong Chinese Recreation Center	CPA	98.0%
8	Father Alfred E. Boeddeker Park	CPA	97.8%
9	Sunset Playground	CPA (East - Tots)	97.8%
10	Midtown Terrace Playground	CPA	97.5%
11	Sunset Playground	CPA (West - School Age)	97.5%
12	Hamilton Recreation Center	CPA (Tots)	97.2%
13	Potrero Hill Recreation Center	CPA (Lower)	97.2%
14	Noe Valley Courts	CPA	96.7%
15	Hayes Valley Playground	CPA (Tots)	95.6%
16	Kid Power Park	CPA (North)	95.6%

Children's Play Areas

Figure 19 - Highest and Lowest Scoring CPAs

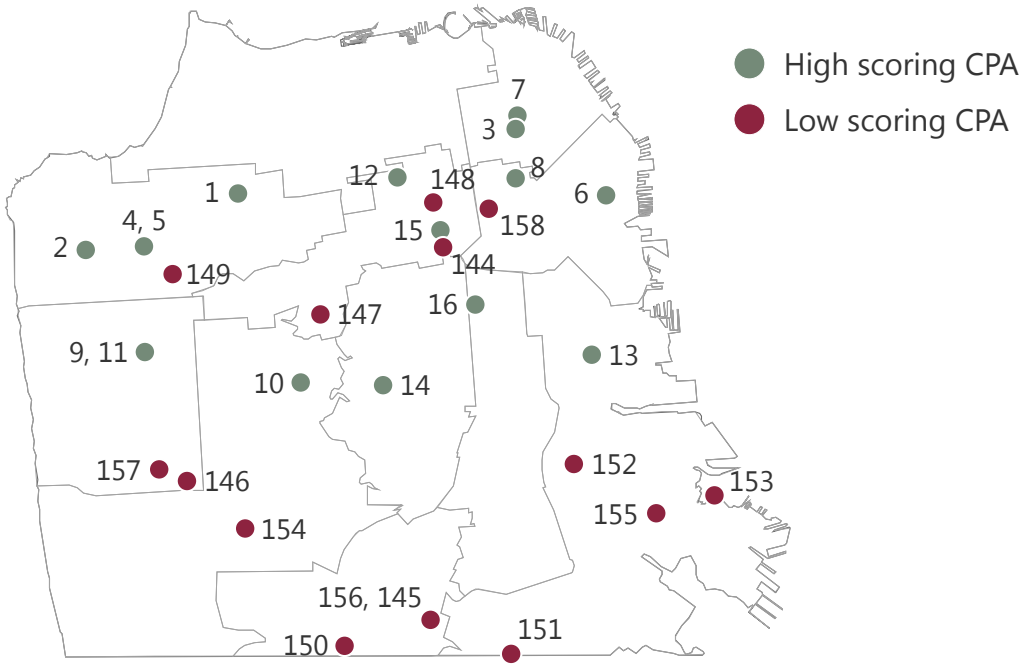


Table 13 - Lowest Scoring Children's Play Areas

Rank/ID	Park Name	Feature Instance	Average Score
144	Koshland Park	CPA	62.0%
145	Crocker Amazon Playground	CPA (Italy Street)	61.1%
146	Sigmund Stern Recreation Grove	CPA (on South Slope)	60.0%
147	Grattan Playground	CPA	59.3%
148	Buchanan Street Mall	CPA (Fulton Block)	58.4%
149	Golden Gate Park	CPA (Alley of Humanitarians)	57.8%
150	Alice Chalmers Playground	CPA	57.5%
151	Kelloch-Velasco Mini Park	CPA	54.9%
152	Selby-Palou Mini Park	CPA	54.3%
153	India Basin Shoreline Park	CPA (School Age)	52.5%
154	Aptos Playground	CPA	49.6%
155	Adam Rogers Park	CPA	49.3%
156	Crocker Amazon Playground	CPA (Geneva-Moscow)	48.7%
157	Parkside Square	CPA	47.1%
158	Joseph L. Alioto Performing Arts Piazza	CPA (McAllister Street - Tots)	44.4%

Dog Play Areas

How do dog play areas score overall, and which score the highest and lowest?

In FY17, 25 dog play areas (DPAs) were evaluated at 22 different parks. Collectively, this feature has an average score of 88% citywide; however, there is significant variation in the individual scores. With a score of 56.7%, the lowest scoring dog play area is located in John McLaren Park in the Excelsior neighborhood. Issues related to signage and litter elements at the John McLaren DPA were most commonly observed throughout the year. The DPA at Eureka Valley Recreation Center is the second lowest scoring DPA and commonly had issues with the equipment and seating.

The two highest scoring DPAs are at Lake Merced Park and Potrero Hill Recreation Center; both had perfect scores for the entire year.

Figure 20 - Distribution of Dog Play Area Scores

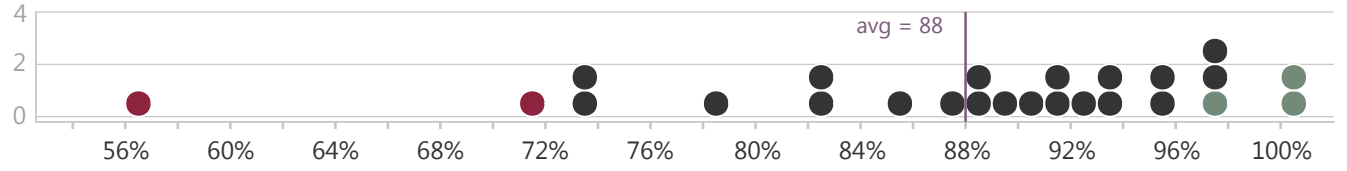
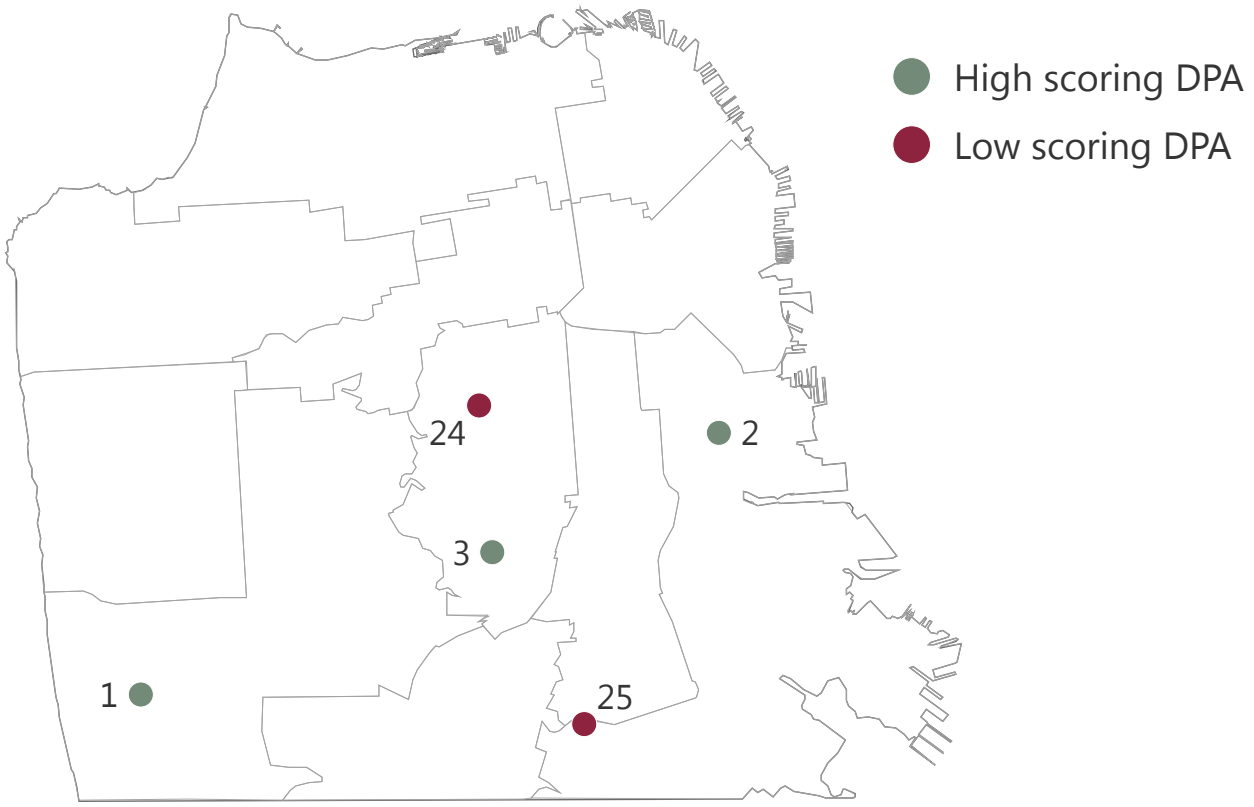


Figure 20 - Highest and Lowest Scoring DPAs



Rank/ID	Park Name	Feature Instance	Average Score
1	Lake Merced Park	Dog Play Area	100.0%
2	Potrero Hill Recreation Center	Dog Play Area	100.0%
3	Walter Haas Playground	Dog Play Area	97.5%

Rank/ID	Park Name	Feature Instance	Average Score
24	Eureka Valley Recreation Center	Dog Play Area	71.0%
25	John McLaren Park	Dog Play Area	56.7%

Outdoor Courts

How do outdoor courts score overall, and which score the highest and lowest?

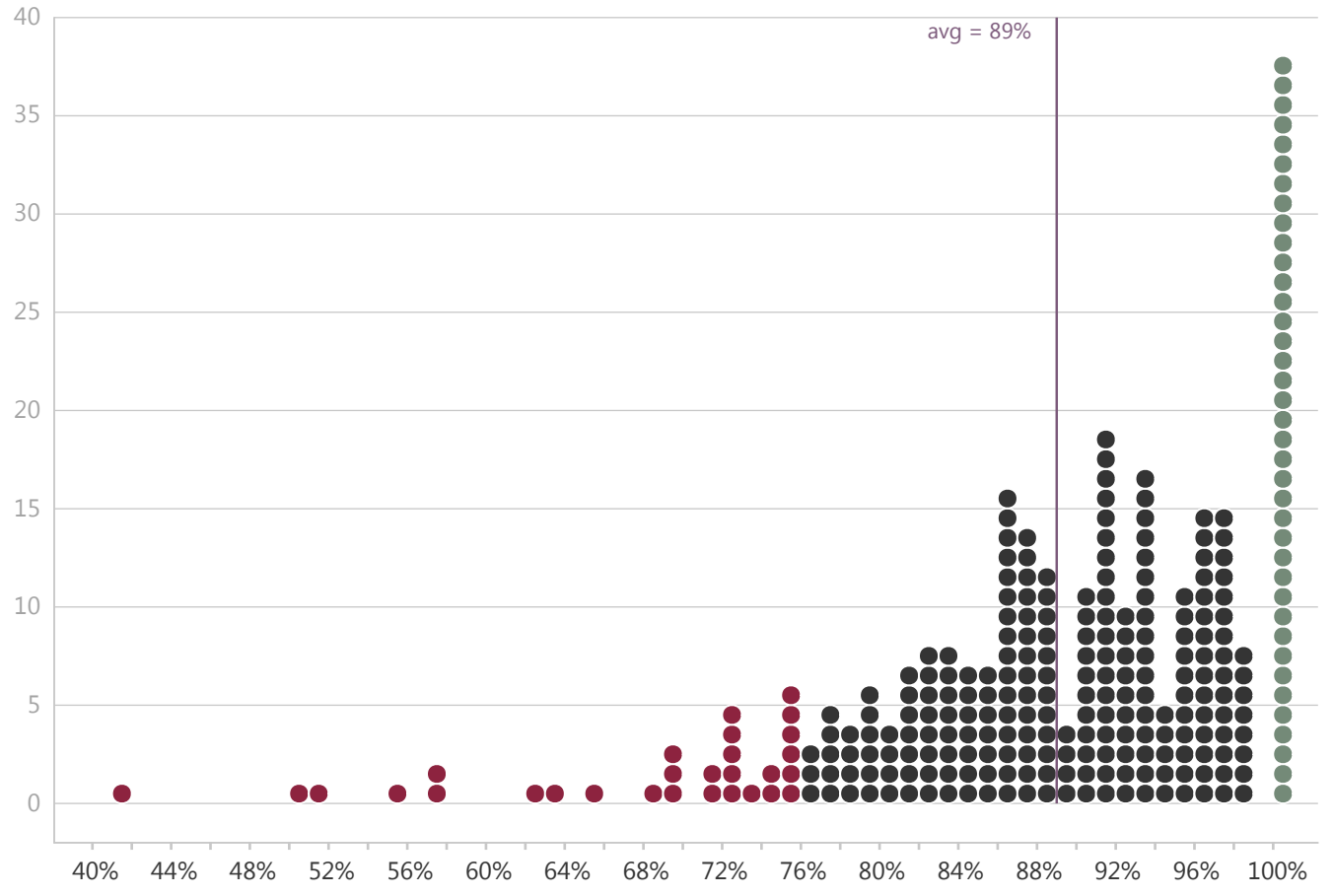
In FY17, 283 outdoor courts were evaluated at 95 different parks. Collectively, the City's courts have an average score of 89% but the scores vary based on the type of court in question. For example, tennis courts have an average score of 90% while basketball courts score slightly lower (87%). Skateparks are the lowest scoring type of court, with an average score of 81%.

Table 14 - Distribution of Outdoor Court Type Scores

Outdoor Courts Types	FY17 Average Score	Number of Courts
Skatepark	81%	5
Multi-Sport	87%	19
Basketball	87%	92
Volleyball	88%	9
Other	88%	12
Tennis	90%	146
Grand Total	89%	283

*Other category includes rare courts, where 3 or fewer of the same type were evaluated.

Figure 21 - Distribution of Outdoor Court Scores

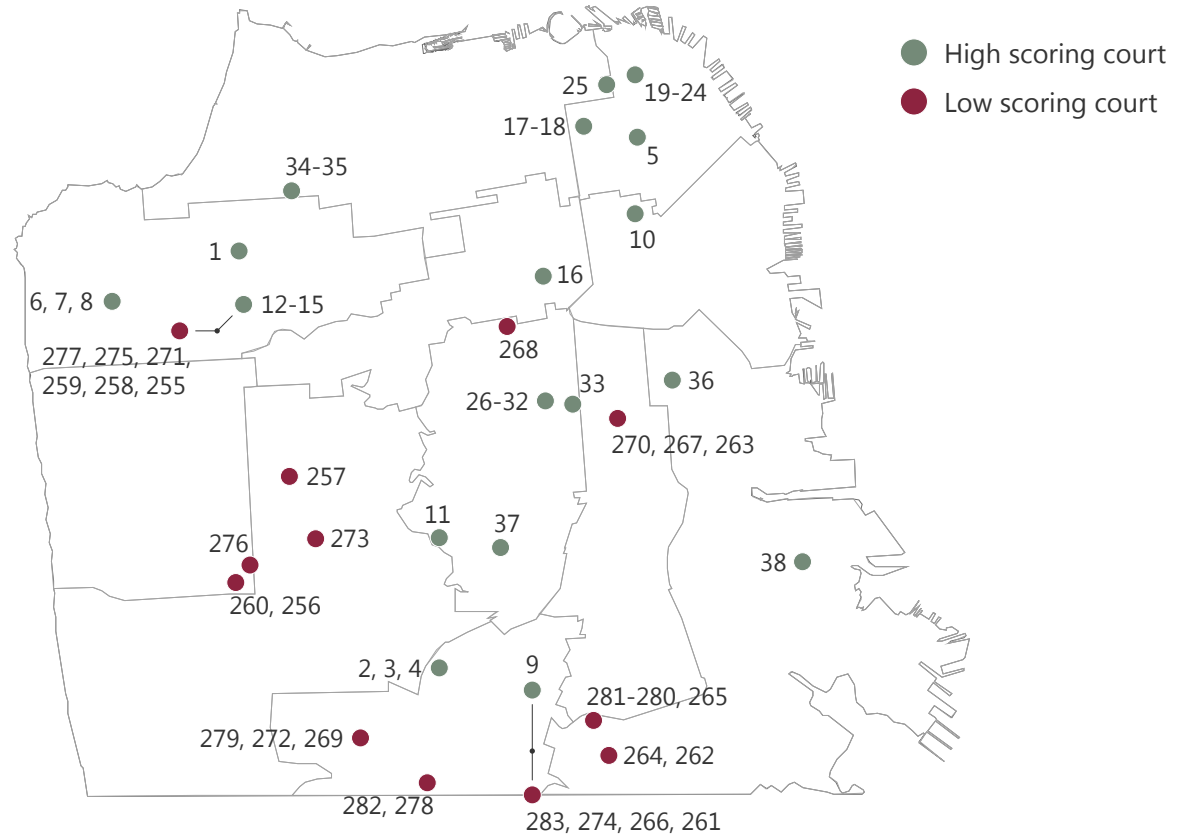


Outdoor Courts

Over a third of the lowest scoring outdoor courts (9 out of 29) are in District 11 and an even greater number (10 out of 29) are located at two specific parks - Golden Gate Park and Crocker Amazon Playground. Issues with fencing, surface quality, and weeds were found most at the multi-sport pavement at Crocker Amazon Playground, while both of Crocker Amazon's basketball courts had problems with equipment, litter, and paint. The second-lowest scoring court, a basketball court at Alice Chalmers, also consistently had issues with paint, surface quality, and weeds.

Thirty eight of the 283 outdoor courts evaluated scored 100%, meaning no issues were found in the court throughout the entire year. Ten of these courts are in District 8, and seven of those ten are in Mission Dolores Park.

Figure 22 - Highest and Lowest Scoring Outdoor Courts



Outdoor Courts

Table 15 - Highest Scoring Outdoor Courts

Rank/ ID	Park Name	Feature Instance	Avg Score
1	Argonne Playground	Tennis	100.0%
2	Balboa Park	Basketball	100.0%
3	Balboa Park	Tennis 3 (East Center)	100.0%
4	Balboa Park	Tennis 4 (East)	100.0%
5	Betty Ann Ong Chinese Recreation Center	Basketball	100.0%
6	Cabrillo Playground	Basketball (Full Court)	100.0%
7	Cabrillo Playground	Basketball (Half Court)	100.0%
8	Cabrillo Playground	Tennis	100.0%
9	Crocker Amazon Playground	Bocce Courts (Clubhouse)	100.0%
10	Father Alfred E. Boeddeker Park	Basketball	100.0%
11	Glen Park	Tennis (West)	100.0%
12	Golden Gate Park	Basketball (Half Court)	100.0%
13	Golden Gate Park	Tennis 13	100.0%
14	Golden Gate Park	Tennis 16	100.0%
15	Golden Gate Park	Tennis 14	100.0%
16	Hayes Valley Playground	Fitness Court	100.0%
17	Helen Wills Playground	Basketball (Half Court)	100.0%
18	Helen Wills Playground	Tennis	100.0%
19	Joe DiMaggio North Beach Playground	Basketball (East Half Court)	100.0%
20	Joe DiMaggio North Beach Playground	Basketball (West Half Court)	100.0%
21	Joe DiMaggio North Beach Playground	Fitness Court/4 Square Area	100.0%
22	Joe DiMaggio North Beach Playground	Tennis 2	100.0%
23	Joe DiMaggio North Beach Playground	Tennis 3	100.0%
24	Joe DiMaggio North Beach Playground	Volleyball	100.0%
25	Michelangelo Playground	Basketball (Half Court)	100.0%
26	Mission Dolores Park	Basketball	100.0%
27	Mission Dolores Park	Multi-Sport Court	100.0%
28	Mission Dolores Park	Tennis (East 2)	100.0%
29	Mission Dolores Park	Tennis (East 3)	100.0%
30	Mission Dolores Park	Tennis (West 4)	100.0%
31	Mission Dolores Park	Tennis (West 5)	100.0%
32	Mission Dolores Park	Tennis (West 6)	100.0%
33	Mission Playground	Basketball	100.0%
34	Mountain Lake Park	Tennis 1 (West)	100.0%
35	Mountain Lake Park	Tennis 2 (West Center)	100.0%
36	Utah-18th Street Mini Park	Petanque	100.0%
37	Walter Haas Playground	Basketball	100.0%
38	Youngblood Coleman Playground	Tennis (East)	100.0%

Outdoor Courts

Table 16 - Lowest Ranking Outdoor Courts

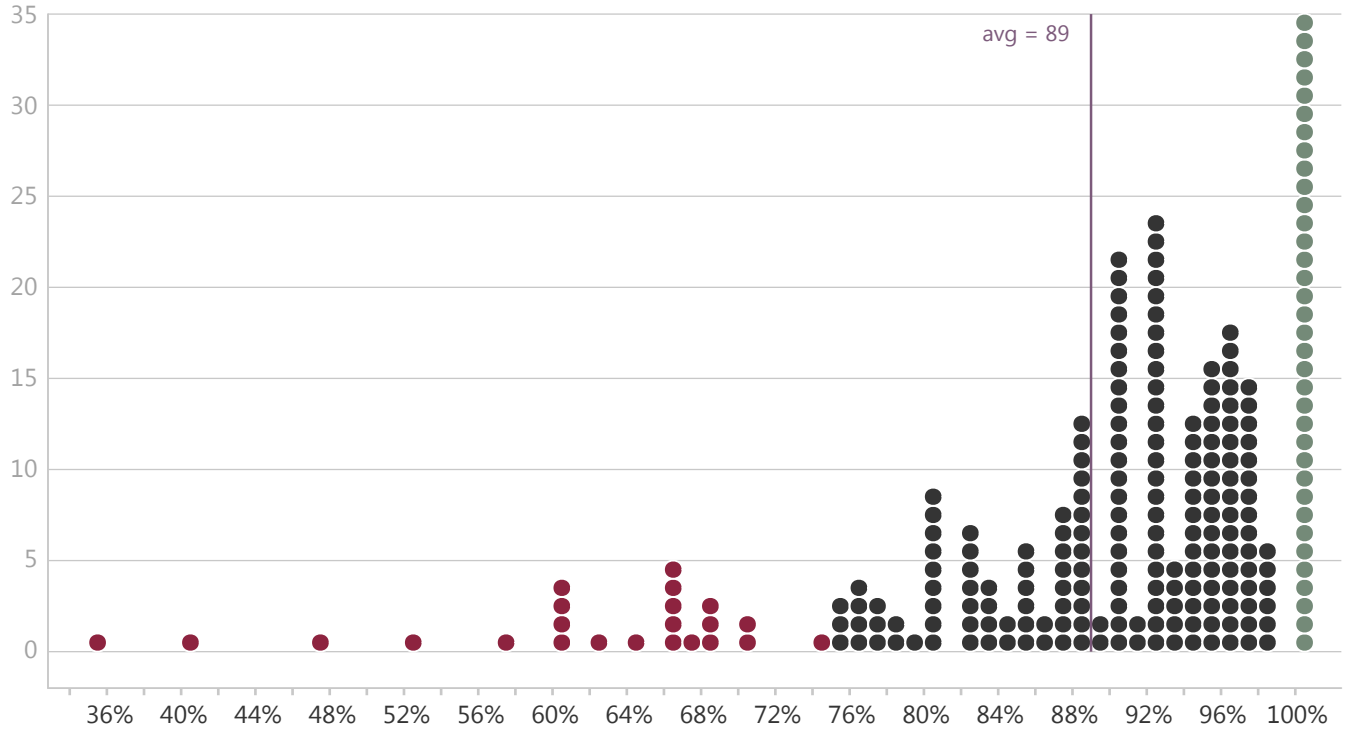
Rank/ID	Park Name	Feature Instance	Avg Score
255	Golden Gate Park	Tennis 11	75.8%
256	Sigmund Stern Recreation Grove	Horseshoe Pits (near South Slope)	75.8%
257	Golden Gate Heights Park	Tennis (East)	75.0%
258	Golden Gate Park	Tennis 02	75.0%
259	Golden Gate Park	Tennis 18	75.0%
260	Sigmund Stern Recreation Grove	Tennis (East) (near South Slope)	75.0%
261	Crocker Amazon Playground	Skatepark	74.5%
262	Herz Playground	Basketball (South)	74.5%
263	Jose Coronado Playground	Tennis	73.1%
264	Herz Playground	Basketball (North)	72.8%
265	John McLaren Park	Basketball (Oxford Half Courts)	72.8%
266	Crocker Amazon Playground	Basketball (South)	72.5%
267	Jose Coronado Playground	Basketball	72.2%
268	Duboce Park	Basketball	72.0%
269	Minnie & Lovie Ward Playground	Tennis (East)	71.8%
270	Jose Coronado Playground	Multi-Sport Court	71.4%
271	Golden Gate Park	Tennis 10	69.5%
272	Minnie & Lovie Ward Playground	Tennis (West)	69.3%
273	West Portal Playground	Basketball	69.2%
274	Crocker Amazon Playground	Basketball (North)	68.4%
275	Golden Gate Park	Tennis 09	65.3%
276	Carl Larsen Park	Basketball	63.0%
277	Golden Gate Park	Multi-purpose Triangle	62.5%
278	Alice Chalmers Playground	Tennis	57.8%
279	Minnie & Lovie Ward Playground	Basketball	57.0%
280	John McLaren Park	Tennis 4	55.5%
281	John McLaren Park	Tennis 3	51.9%
282	Alice Chalmers Playground	Basketball	50.9%
283	Crocker Amazon Playground	Multi-Sport Pavement	41.2%

Restrooms

How do restrooms score overall, and which score the highest and lowest?

In FY17, 245 restrooms were evaluated at 85 different parks. Collectively, the restrooms have an average score of 89%. However, as Figure 23 reveals, restroom scores vary widely and range from 36% to 100%. Some variation in restroom scores could be due to the high amount of use the restrooms typically get. There are also differences by type. The average score of all female restrooms (90%) is 3 percentage points higher than the average of male restrooms (87%). The average rating of unisex bathrooms was the highest at 95%, though there are only eleven throughout the city.

Figure 23 - Distribution of Restroom Scores

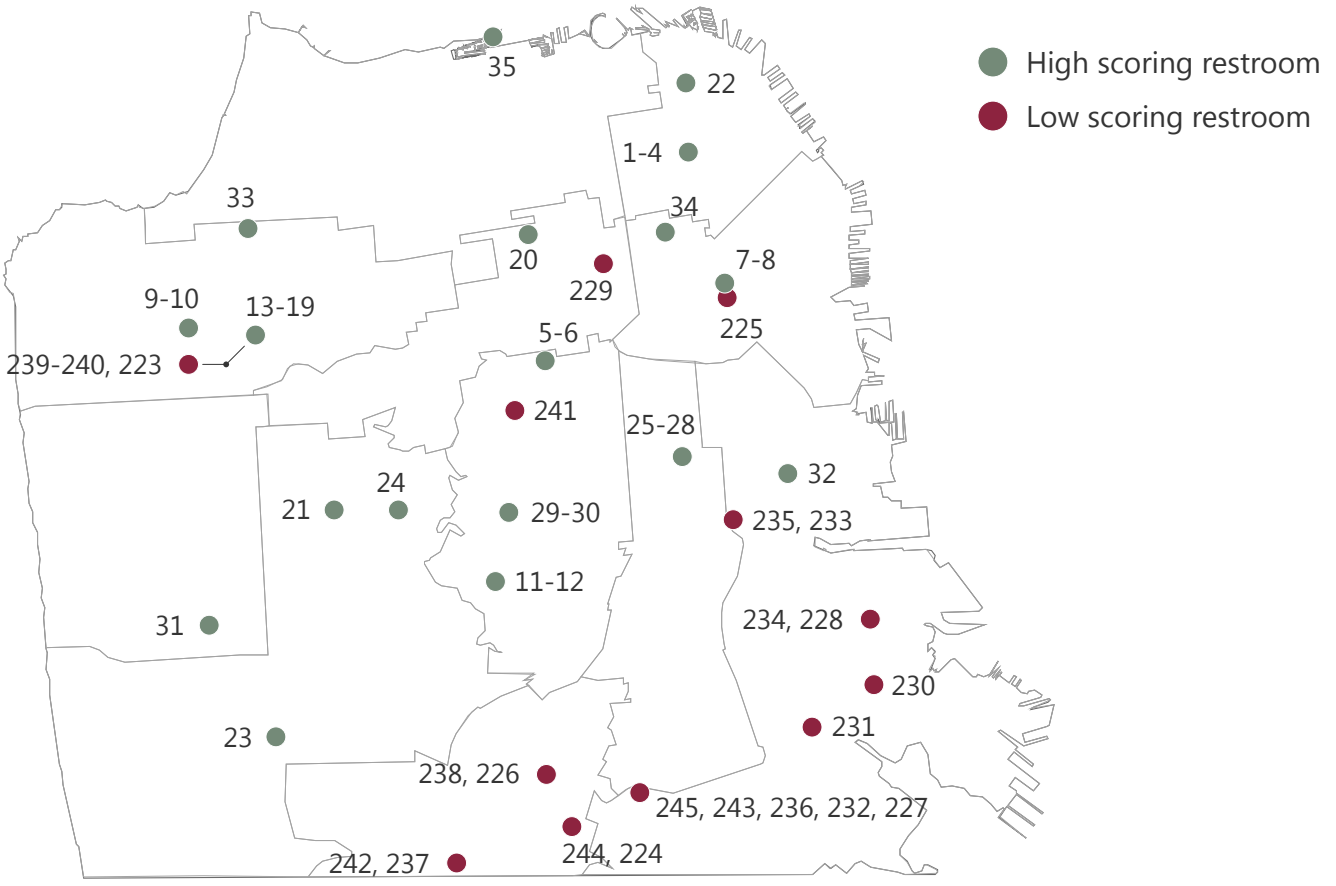


Restrooms

Five of the lowest scoring 23 restrooms are located in John McLaren Park. The restrooms at the Tennis Clubhouse are among the lowest in the city and both had issues with poor lighting, graffiti, supplies, and waste receptacles.

Thirty five restrooms received perfect scores in FY17, meaning no issues were found in the restroom during any evaluation throughout the year.

Figure 24 - Highest and Lowest Scoring Restrooms



Restrooms

Table 17 - Highest Scoring Restrooms

Rank/ID	Park Name	Feature Instance	Average Score
1	Betty Ann Ong Chinese Recreation Center	Restroom (1st Floor Female)	100.0%
2	Betty Ann Ong Chinese Recreation Center	Restroom (1st Floor Male)	100.0%
3	Betty Ann Ong Chinese Recreation Center	Restroom (2nd Floor Female)	100.0%
4	Betty Ann Ong Chinese Recreation Center	Restroom (2nd Floor Male)	100.0%
5	Duboce Park	Restroom (Rec Center Female)	100.0%
6	Duboce Park	Restroom (Rec Center Male)	100.0%
7	Eugene Friend Recreation Center	Restroom (CPA Female)	100.0%
8	Eugene Friend Recreation Center	Restroom (CPA Male)	100.0%
9	Fulton Playground	Restroom (Female)	100.0%
10	Fulton Playground	Restroom (Male)	100.0%
11	George Christopher Playground	Restroom (Clubhouse Female)	100.0%
12	George Christopher Playground	Restroom (Clubhouse Male)	100.0%
13	Golden Gate Park	Restroom (Unisex) (Conservatory Drive)	100.0%
14	Golden Gate Park	Restroom (Female) (Conservatory Valley)	100.0%
15	Golden Gate Park	Restroom (Kezar Pavilion East Female)	100.0%
16	Golden Gate Park	Restroom (Female) (Panhandle)	100.0%
17	Golden Gate Park	Restroom (Female) (Stow Lake)	100.0%
18	Golden Gate Park	Restroom (Angler's Lodge Female)	100.0%
19	Golden Gate Park	Restroom (Angler's Lodge Male)	100.0%
20	Hamilton Recreation Center	Restroom (Rec Center Male)	100.0%
21	J. P. Murphy Playground	Restroom (Clubhouse Female)	100.0%
22	Joe DiMaggio North Beach Playground	Restroom (Unisex)	100.0%
23	Junipero Serra Playground	Restroom (Clubhouse Female)	100.0%
24	Midtown Terrace Playground	Restroom (Clubhouse Female)	100.0%
25	Mission Recreation Center	Restroom (Harrison Entrance Female)	100.0%
26	Mission Recreation Center	Restroom (Treat St Mission Arts Female)	100.0%
27	Mission Recreation Center	Restroom (Treat St Mission Arts Male)	100.0%
28	Mission Recreation Center	Restroom (Upstairs Gym Female)	100.0%
29	Noe Valley Courts	Restroom (Female)	100.0%
30	Noe Valley Courts	Restroom (Male)	100.0%
31	Parkside Square	Restroom (Female)	100.0%
32	Potrero Hill Recreation Center	Restroom (Male)	100.0%
33	Richmond Playground	Restroom (Male)	100.0%
34	Tenderloin Recreation Center	Restroom (Male)	100.0%
35	Yacht Harbor & Marina Green	Restroom (Little Green Male)	100.0%

Restrooms

Table 18 - Lowest Scoring Restrooms

Rank/ID	Park Name	Feature Instance	Average Score
223	Golden Gate Park	Restroom (South Polo Male)	74.0%
224	Crocker Amazon Playground	Restroom (Baseball North Female)	70.0%
225	Victoria Manalo Draves Park	Restroom (Male)	70.0%
226	Excelsior Playground	Restroom (Clubhouse Female)	68.9%
227	John McLaren Park	Restroom (Oxford Street Female)	68.9%
228	Youngblood Coleman Playground	Restroom (Soccer Female)	68.9%
229	Margaret S. Hayward Playground	Restroom (Male)	67.5%
230	Adam Rogers Park	Restroom (Female)	66.7%
231	Bay View Playground	Restroom (Female)	66.7%
232	John McLaren Park	Restroom (Amphitheatre Male)	66.7%
233	Potrero del Sol Park	Restroom (Male)	66.7%
234	Youngblood Coleman Playground	Restroom (Soccer Male)	66.1%
235	Potrero del Sol Park	Restroom (Female)	64.5%
236	John McLaren Park	Restroom (Oxford Street Male)	62.2%
237	Alice Chalmers Playground	Restroom (Male)	60.0%
238	Excelsior Playground	Restroom (Clubhouse Male)	60.0%
239	Golden Gate Park	Restroom (Tennis Center Female)	60.0%
240	Golden Gate Park	Restroom (Tennis Center Male)	60.0%
241	States Street Playground	Restroom (Male)	57.9%
242	Alice Chalmers Playground	Restroom (Female)	52.0%
243	John McLaren Park	Restroom (Tennis Court Clubhouse Female)	47.5%
244	Crocker Amazon Playground	Restroom (Baseball North Male)	40.0%
245	John McLaren Park	Restroom (Tennis Court Clubhouse Male)	35.8%

Section 3

Element Scores

In this section:

Graffiti

- Which parks have the most and least amount of graffiti, and what factors may be influencing these results?
- Are there hot spots or cold spots of graffiti in parks across the city?
- Are there any trends in graffiti scores across supervisor districts?

Cleanliness

- Which parks score the best and worst for cleanliness?
- Are there any trends in cleanliness scores across supervisor districts?

Graffiti

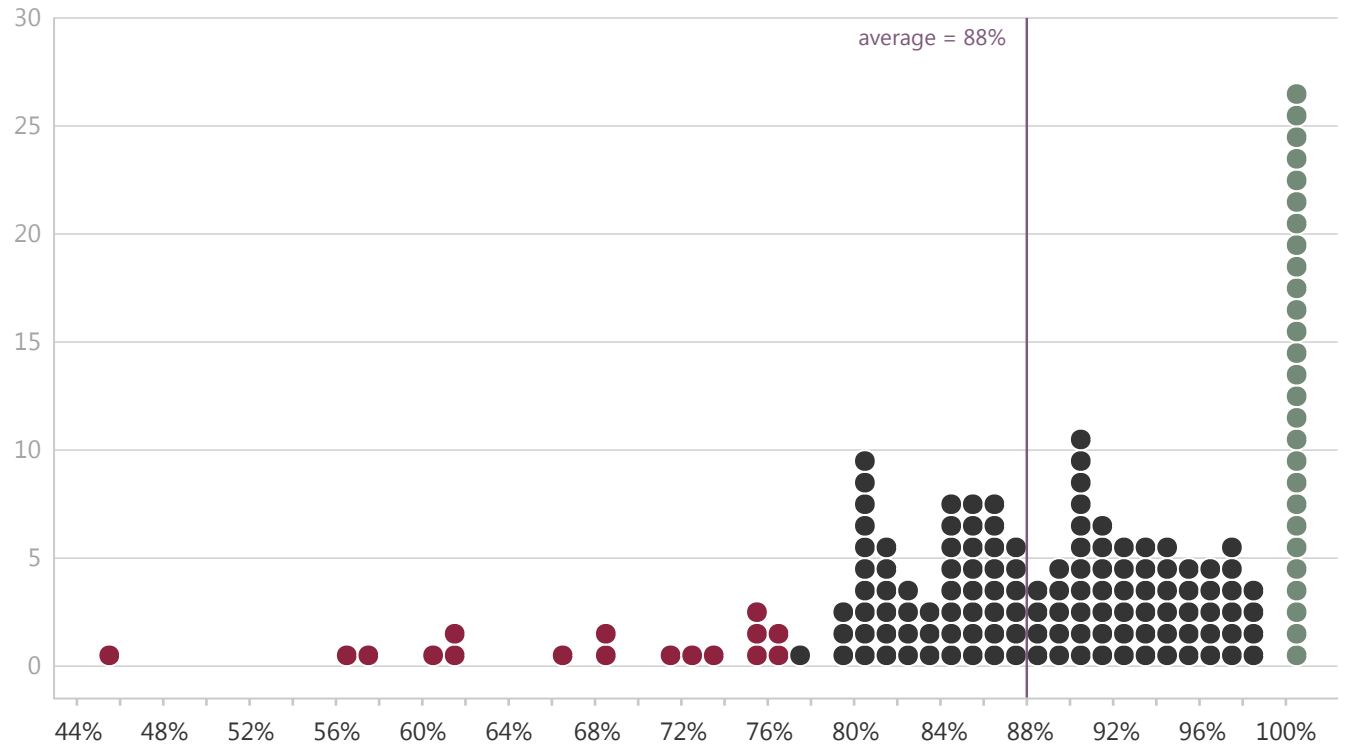
In FY15, users of SF311 (the City's non-emergency customer service hotline) reported 238 instances of graffiti in the City's public parks, and in FY17 that number doubled to 529. Based on this data, graffiti appears to be a growing concern for citizens.

As part of the evaluation process, evaluators routinely check for graffiti and other acts of vandalism while evaluating many park features, including athletic fields, buildings and general amenities, children's play areas, trees and others. Each time an evaluator looks for the presence of graffiti at a particular feature instance (e.g., an individual restroom), that is considered a single check for graffiti. Thus, if a park had two restrooms and one basketball court, three checks for graffiti would be made during each evaluation. A park's "graffiti score" then, is the percentage of the total checks throughout the year in which no graffiti was found.

Which parks have the most and least amount of graffiti, and what factors may be influencing these results?

Figure 25 shows the distribution of graffiti scores across all of the evaluated parks. The graffiti score (percent passing) is shown on the horizontal axis and the number of parks that achieved a particular score is shown on the vertical axis. Remarkably, 27 parks have perfect scores in FY17, meaning that no graffiti was found on any park feature during any evaluation throughout the entire year. Of those 27 parks, ten are "mini parks." As there are only 28 mini parks in the City, this means a full 36% of all mini parks have a perfect score for graffiti. The lack of graffiti in these cases could be due to their small size and relatively low traffic volume. Additionally, mini parks have fewer structures and features that provide surfaces where graffiti is most often found.

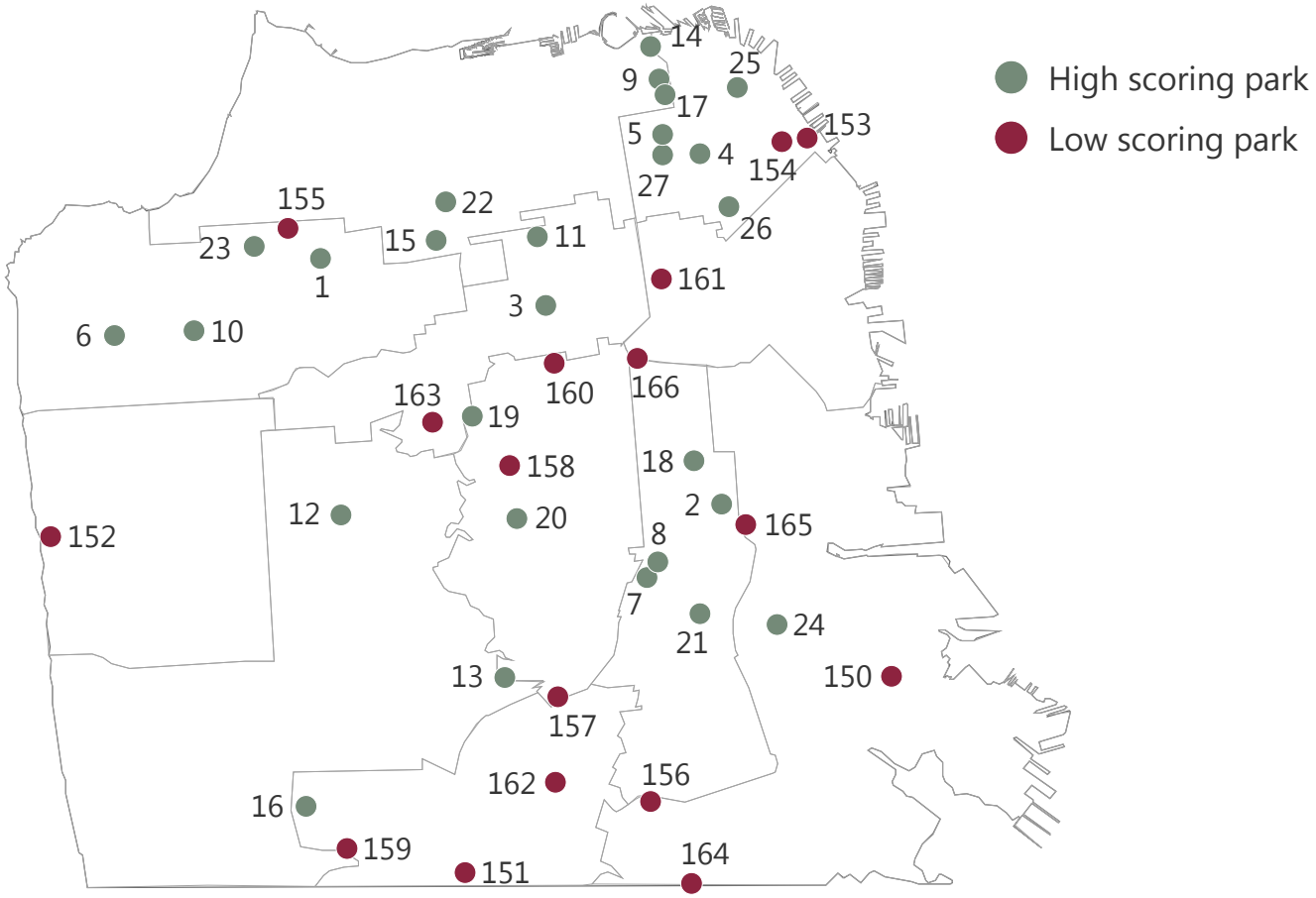
Figure 25 - Distribution of Graffiti Scores



Graffiti

The two parks with the lowest graffiti scores are, or include, skateparks: the SOMA West Skatepark and Potrero del Sol. As graffiti has become synonymous with skate culture, the amount of graffiti has risen significantly inside the skating bowls. RPD has noted that it does not always have the labor resources to meet this rise and as a result, graffiti may remain within skatepark boundaries longer.

Figure 26 - Highest and Lowest Scoring Parks for Graffiti



Graffiti

Table 19 - Highest and Lowest Scoring Parks for Graffiti

Rank/ID	Park Name	Graffiti Score
1	10th Avenue-Clement Mini Park	100.0%
2	24th Street-York Mini Park	100.0%
3	Alamo Square	100.0%
4	Betty Ann Ong Chinese Recreation Center	100.0%
5	Broadway Tunnel West Mini Park	100.0%
6	Cabrillo Playground	100.0%
7	Coleridge Mini Park	100.0%
8	Coso-Precita Mini Park	100.0%
9	Fay Park	100.0%
10	Fulton Playground	100.0%
11	Hamilton Recreation Center	100.0%
12	J. P. Murphy Playground	100.0%
13	Joost-Baden Mini Park	100.0%
14	Joseph Conrad Mini Park	100.0%
15	Laurel Hill Playground	100.0%
16	Merced Heights Playground	100.0%
17	Michelangelo Playground	100.0%
18	Mission Recreation Center	100.0%
19	Mt. Olympus	100.0%
20	Noe Valley Courts	100.0%
21	Prentiss Mini Park	100.0%
22	Presidio Heights Playground	100.0%
23	Richmond Recreation Center	100.0%
24	Selby-Palou Mini Park	100.0%
25	Telegraph Hill/Pioneer Park	100.0%
26	Union Square	100.0%
27	Washington-Hyde Mini Park	100.0%

Rank/ID	Park Name	Graffiti Score
150	Hilltop Park	76.2%
151	Alice Chalmers Playground	76.1%
152	Lower Great Highway	75.8%
153	Maritime Plaza	75.0%
154	Sue Bierman Park	75.0%
155	Park Presidio Boulevard	73.9%
156	John McLaren Park	72.5%
157	Cayuga-Lamartine Mini Park	71.4%
158	Seward Mini Park	68.8%
159	Head-Brotherhood Mini Park	68.4%
160	Duboce Park	66.7%
161	Joseph L. Alioto Performing Arts Piazza	61.5%
162	Excelsior Playground	61.1%
163	Grattan Playground	60.9%
164	Kelloch Velasco Mini Park	57.1%
165	Potrero Del Sol Park	56.8%
166	Soma West Skatepark	45.0%

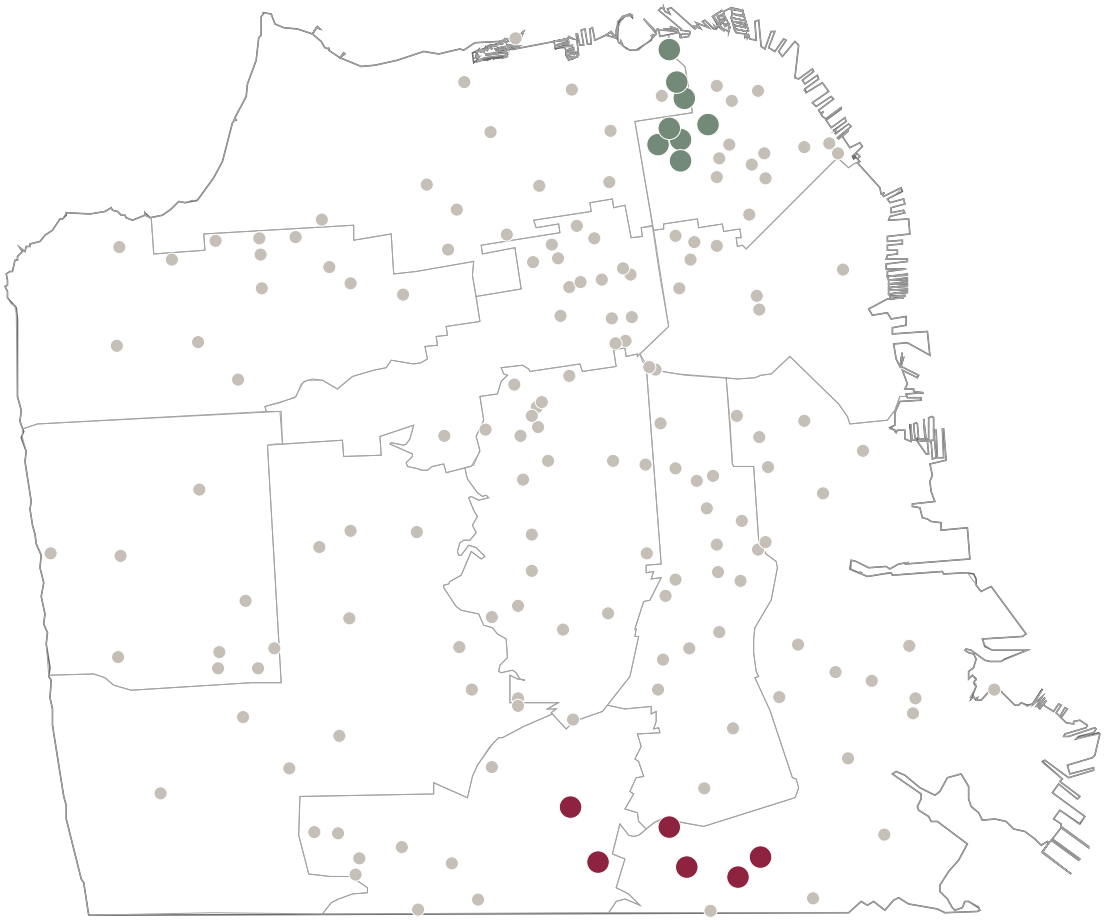
Are there hot spots or cold spots of graffiti in parks across the city?

Two notable features of Figure 26 are the group of high-scoring parks in the northeast corner of the City and the group of low-scoring parks in the south. These groups raise a question: do they represent statistically significant hot spots or cold spots for graffiti in RPD's parks? An answer to this question can be found from a more robust spatial cluster analysis, which determines whether there is an association between the graffiti score at each park and its surrounding parks. If the scores of a park and its neighbors are so low that it is unlikely they could have occurred by random chance alone, that area is designated as a statistically significant hot spot. Similarly, if the scores of a park and its neighbors are sufficiently high, the area is considered a cold spot. Everything else in between is considered insignificant.

Figure 27 shows the results of a hot spot analysis based on the FY17 graffiti scores. As hypothesized, there is a statistically significant hot spot at the south end of the City and there is a significant cold spot in the northeast. All other areas of the City have insignificant results.

It is worth noting that Mission Dolores Park is known by RPD to experience a substantial amount of graffiti and yet it does not show up as a hot spot on the map. According to RPD, this may be due in part to the emphasis that is placed on graffiti removal when it is found at this site. In follow up to this report, it may be worthwhile to consider whether the strategies used at Mission Dolores Park and in the northeast corner of the city could be employed to address graffiti elsewhere.

Figure 27 - Graffiti Hot Spots and Cold Spots



Graffiti

Are there any trends in graffiti scores across supervisor districts?

Figure 29 shows the distribution of graffiti scores by supervisor district. The districts are listed on the vertical axis, the range of scores are represented on the horizontal axis, the individual white lines represent the district average score, and the long purple line represents the citywide average. Summary statistics are also provided in Table 20.

As was the case with the overall park scores, the three northernmost districts (Districts 1, 2, and 3) have the highest average graffiti scores. In addition, Districts 9, 5, 6, and 10 have a large group of relatively high scoring parks, but they also have a few relatively low scoring parks. In contrast, this pattern does not exist in districts like Districts 7 and 2 where the lowest scores are 81% and 86%, respectively. Finally, note that every district except 4 and 6 have at least one park with a perfect graffiti score.

Figure 28 - Supervisor Districts

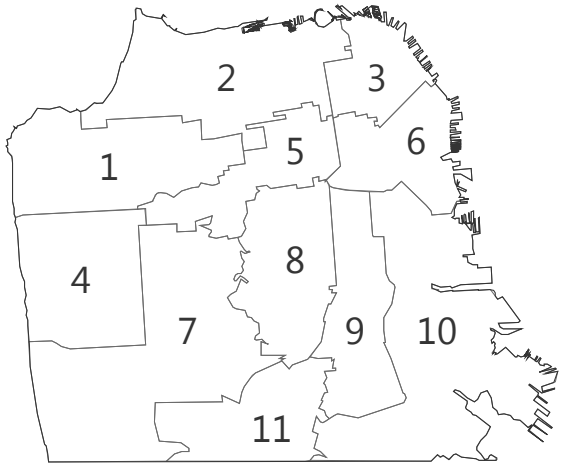
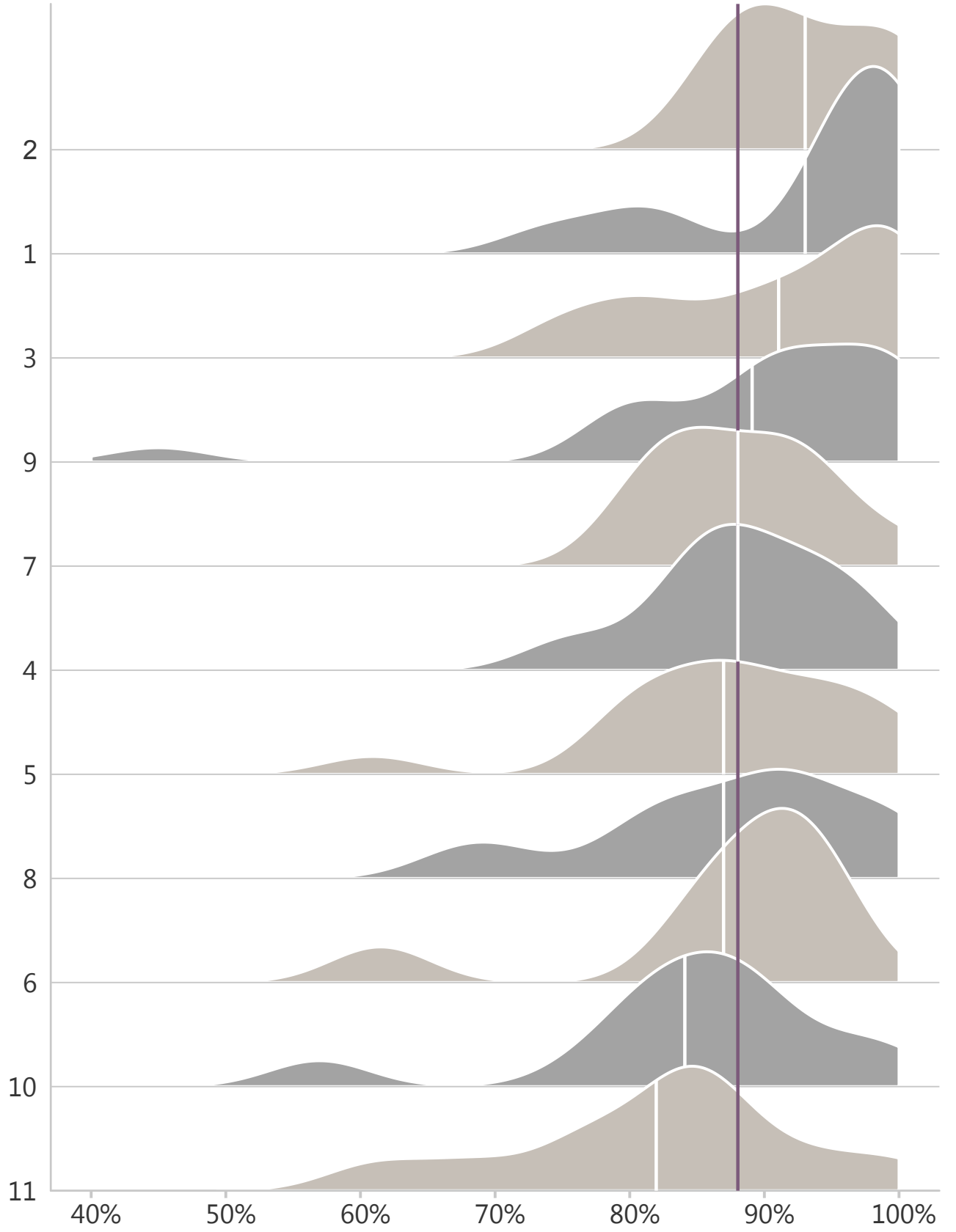


Table 20 - Graffiti Scores by Supervisor District

Supervisor District	Number of Parks	Minimum Score	Maximum Score	Average Score
2	16	86%	100%	93%
1	12	74%	100%	93%
3	18	75%	100%	91%
9	20	45%	100%	89%
7	11	81%	100%	88%
4	9	76%	97%	88%
5	16	61%	100%	87%
8	21	67%	100%	87%
6	8	62%	95%	87%
10	22	57%	100%	84%
11	11	61%	100%	82%

Figure 29 - Distribution of Graffiti Scores by Supervisor District



Cleanliness

Like graffiti, cleanliness also affects the quality of the park experience and evaluators routinely check for accumulations of litter and a build-up of grime, dirt or debris when evaluating a site. Cleanliness is assessed for every park feature and it is generally scored the same way as graffiti.

Which parks score the best and the worst for cleanliness?

Figure 30 shows the distribution of cleanliness scores across all of the evaluated parks. The cleanliness score (percent passing) is shown on the horizontal axis and the number of parks that achieved a particular score is shown on the vertical axis. This distribution is similar to the distribution of graffiti scores in that there is a large number of parks that scored 100% and a long tail to the left with a few parks receiving fairly low scores.

Figure 30 - Distribution of Cleanliness Scores

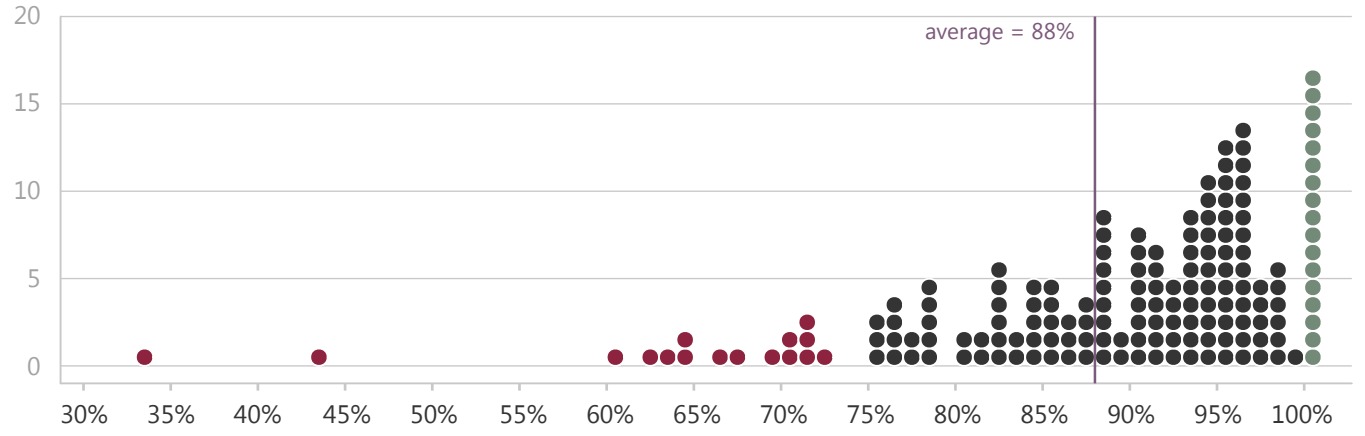
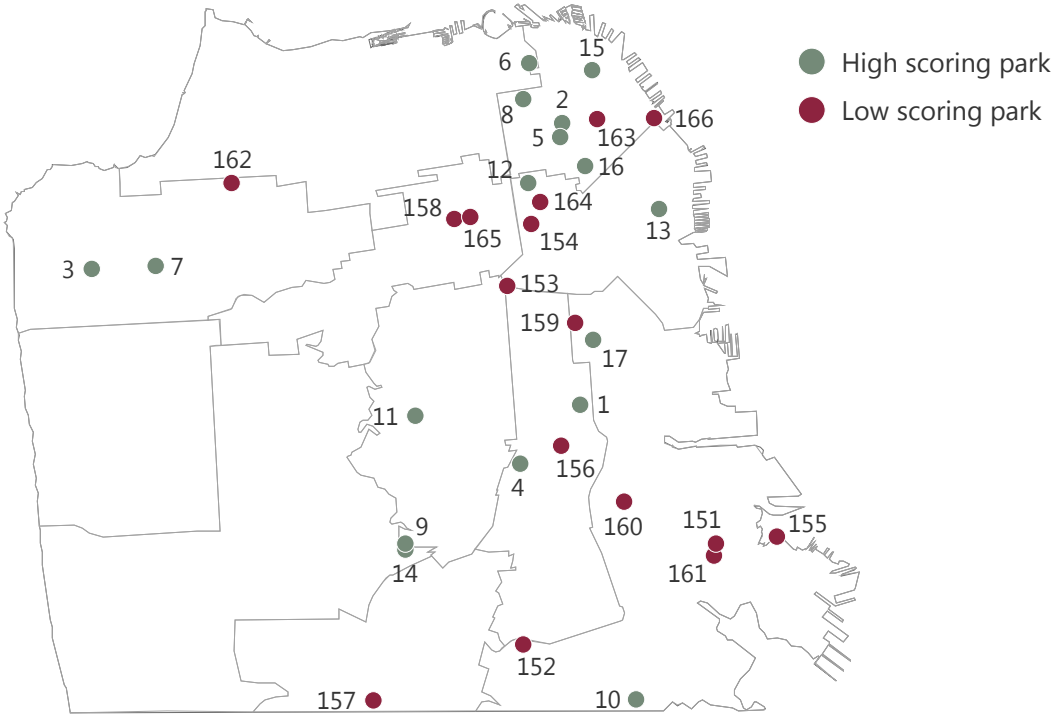


Figure 31 shows the highest and lowest scoring parks for cleanliness. Located in front of the iconic Ferry Building and with a cleanliness score of only 33%, Embarcadero Plaza is the lowest ranking park in the City for this element. Among other challenges, this park has a large homeless population and a very high traffic volume both from tourists and from workers in the surrounding Financial District. Furthermore, this park faces a challenge that many others do not: maintenance for this area is divided among RPD, the Department of Public Works, and a private real estate management firm. Nebulous boundaries and the need for extensive communication among involved parties may delay action to address issues.

While the pattern of high and low scoring parks in Figure 31 is similar to the pattern for graffiti, a spatial cluster analysis found no statistically significant hot spots or cold spots for cleanliness.

Cleanliness

Figure 31 - Highest and Lowest Scoring Parks for Cleanliness



Rank/ID	Park Name	Cleanliness Score
1	24th Street-York Mini Park	100.0%
2	Betty Ann Ong Chinese Recreation Center	100.0%
3	Cabrillo Playground	100.0%
4	Coleridge Mini Park	100.0%
5	Collis P. Huntington Park	100.0%
6	Fay Park	100.0%
7	Fulton Playground	100.0%
8	Hyde-Vallejo Mini Park	100.0%
9	Joost-Baden Mini Park	100.0%
10	Little Hollywood Park	100.0%
11	Noe Valley Courts	100.0%
12	Sgt. John Macaulay Park	100.0%
13	South Park	100.0%
14	Sunnyside Conservatory	100.0%
15	Telegraph Hill/Pioneer Park	100.0%
16	Union Square	100.0%
17	Utah-18th Street Mini Park	100.0%

Rank/ID	Park Name	Cleanliness Score
151	Hilltop Park	72.7%
152	John McLaren Park	71.9%
153	Joseph L. Alioto Performing Arts Piazza	71.4%
154	Soma West Dog Park	71.4%
155	India Basin Shoreline Park	70.9%
156	Precita Park	70.4%
157	Alice Chalmers Playground	69.1%
158	Fillmore-Turk Mini Park	67.6%
159	Franklin Square	66.7%
160	Selby-Palou Mini Park	64.6%
161	Adam Rogers Park	64.0%
162	Park Presidio Boulevard	63.3%
163	Portsmouth Square	62.3%
164	Turk-Hyde Mini Park	60.0%
165	Buchanan Street Mall	43.2%
166	Embarcadero Plaza	33.3%

Are there any trends in cleanliness scores across supervisor districts?

Figure 33 shows the distribution of cleanliness scores by supervisor district. The districts are listed on the vertical axis, the range of scores are represented on the horizontal axis, the individual white lines represent the district average score, and the long dark line represents the citywide average. Summary statistics are also provided for reference in Table 21.

As was the case with the overall park scores and the graffiti scores, Districts 1 and 2 have the highest average scores. Notably absent from the top ranks, however, is District 3. While it has a number of high scoring parks, it also has a number of low scoring parks. As a result, its average score falls below the citywide average. Also, some districts (like Districts 3, 5, and 6) have a rather large range of scores, while the scores in other districts (like Districts 2, 7, 8, 4, and 11) are much more centered around the average values. Finally, note that every district except 4, 5, and 11 have at least one park with a perfect score.

Figure 32 - Supervisor Districts

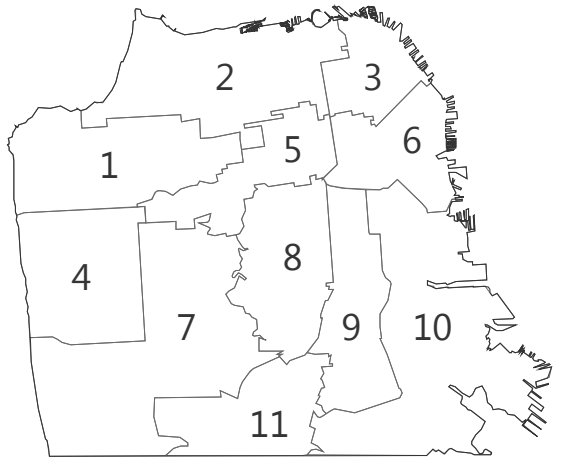
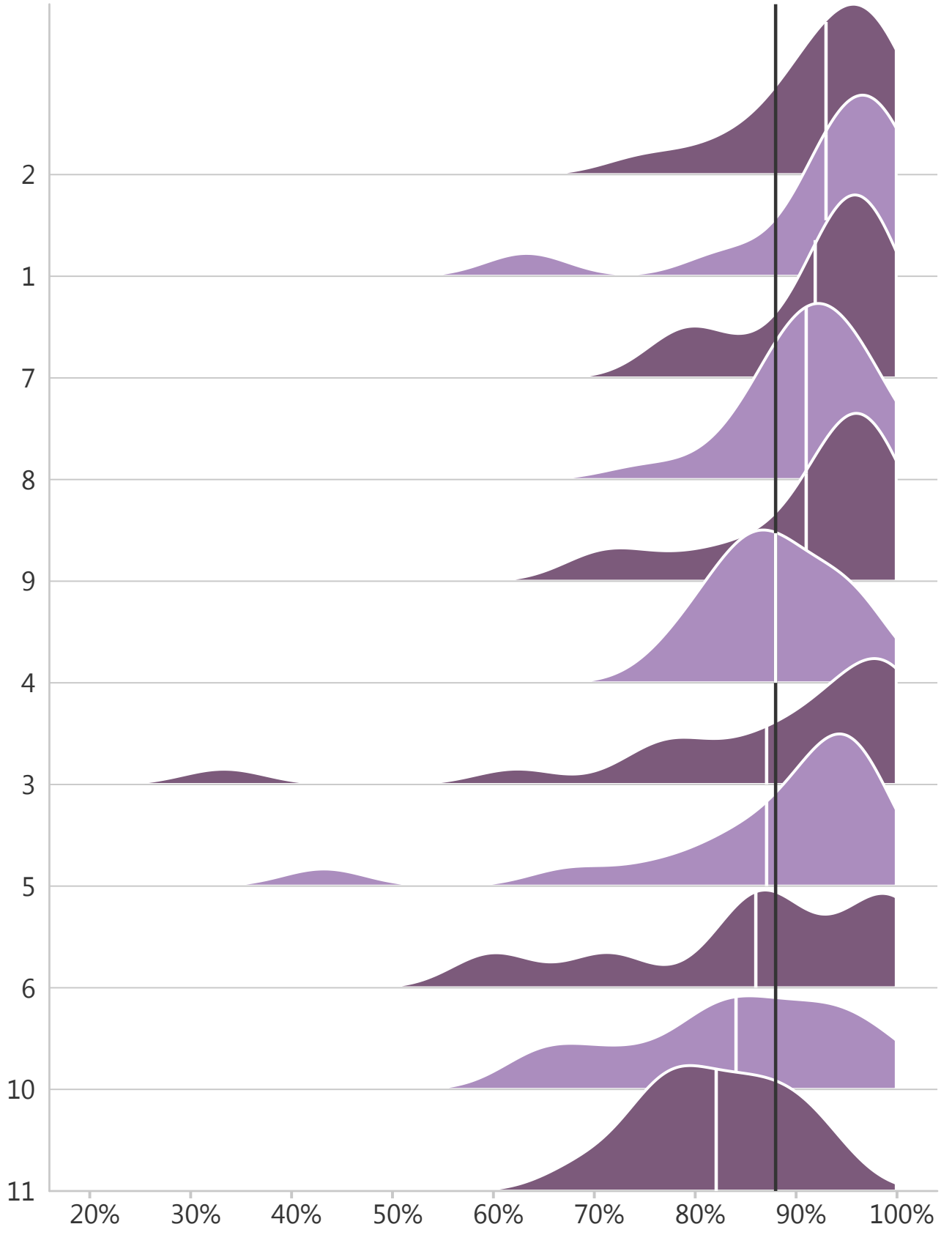


Table 21 - Distribution of Cleanliness Scores by Supervisor District

Supervisor District	Number of Parks	Minimum Score	Maximum Score	Average Score
2	16	75%	100%	93%
1	12	63%	100%	93%
8	11	79%	100%	92%
7	21	75%	100%	91%
9	20	70%	100%	91%
4	9	79%	96%	88%
3	18	33%	100%	87%
5	16	43%	97%	87%
6	8	60%	100%	86%
10	22	64%	100%	84%
11	11	69%	92%	82%

Figure 33 - Distribution of Cleanliness Scores by Supervisor District






Appendices

In this section:

Appendix A

The following tables identify all elements with a score of 50% or less at each of the ten lowest scoring parks.

Alice Chalmers Playground

Feature	Element	Score (Percent Passing)
Athletic Fields	Equipment	0.0%
Outdoor Courts	Paint	0.0%
Outdoor Courts	Surface Quality	0.0%
Restrooms	Supplies	0.0%
Restrooms	Waste Receptacles	0.0%
Outdoor Courts	Weeds	12.5%
Children's Play Areas	Litter	20.0%
Children's Play Areas	Structures	20.0%
Ornamental Beds	Litter	20.0%
Athletic Fields	Fencing	25.0%
Athletic Fields	Paint	25.0%
Athletic Fields	Surface Quality	25.0%
Athletic Fields	Weeds	25.0%
Outdoor Courts	Equipment	25.0%
Restrooms	Graffiti	33.3%
Buildings & General Amenities	Fencing	40.0%
Buildings & General Amenities	Miscellaneous Infrastructure	40.0%
Children's Play Areas	Sand	40.0%
Hardscape	Litter	40.0%
Hardscape	Paths & Plazas	40.0%
Hardscape	Weeds	40.0%
Trees	Pruning	40.0%
Athletic Fields	Ball Diamonds	50.0%
Athletic Fields	Litter	50.0%
Athletic Fields	Mowing	50.0%
Outdoor Courts	Fencing	50.0%

Rolph Nicol Playground

Feature	Element	Score (Percent Passing)
Lawns	Turf	0.0%
Buildings & General Amenities	Paint	40.0%
Children's Play Areas	Sand	40.0%
Children's Play Areas	Signage	40.0%
Greenspace	Litter	40.0%
Lawns	Surface Quality	40.0%
Ornamental Beds	Weeds	40.0%
Hardscape	Paths & Plazas	50.0%

Appendix A

Adam Rogers Park

Feature	Element	Score (Percent Passing)
Buildings & General Amenities	Drinking Fountains	0.0%
Children's Play Areas	Rubber Surfacing	0.0%
Children's Play Areas	Litter	20.0%
Hardscape	Litter	20.0%
Hardscape	Paths & Plazas	20.0%
Restrooms	Equipment	25.0%
Restrooms	Paint	37.5%
Buildings & General Amenities	Fencing	40.0%
Buildings & General Amenities	Seating	40.0%
Children's Play Areas	Sand	40.0%
Children's Play Areas	Weeds	40.0%
Greenspace	Litter	40.0%
Hardscape	Curbs	40.0%
Hardscape	Weeds	40.0%
Lawns	Litter	40.0%
Outdoor Courts	Equipment	40.0%
Table Seating Areas	Graffiti	40.0%
Table Seating Areas	Litter	40.0%
Ornamental Beds	Litter	50.0%
Ornamental Beds	Weeds	50.0%
Restrooms	Supplies	50.0%

India Basin Shoreline Park

Feature	Element	Score (Percent Passing)
Table Seating Areas	Grills	0.0%
Hardscape	Paths & Plazas	20.0%
Hardscape	Weeds	20.0%
Children's Play Areas	Rubber Surfacing	22.2%
Lawns	Surface Quality	25.0%
Outdoor Courts	Equipment	25.0%
Children's Play Areas	Paint	33.3%
Greenspace	Litter	40.0%
Hardscape	Litter	40.0%
Children's Play Areas	Signage	44.4%
Lawns	Turf	50.0%
Lawns	Turf Detailing	50.0%
Outdoor Courts	Fencing	50.0%
Outdoor Courts	Litter	50.0%
Table Seating Areas	Cleanliness	50.0%
Table Seating Areas	Seating	50.0%

Appendix A

John McLaren Park

Feature	Element	Score (Percent Passing)
Restrooms	Lighting	0.0%
Hardscape	Paths & Plazas	19.0%
Lawns	Surface Quality	31.2%
Dog Play Areas	Litter	33.3%
Dog Play Areas	Signage	33.3%
Restrooms	Supplies	33.3%
Restrooms	Waste Receptacles	41.7%
Buildings & General Amenities	Graffiti	42.9%
Restrooms	Cleanliness	45.8%
Greenspace	Litter	47.6%
Restrooms	Graffiti	50.0%

Visitacion Valley Playground

Feature	Element	Score (Percent Passing)
Athletic Fields	Fencing	0.0%
Children's Play Areas	Weeds	20.0%
Athletic Fields	Structures	33.3%
Athletic Fields	Ball Diamonds	40.0%
Athletic Fields	Turf	40.0%
Children's Play Areas	Paint	40.0%
Restrooms	Paint	40.0%

Turk-Hyde Mini Park

Feature	Element	Score (Percent Passing)
Buildings & General Amenities	Fencing	0.0%
Children's Play Areas	Rubber Surfacing	25.0%
Buildings & General Amenities	Paint	33.3%
Children's Play Areas	Graffiti	50.0%
Children's Play Areas	Litter	50.0%
Children's Play Areas	Signage	50.0%
Hardscape	Litter	50.0%
Ornamental Beds	Litter	50.0%

Appendix A

Lincoln Park

Feature	Element	Score (Percent Passing)
Hardscape	Paths & Plazas	0.0%
Buildings & General Amenities	Seating	20.0%
Children's Play Areas	Litter	20.0%
Hardscape	Litter	20.0%
Lawns	Surface Quality	20.0%
Ornamental Beds	Weeds	20.0%
Buildings & General Amenities	Miscellaneous Infrastructure	40.0%
Children's Play Areas	Graffiti	40.0%
Children's Play Areas	Signage	40.0%
Hardscape	Paint	40.0%
Ornamental Beds	Litter	40.0%
Trees	Vines	40.0%

Embarcadero Plaza

Feature	Element	Score (Percent Passing)
Outdoor Courts	Litter	0.0%
Hardscape	Litter	25.0%
Lawns	Litter	25.0%
Trees	Litter	25.0%
Buildings & General Amenities	Graffiti	50.0%
Hardscape	Paths & Plazas	50.0%
Hardscape	Stairways	50.0%
Trees	Tree Wells	50.0%

Portsmouth Square

Feature	Element	Score (Percent Passing)
Buildings & General Amenities	Drinking Fountains	20.0%
Children's Play Areas	Rubber Surfacing	20.0%
Lawns	Surface Quality	20.0%
Ornamental Beds	Litter	20.0%
Restrooms	Equipment	28.6%
Hardscape	Litter	40.0%
Children's Play Areas	Sand	44.4%
Children's Play Areas	Litter	50.0%
Children's Play Areas	Seating	50.0%
Trees	Litter	50.0%

Appendix B

Equity Zone Parks

Adam Rogers Park
Alamo Square
Alice Chalmers Playground
Alioto Mini Park
Balboa Park
Bay View Playground
Betty Ann Ong Chinese Recreation Center
Brooks Park
Buchanan Street Mall
Cabrillo Playground
Cayuga Playground
Cayuga-Lamartine Mini Park
Collis P. Huntington Park
Crocker Amazon Playground
Dupont Courts
Eugene Friend Recreation Center
Excelsior Playground
Father Alfred E. Boeddeker Park
Fillmore-Turk Mini Park
Fulton Playground
Gilman Playground
Golden Gate-Steiner Mini Park
Hayes Valley Playground
Head-Brotherhood Mini Park
Herz Playground
Hilltop Park
Ina Coolbrith Park
India Basin Shoreline Park
Japantown Peace Plaza
Jefferson Square
Joe DiMaggio North Beach Playground
John McLaren Park
Jose Coronado Playground
Joseph L. Alioto Performing Arts Piazza
Joseph Lee Recreation Center
Embarcadero Plaza
Kelloch Velasco Mini Park
Kid Power Park
Lessing-Sears Mini Park
Lincoln Park
Louis Sutter Playground
Margaret S. Hayward Playground
Maritime Plaza
Michelangelo Playground
Minnie & Lovie Ward Playground
Mission Playground
Mission Recreation Center
Palega Recreation Center
Palou-Phelps Park
Parque Ninos Unidos
Patricia's Green
Portsmouth Square
Randolph-Bright Mini Park
Raymond Kimbell Playground
Selby-Palou Mini Park
Sgt. John Macaulay Park
Silver Terrace Playground
South Park
St. Mary's Square
Sue Bierman Park
Telegraph Hill/Pioneer Park
Tenderloin Recreation Center
Turk-Hyde Mini Park
Union Square
Victoria Manalo Draves Park
Visitacion Valley Greenway
Visitacion Valley Playground
Washington Square
Willie "Woo Woo" Wong Playground
Woh Hei Yuen Park
Youngblood Coleman Playground

Note: RPD's official list of equity zone parks includes several that are not listed here as they are not part of the park evaluation program.