

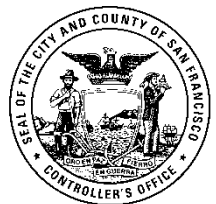
City and County of San Francisco

Office of the Controller – City Services Auditor

PARK MAINTENANCE STANDARDS

ANNUAL REPORT FY 2010-11

**Scores decrease slightly from last year,
but remain higher than prior years**



November 17, 2011

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
Andrew Murray, Deputy Director
Chava Kronenberg, Performance Analyst
CSA City Performance and Audits Staff



City and County of San Francisco

Office of the Controller - City Services Auditor

Park Maintenance Standards Annual Report FY 2010-11

November 2011

Scores decrease slightly from last year, but remain higher than prior years

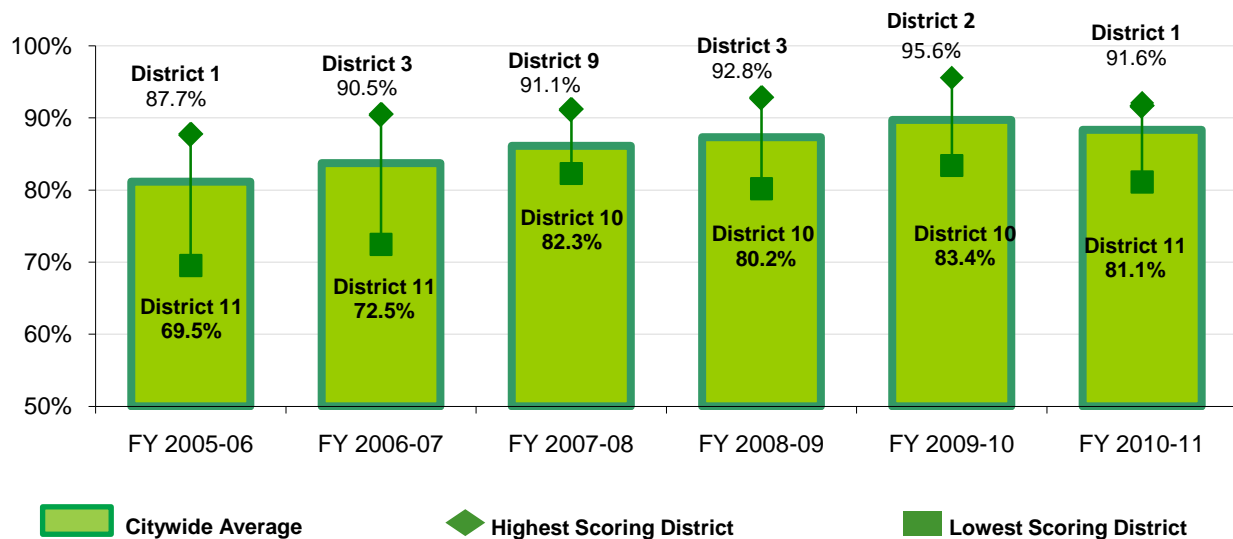
Purpose of the Report

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) 2010-11 evaluations of all open City parks.

Highlights

Park scores decreased for the first time since the program's inception in FY 2005-06, though scores remain high relative to those of past years. The citywide average for park scores decreased from 89.7 percent to 88.3 percent since last year. This drop is not considered significant—a score above 85 percent generally indicates that a park is well maintained and that its features are in good condition.

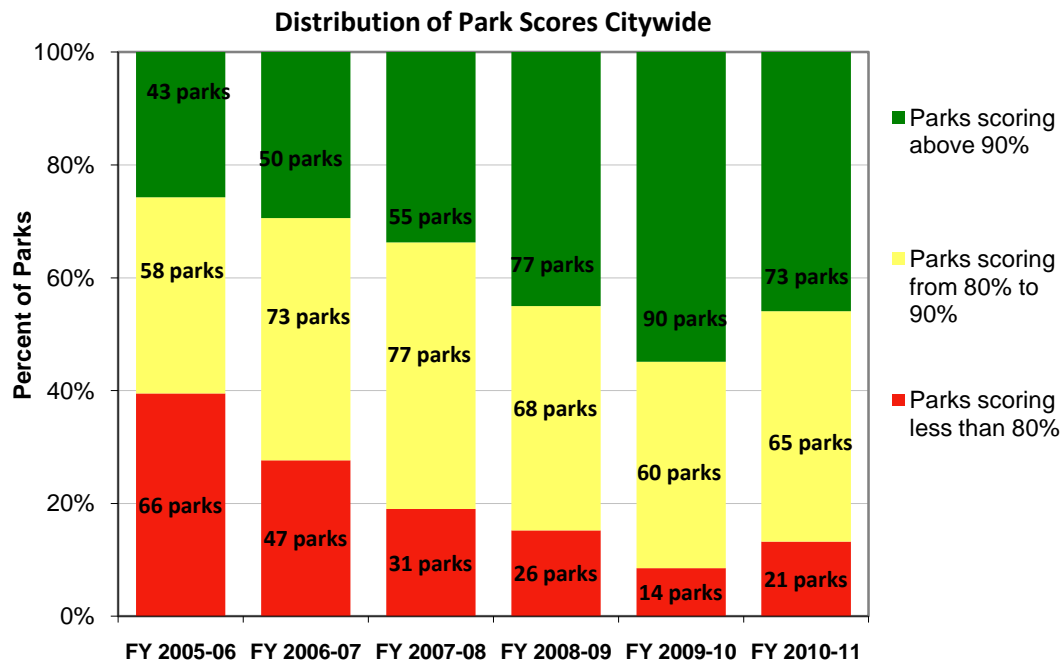
Citywide Average and District Highs and Lows



Results

- Over half of all parks inspected had scores lower than in FY 2009-10. However, 88 percent of parks still score above 80 percent.
- Features remain consistent in scoring, with 11 out of 14 features increasing or decreasing by one percentage point or less, and all features scoring above 85 percent. Children's play areas and outdoor athletic courts showed the greatest improvement.
- Restroom scores continue to improve citywide.
- The difference in district averages was lower this year, 10.5 points compared to 12.2 points in FY 2009-10, and 18.2 points in FY 2005-06. This narrowing indicates more consistent and evenly distributed scores and maintenance outcomes across the city.

- Districts 10 and 11 again have lowest scoring parks, on average. However in District 10 all the low scoring parks from FY2009-10 are no longer in that group and the District had only three of the lowest scoring parks versus last year's ten.



Recommendations

The report includes six 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:

- Assess RPD use of park evaluation data to determine effectiveness in improving scores and park maintenance activities.
- Determine the key drivers of evaluation scores, including resources, maintenance practices, and park use, to more effectively manage park maintenance.
- Revise or clarify the standards and methodology and train evaluators to improve the consistency of Rec Park and CSA evaluations.
- Adopt a new model for measuring staff schedule compliance.
- Develop improved methods for data collection, storage, and reporting to manage the growing volume of evaluation data.
- 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

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

This seventh annual report on the condition of the City's parks provides results from evaluations in fiscal year (FY) 2010-11, 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. Once each department's yearly average score is determined, a park's yearly final score is the average of the Rec Park and CSA departmental scores. 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: Clean bathroom at Bernal Heights Recreation Center



Fail: Litter on the lawn at Adam Rogers Park



Pass: Well kept children's play area at Kelloch Velasco Mini Park



Fail: Vines growing on the trees at Mt. Olympus

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

In the program's seventh year, trained Rec Park and CSA staff performed 760 park evaluations from July 1, 2010 to June 30, 2011. Rec Park evaluated all parks each quarter while CSA evaluated all parks once per year. All supervisory and management staff at Rec Park and all staff at CSA performed evaluations.

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

All elements rated during a park evaluation contribute equally to the park's 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. For more detail, see Appendix A.

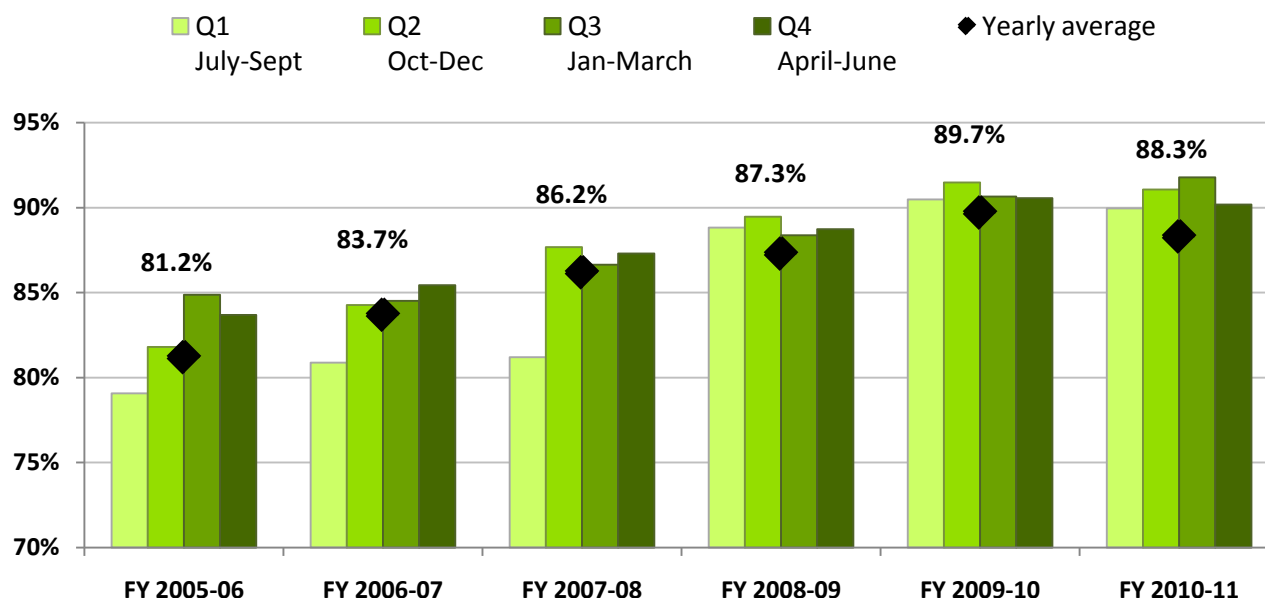
Chapter 2 – Park Evaluation Results

Citywide Results

Citywide average fell this year but is still higher than in prior years

The citywide average park score went down slightly this year for the first time since the beginning of the evaluation program. The citywide average decreased 1.4 points, from 89.7 percent in FY 2009-10 to 88.3 percent. However, parks continue to score higher than in all other prior years. The FY 2010-11 results are based on 760 evaluations of 159 parks.

Exhibit 2 Citywide parks scores are still high despite a small decrease 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

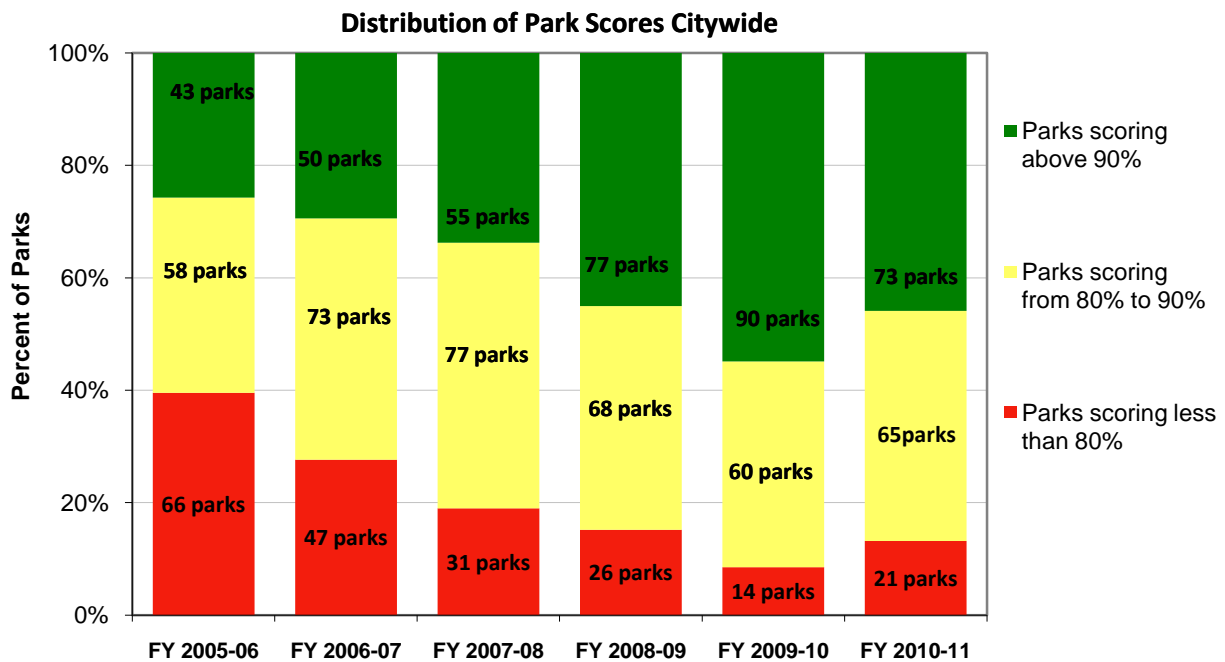
Seasonal park use seems to affect quarterly scores

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 other months.

Distribution of Scores

The majority of parks (88 percent) continue to score above 80 percent. However, more than half (88 parks) had lower scores in FY 2010-11 than in FY 2009-10, and 51 parks had scores lower than in FY 2005-06, the first year of the evaluation program.

Exhibit 3 Fewer high scoring parks in FY 2010-11



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

District Results

Differences in district averages consistent with scores from prior years

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

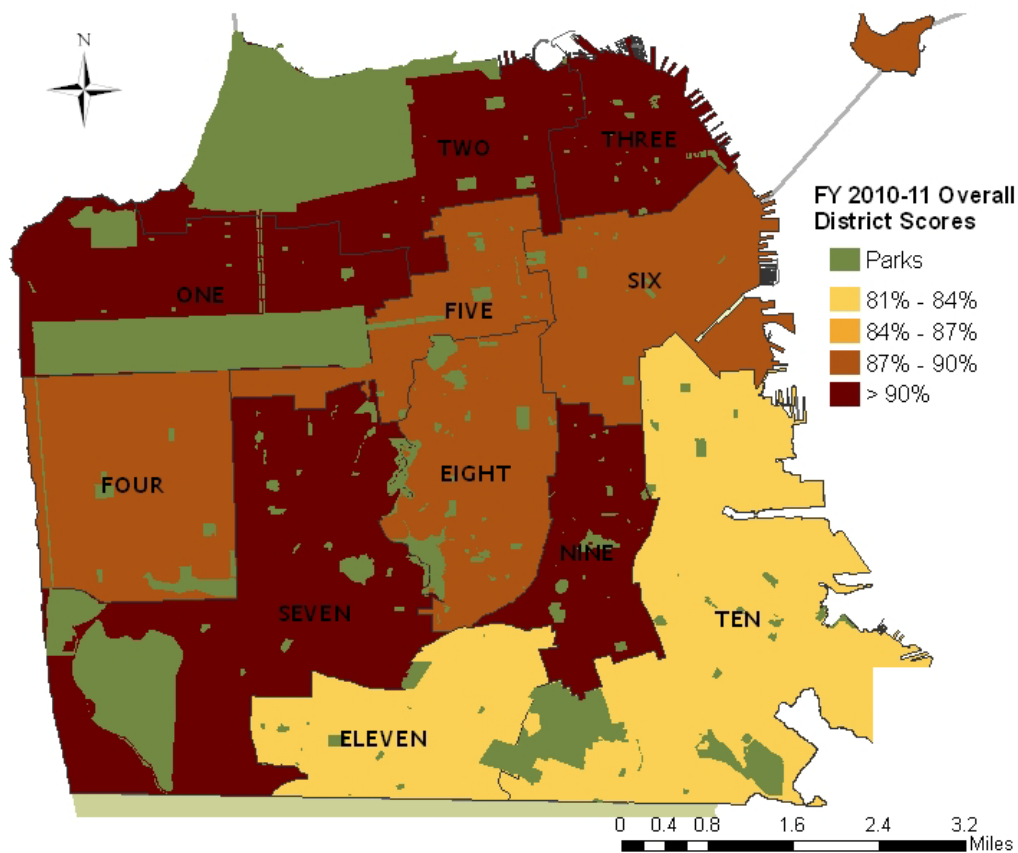
Supervisory district averages fell in FY 2010-11, with only two of the 11 districts receiving higher averages than last year. The difference in average score between the highest and lowest rated districts decreased — 10.5 percentage points separated the highest and lowest compared to 12.2 points last year.

District 1 and District 2 both scored 91.6 percent, the highest scores. Only District 6 had a significantly improved score, rising 2.7 points from last year. District 11 lost 3.6 points, scoring the poorest overall in the City. Districts 2, 3, 7, and 11 were all three or more points lower than last fiscal year.

For the fourth year in a row, the two lowest scoring districts, falling below 85 percent, are in the southeast section of the City — Districts 10 and 11. In Districts 10 and 11, 17 of the 34 parks received lower scores.

Exhibit 4 District scores decrease across the City

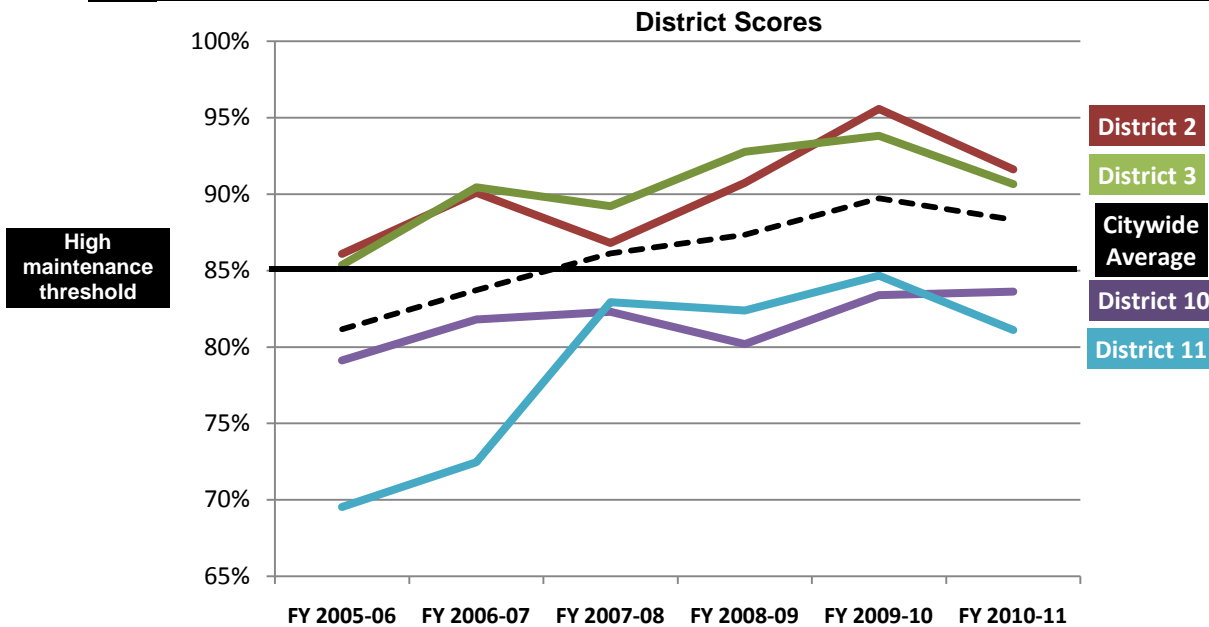
District	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Change FY 2009-10
1	87.7%	83.2%	86.6%	89.5%	92.4%	91.6%	-0.8%
2	86.1%	90.1%	86.8%	90.7%	95.6%	91.6%	-4.0%
3	85.1%	90.5%	89.2%	92.8%	93.8%	90.7%	-3.1%
4	75.5%	79.0%	87.2%	88.1%	88.9%	87.3%	-1.6%
5	77.6%	82.5%	86.9%	85.4%	89.0%	88.2%	-0.8%
6	83.3%	85.0%	84.5%	89.2%	86.3%	89.0%	2.7%
7	81.6%	88.5%	88.6%	91.0%	93.6%	90.5%	-3.0%
8	80.4%	79.6%	83.5%	84.6%	89.4%	88.3%	-1.2%
9	83.9%	86.4%	91.1%	91.2%	91.0%	90.3%	-0.7%
10	79.1%	81.8%	82.3%	80.2%	83.4%	83.6%	0.2%
11	69.5%	72.5%	82.9%	82.4%	84.7%	81.1%	-3.6%
Citywide Average	81.2%	83.7%	86.2%	87.3%	89.7%	88.3%	-1.4



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

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

Exhibit 5 Northeast and Southeast part of City score consistently above and below Citywide average



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

Districts have improved an average of 7.5 points since FY 2005-06. Districts 1, 2, 3, 7, and 9 have consistently scored above the citywide average, whereas Districts 5, 8, 10 and 11 have consistently scored below. Districts that had made large improvements in the past within a short span of time, such as Districts 2 and 11, saw drops in scores in FY 2010-11. Even Districts 1 and 2, which traditionally have high scoring parks, only had 10 of 25 parks rise in park scores this year.

Highest and Lowest Scoring Parks

Low scoring parks are more evenly distributed through the City than in years past.

Sunnyside Conservatory scored 100 percent, maintaining excellent scores since its renovation. The remaining top 10 parks each scored above 97 percent, a percentage point lower than last year. Parks that have recently experienced renovations continue to attain high scores. A total of 73 parks scored over 90 percent.

Last year, seven of the ten lowest scoring parks were in District 10. This year, only three of the lowest scoring parks are located in District 10, and none is repeated from FY 2009-10. The Buchanan Street Mall, the year's lowest scoring park at 67.5 percent, scored much lower than in prior years. A total of 21 parks scored below 80 percent.

Exhibit 6 Highest and Lowest Rated Parks in FY 2010-11**Ten Highest Rated parks in FY 2010-11**

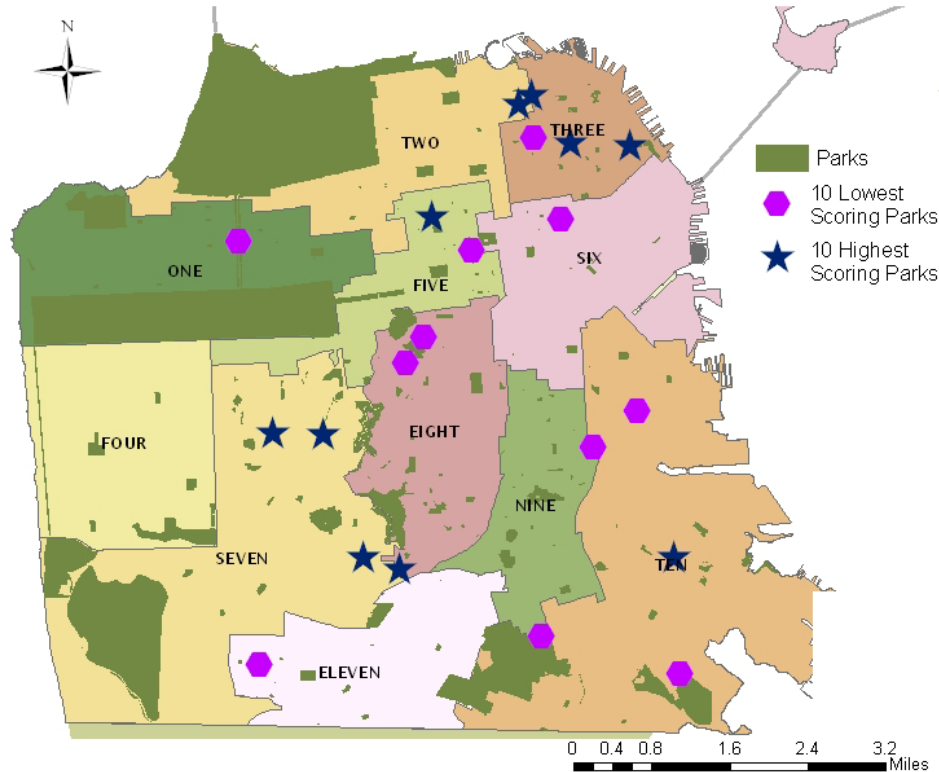
Rank	Park Name	District	PSA	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
1	Sunnyside Conservatory	8	5	71.2%	80.8%	75.6%	100.0%	100.0%
2	Fay Park	3	1	94.7%	98.6%	98.6%	100.0%	99.7%
3	Midtown Terrace Playground	7	4	91.5%	98.1%	97.6%	100.0%	99.4%
4	Maritime Plaza	3	1	93.9%	97.5%	99.7%	98.0%	99.3%
5	Joseph Lee Recreation Center	10	3	-	93.2%	97.7%	96.4%	98.6%
6	Alice Marble Tennis Courts	2	1	99.3%	97.8%	96.2%	98.8%	98.6%
7	Hamilton Playground	5	2	66.7%	74.6%	-	93.5%	98.5%
8	Sunnyside Playground	7	5	75.7%	97.5%	94.0%	98.7%	97.8%
9	Woh Hei Yuen Park	3	1	95.5%	92.0%	93.9%	97.7%	97.5%
10	J. P. Murphy Playground	7	4	96.9%	-	98.3%	98.7%	97.1%

Ten Lowest Rated Parks in FY 2010-11

Rank	Park Name	District	PSA	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
1	Buchanan Street Mall	5	2	67.0%	82.8%	85.2%	91.3%	67.5%
2	Brooks Park	11	4	89.4%	91.3%	83.7%	96.5%	72.8%
3	Potrero Del Sol Park	10	6	68.0%	-	86.9%	82.7%	73.0%
4	Broadway Tunnel West Mini Park	3	1	84.9%	86.4%	87.6%	79.4%	73.3%
5	Potrero Hill Recreation Center	10	2	77.9%	89.1%	85.2%	88.2%	73.7%
6	Gilman Playground	10	3	79.8%	78.2%	77.6%	81.4%	74.3%
7	Roosevelt/Henry Steps	8	5	83.3%	87.0%	90.8%	89.6%	74.9%
8	Father Alfred E. Boeddeker Park	6	2	85.3%	89.9%	94.2%	85.5%	74.9%
9	Saturn Street Steps	8	5	59.9%	84.9%	79.5%	93.7%	75.0%
10	Park Presidio Blvd	1	1	67.4%	70.4%	81.1%	92.0%	75.1%

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

Exhibit 7 Top and Bottom Scoring Parks



Source: CSA and Rec Park evaluation results FY 2010-11

Parks with the Greatest Changes from Last Year

Over half of the parks - 88 of 159 - scored lower than last year. Hilltop Park, the lowest scoring last fiscal year, made significant improvement this year. According to the park manager, gardener time in the park has increased by an hour weekly, with the result represented in the improved score. The lowest scoring park, Buchanan Street Mall, scored a 67.5 percent, the only park to score below 70 percent. By comparison, in FY 2005-06, 22 parks scored below 70 percent, and in FY 2009-10, two parks scored below 70 percent. Six parks had greater than 10 point increases in score, while sixteen parks decreased greater than 10 points.



High-scoring Midtown Terrace Playground, District 7



High-scoring Joseph Lee Recreation Center, District 10



Low-scoring Brooks Park, District 11

Exhibit 8 Five parks with greatest changes compared to last year

Top five greatest changes (higher) FY 2010-11

Park Name	PSA	District	FY 2007-08	FY 2008-09	FY 2009-10	Change from FY 2009-10 to FY 2010-11	FY 2010-11
Hilltop Park	3	10	85.20%	58.71%	61.92%	14.8%	76.7%
Little Hollywood Park	3	10	77.08%	80.22%	73.30%	14.8%	88.1%
Beideman/O'Farrell Mini Park	2	5	91.72%	74.17%	81.16%	14.2%	95.3%
Youngblood Coleman Playground	3	10	90.15%	88.11%	68.01%	13.7%	81.7%
Lessing/Sears Mini Park	3	11	79.32%	82.15%	73.94%	12.4%	86.4%

Top five greatest changes (lower) FY 2010-11

Park Name	PSA	District	FY 2007-08	FY 2008-09	FY 2009-10	Change from FY 2009-10 to FY 2010-11	FY 2010-11
Buchanan Street Mall	2	5	82.8%	85.2%	91.3%	-23.8%	67.5%
Brooks Park	4	11	91.3%	83.7%	96.5%	-23.7%	72.8%
Utah/18th Mini Park	2	10	88.1%	74.9%	97.2%	-19.6%	77.6%
Saturn Street Steps	5	8	84.9%	79.5%	93.7%	-18.6%	75.0%
Park Presidio Blvd	1	1	70.4%	81.1%	92.0%	-16.9%	75.1%

*PSA is Park Services Areas, explained in Chapter 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

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 8, Buchanan Street Mall had the greatest drop in score from last year and was ranked as the lowest scoring park. There was more than a 30 point gap between different evaluations of the park in FY 2010-11 (for more information, see Appendix C). The difference in scoring for this park and others by evaluators from CSA and Rec Park indicates a need for better clarity and training on the evaluation methodology, a recommendation of this annual report.

Features Results

Citywide scores for different park features were consistent within two percentage points from last fiscal year, with small decreases in scores for eight of 14 features and small increases in six of 14 features. Children's Play Areas had the highest increase in points with 1.5 points higher than last year. Restrooms and Lawns continued upward trends and show marked improvement from the first year of evaluation.

Exhibit 9 All features continue to score above 85 percent in FY 2010-11

		FY 2010-11	FY 2009-10	Change from FY 2009-10	Change from FY 2005-06
Landscaped and Hardscaped Areas	1. Lawns	89.8%	88.8%	1.0%	12.5%
	2. Ornamental Gardens, Shrubs & Ground Covers	87.8%	88.6%	-0.8%	13.8%
	3. Trees	93.1%	93.9%	-0.8%	4.6%
	4. Hardscapes & Trails	89.3%	89.6%	-0.3%	8.9%
	5. Open Space	85.5%	86.5%	-1.0%	4.4%
Recreational Areas	6. Turf Athletic Fields	89.0%	89.2%	-0.2%	9.8%
	7. Outdoor Athletic Courts	91.5%	90.3%	1.2%	4.8%
	8. Children's Play Areas	89.9%	88.4%	1.5%	6.5%
	9. Dog Play Areas	86.6%	87.6%	-1.0%	7.6%
Amenities and Structures	10. Restrooms	93.4%	92.6%	0.8%	11.0%
	11. Parking Lots & Roads	86.6%	87.9%	-1.3%	5.7%
	12. Waste & Recycling Receptacles	94.5%	95.4%	-0.9%	4.0%
	13. Benches, Tables & Grills	91.0%	90.1%	0.9%	7.4%
	14. Amenities & Structures	90.6%	90.1%	0.5%	7.6%

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

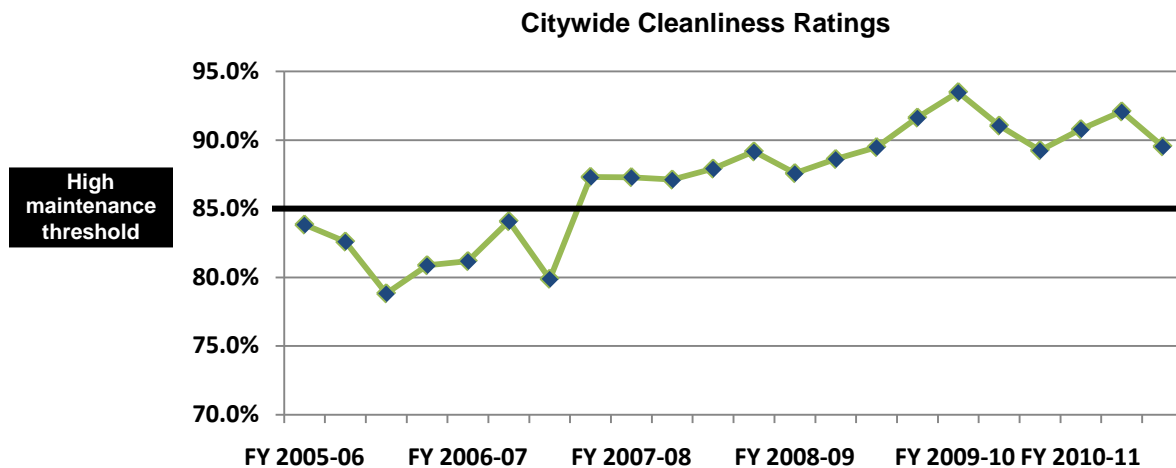
Maintenance of most park features requires collaboration by multiple Rec Park divisions, such as Capital Planning and Structural Maintenance or distinct Park Services Area (PSA) staff, such as gardeners or custodians. Some features are rated on multiple elements, such as Children's Play Areas and Outdoor Athletic Courts, which are rated on eight elements each. Open Space is only rated on a single element, cleanliness, which may lead to higher variability in scores than those with more elements.

Despite some features decreasing in score this year, all features have improved since the inception of evaluations. All fourteen features continue to average above 85% for all parks.

Cleanliness Results

Cleanliness is rated in relation to every feature except Trees. Generally, cleanliness is defined as having only small amounts of litter or debris 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 10 Quarterly cleanliness ratings

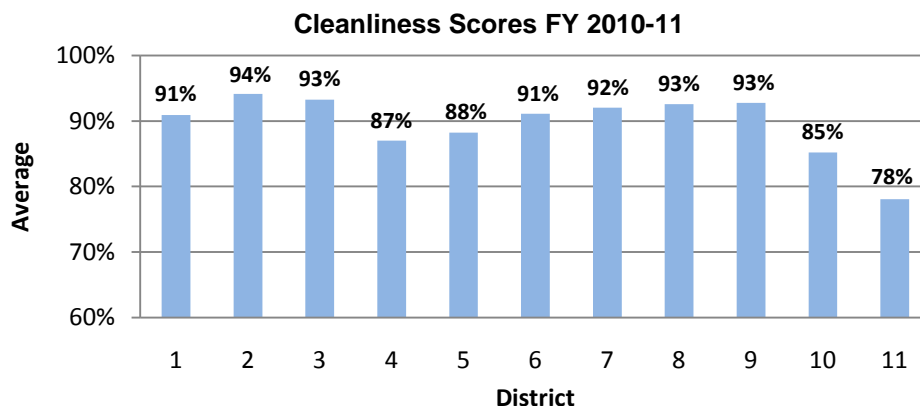


Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11

District 11 continues to lag behind on cleanliness

Seven districts scored above 90 percent on park cleanliness. District 2 had highest cleanliness scores at 94 percent. At 78 percent, District 11 had a significantly lower score than all other Districts.

Exhibit 11 Seven of the 11 districts score above 90 percent in FY 2010-11 for park cleanliness



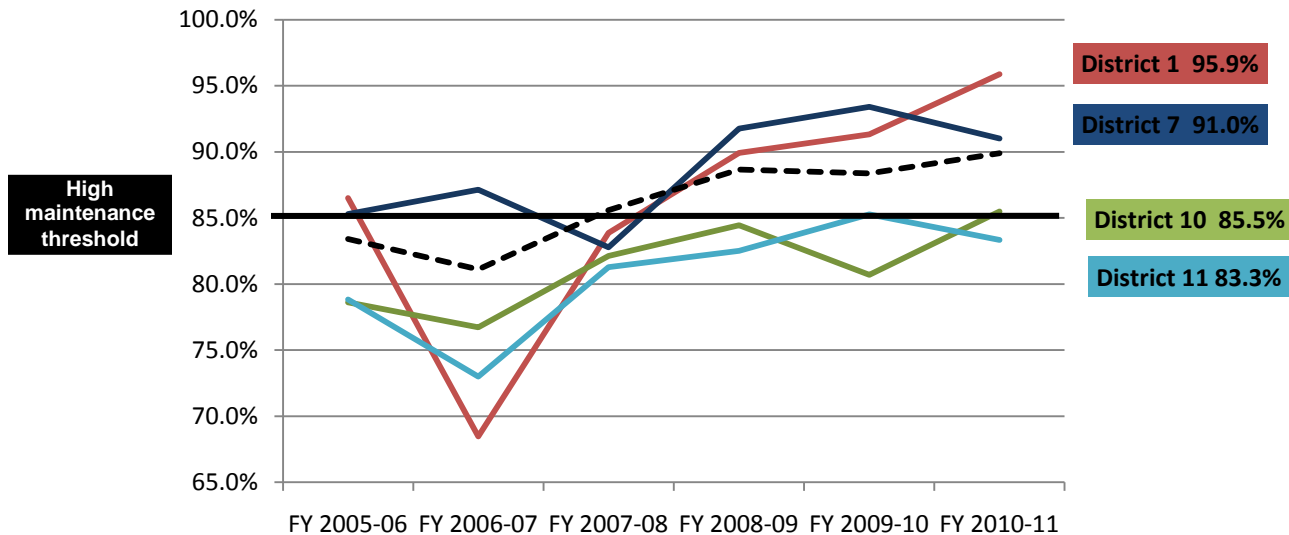
Source: CSA and Rec Park evaluation results FY 2010-11

**Feature Spotlight:
Children's Play
Areas**

Children's Play Areas are evaluated on eight standards. The average score for Children's Play Areas has climbed to 89.9 percent in FY 2010-11, up six and a half points since FY 2005-06.

District 1 had the highest Children's Play Area scores. Districts 10 and 11 continue to remain below the citywide average. Only District 11 averaged below 85 percent in FY 2010-11 for Children's Play Areas

Exhibit 12 Select Children's Play Area San Francisco Park Standards scores



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

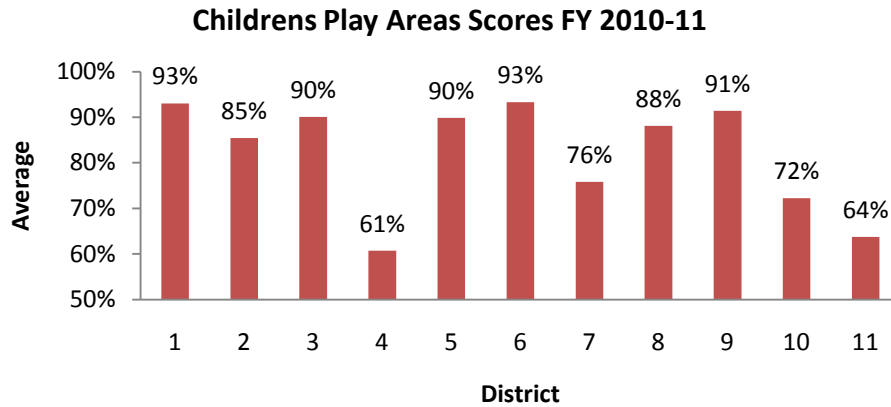


Trash overflows at Coleridge Mini Park

Cleanliness scoring for Children's Play Areas is based on a "yes" or "no" standard for a single question. Play areas can receive a failing grade for cleanliness if playground sand is on rubber play surfaces. Given the nature of sand and play, this can be difficult for Rec Park staff to maintain.

Districts 1 and 6 report the highest cleanliness score for Children's Play Areas at 93. District 4 reports the lowest cleanliness score at 61 percent. District 11 also reports a very low cleanliness score at 64 percent.

Exhibit 13 San Francisco Park Standards Cleanliness Scores in Children's Play Area FY 2010-11 by District



Source: CSA and Rec Park evaluation results FY 2010-11

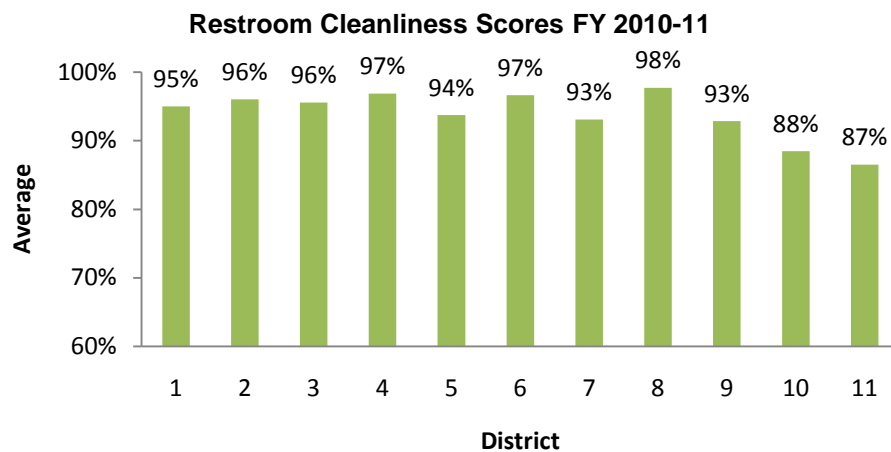
Feature Spotlight: Restrooms



*Midtown Terrace
Playground restroom*

Restrooms have been a high priority of Rec Park's over the last few years. The department hired more custodial staff in 2006-07 to help keep restrooms open and clean. General Manager Phil Ginsburg has also made keeping restrooms open according to schedule, clean, and functional a priority of his since FY 2009-10. Restrooms are cleaned and stocked by custodians and maintained by the Structural Maintenance Division. Challenges to keeping restrooms functioning include high patronage, older infrastructure that breaks frequently, and abuse through intentional breaking of plumbing, illegal activity, or graffiti inside the buildings. Across all districts the restroom cleanliness score remains above 85 percent in FY 2010-11, and scores continue to rise for the feature, this year to 93 percent.

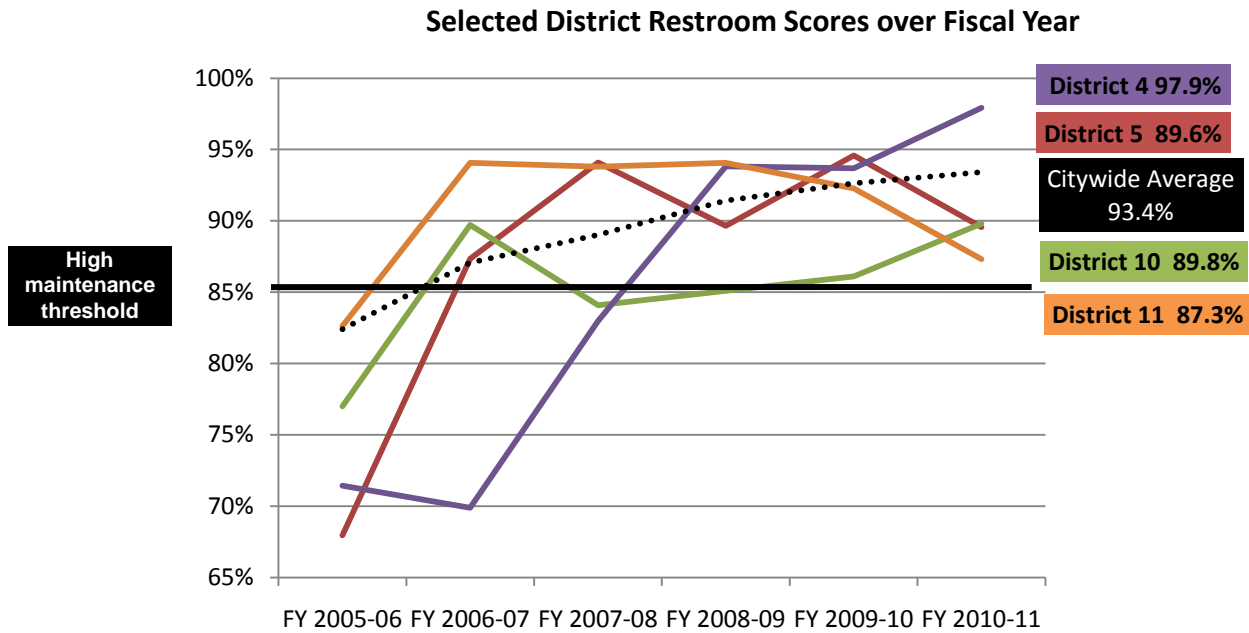
Exhibit 14 Restroom cleanliness scores are above 85 percent in all districts



Source: CSA and Rec Park evaluation results FY 2010-11

Restroom scores have increased 11 percent since FY 2005-06. District 4 has had a 26 point improvement since FY 2005-06, with the highest score across the City. District 5 had the greatest score drop since last year, decreasing by five points.

Exhibit 15 Scores in Restrooms FY 2010-11 in Selected Districts



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

Chapter 3 – Recreation and Parks Department Operations

Park Services Areas (PSAs)

Rec Park organized its operations geographically into Neighborhood Service Areas (NSAs) just before 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 NSAs, one of which was comprised of Golden Gate Park and the Lower Great Highway.

Changes: Park Management Reorganization

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

In August 2010, Rec Park revised the structure of its Operations Division by separating recreation and park responsibilities. A Recreation and Community Services unit, comprised of four competencies (Cultural Arts, Community Services, Leisure Services, and Sports and Athletics), now manages all recreation responsibilities. Golden Gate Park, with the adjoining Lower Great Highway parkway, is now the purview of the GGP 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 unit, which also manages Natural Areas; Golf and Turf; the Marina Small Craft and Yacht Harbor; and Camp Mather. Several of the new Golf and Turf subsections (Agronomy of Golf, 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. This is the first annual report that looks at park scores under this new organizational structure.

Each PSA has a manager that directs horticultural and custodial activities for the PSA. Each Park Services Manager is the liaison to all other Rec Park divisions, to other City agencies and to the public for his or her parks. PSAs are defined geographically, but do not correspond directly to supervisorial districts, as shown in Exhibits 16 and 17. In Chapter 2, evaluation results were reported by supervisorial district; for the purpose of evaluating performance by Rec Park divisions data is evaluated by PSA.

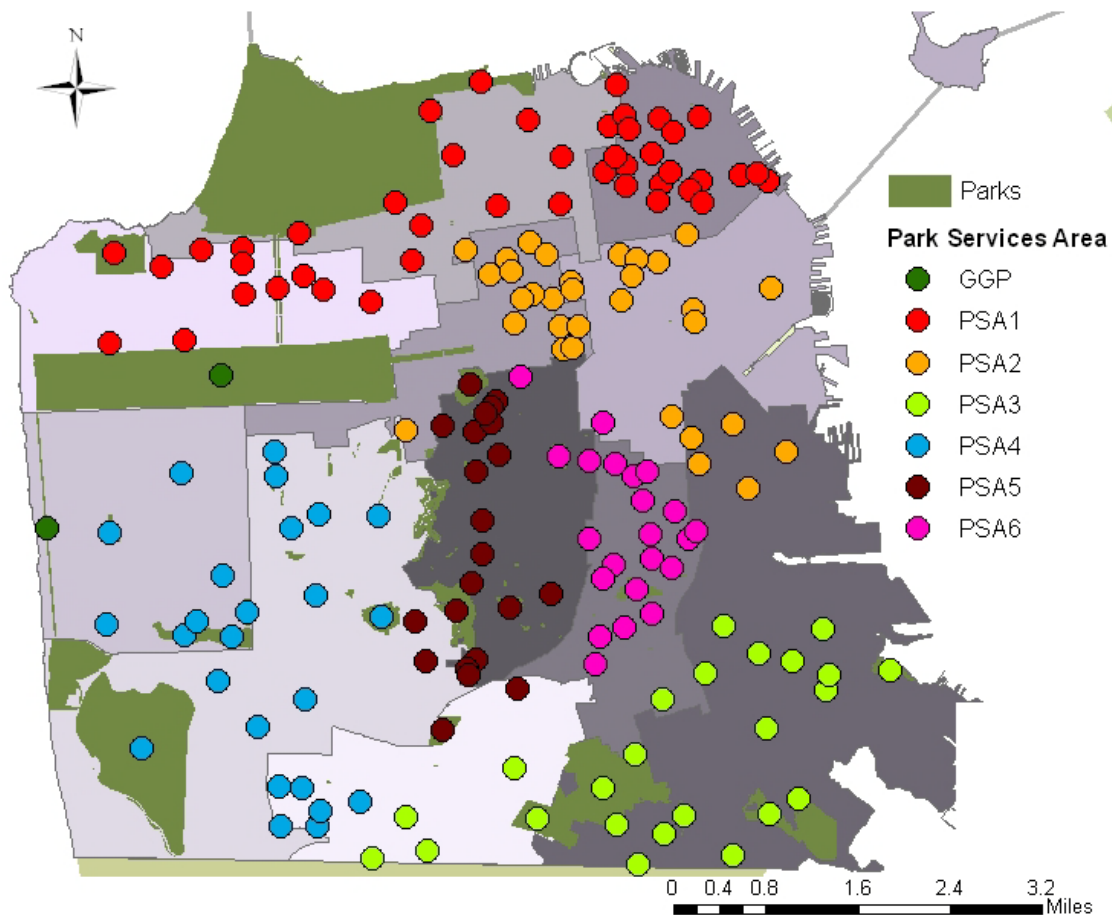
Exhibit 16 Four PSAs experience lower scores, clear improvement in PSA 3

PSA*	Districts	FY 2010-11	FY 2009-10	Change	Number of parks higher than 80%	Number of parks lower than 80%
1	1,2,3	91.5%	94.0%	-2.5%	39	2
2	3,5,6,10	87.1%	89.3%	-2.2%	27	5
3	9,10,11	84.6%	81.3%	3.4%	17	6
4	4,7,11	86.1%	90.7%	-4.6%	16	4
5	7,8,11	89.1%	90.8%	-1.7%	19	2
6	6,8,9,10	89.6%	89.3%	0.4%	20	1
GGP	Golden Gate Park	84.8%	84.0%	0.8%	2	0

Source: CSA and Rec Park evaluation results FY 2009-10, FY 2010-11

*For more information on PSA, see Appendix D

Exhibit 17 Park Service Areas overlap supervisorial districts



Source: Rec Park GIS 2011

All PSAs score above 80% in 2010-11.

The average park scores for most PSAs declined in FY 2010-11 from last fiscal year, with PSA 4 declining the most, by 4.6 points, for a score of 90.7 percent. 25 percent of its 20 parks scored below 80 percent.

Lowest scoring and highest scoring PSAs continue trends from years past

Golden Gate Park (GGP) scores include the scores for both GGP and Lower Great Highway, an adjacent parkway. Both scored moderately higher this year than in prior years.

Exhibit 18 shows PSA trends over the past six years of data collection, with clear trends of high scoring parks in PSA 1. PSA 3 continues to have the lowest scores Citywide, though its scores improved even this year when general trends are downward. Rec Park can use these trends to evaluate performance and improve consistently low-performing PSAs, especially PSA 3.

Exhibit 18 Low scoring PSAs in southeast section of the City

PSA	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
1	87.74%	88.76%	88.37%	91.35%	93.99%	91.54%
2	80.14%	84.14%	85.94%	86.50%	89.35%	87.10%
3	79.27%	82.35%	82.16%	80.68%	81.29%	84.65%
4	77.65%	82.35%	86.45%	87.77%	90.70%	86.09%
5	77.78%	79.49%	85.13%	86.59%	90.80%	89.10%
6	84.81%	86.28%	91.33%	90.34%	89.26%	89.62%
GGP	80.45%	84.45%	83.86%	86.19%	83.99%	84.76%

Highest

Lowest

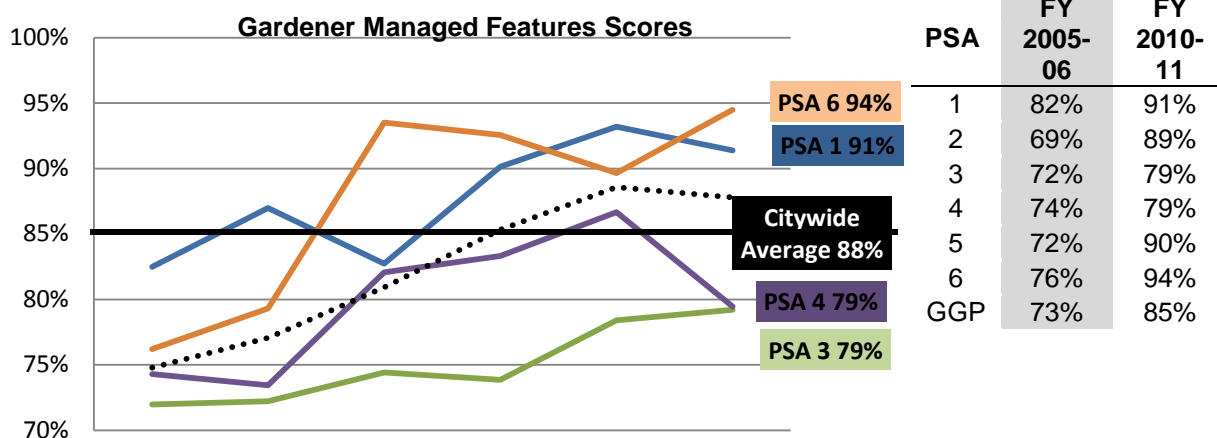
Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11

PSA Managed Features

The majority of features scored during the evaluation process are impacted by multiple divisions within Rec Park. For example, lawn appearance is managed by Structural Maintenance (repairs irrigation systems), Capital Planning (replaces irrigation systems), Park & Open Spaces' Golf & Turf unit (mows and trims) and its PSAs (whose gardeners manage daily irrigation, holes, litter and whose custodians manage litter). However, Ornamental Gardens, Shrubs, and Ground Cover are wholly managed by a single division, the PSA. This feature may be considered an indicator of the PSA's performance in managing limited resources or reflective of overall changes within the PSA, such as reduced staff.

Ornamental Gardens, Shrubs, and Ground Cover is rated on four elements: cleanliness, plant health, pruning, and weediness. PSA 6 scores the highest, with a marked increase from last year. PSA 5 has shown the greatest increase in scores since the inception of the Park Standards Program, with an 18-point increase in this feature since FY 2005-06. PSA 3 and PSA 4 have the lowest score for Ornamental Gardens, Shrubs, and Ground Cover citywide, with both remaining significantly lower than the citywide average. PSA 4 had a significant improvement over prior years, only to have a significant decrease in score this year. PSA 3, covering the southeastern portion of the City, shows steady improvement from past years.

Exhibit 19 Improvement over time for Ornamental Gardens, Shrubs and Ground Cover Feature across all PSAs



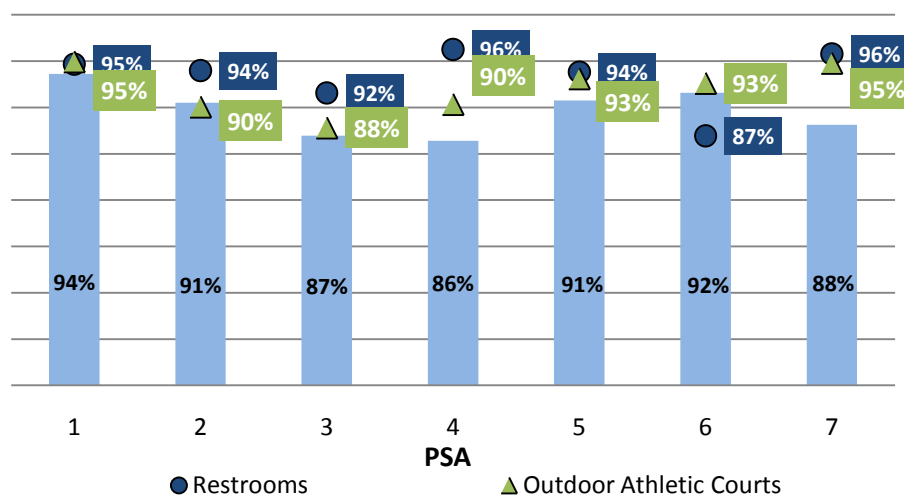
Source: CSA and Rec Park evaluation results FY 2005-06, FY 2006-07, FY 2007-08, FY 2008-09, FY 2009-10, FY 2010-11

Cleanliness by PSA

Cleanliness responsibilities are shared among Rec Park custodians and gardeners

Custodians and gardeners share responsibility for park cleanliness. Typically, custodians manage cleanliness in smaller, enclosed areas including Restrooms and Outdoor Athletic Courts. Lawns, Children's Play Areas, and Benches, Tables, and Grills are shared between gardeners and custodians - depending on who arrives at the park first. Gardeners are often the first to arrive during the day and typically manage any dumping issues as they have Rec Park trucks for hauling trash. Restrooms and Outdoor Athletic Fields, mainly custodian managed features, have higher than average cleanliness scores with PSA 7 having the highest scores and PSA 3 the lowest. This may be because custodians are responsible for areas more contained than gardeners - a restroom as opposed to a large lawn - which are therefore easier to keep clean.

Exhibit 20 Features managed by Custodians generally have higher ratings than PSA average cleanliness scores in FY 2010-11



Source: CSA and Rec Park evaluation results FY 2010-11

Spotlight: Golden Gate Park Section Analysis



Tennis complex in Section 1



The carousel in Section 2



*Lawn in the Arboretum,
Section 3*



*Model boat in Spreckels Lake,
Section 5*

For the first time, Golden Gate Park scores can be analyzed by the six distinct sections of the more than 1,000-acre park, as seen in Exhibit 21.

Section 1 is the easternmost, with high use in Kezar Stadium, the eastern entrance adjacent to Stanyan Street, visitors to the Conservatory of Flowers, over 20 tennis courts at the Tennis Complex, and multi-use at Hippie Hill. In the past, homeless encampments have been located in this area of the park.

Section 2 contains the Academy of Sciences, the DeYoung Museum, and the Music Concourse band shell in its center, surrounded by picnic facilities, the Bowling Green, and one of the oldest children's playgrounds in America, complete with a historic carousel in the Koret Children's Quarter. The National AIDS Memorial Grove is embedded in the center of Section 2.

Section 3 is primarily the Arboretum and Botanical Gardens.

Section 4 hosts Stow Lake and the Chinese Pavilion, along with extensive running and walking trails on its southern side.

Section 5 features the newly renovated Polo Field, picnic tables and barbeque areas on Speedway Meadow, along with model yacht aficionados at Spreckels Lake. Section 5 hosts the majority of major festivals in the park, including Outside Lands and Hardly Strictly Bluegrass, attracting more than half a million users for the latter event. The Bison Paddock is also located in Section 5.

Section 6, with two windmills and the Queen Wilhelmina Tulip Garden overlooking the Pacific Ocean, contains Chain of Lakes trails, soccer fields, a disc golf course, and access to Lower Great Highway, also considered part of Golden Gate Park.

Park evaluations are not easy to perform in Golden Gate Park as a result of its size – in one section alone, an evaluator may find more than 100 waste receptacles!

Exhibit 21 Golden Gate Park Sections scores range from 80 percent to 94 percent



Source: CSA and Rec Park evaluation results FY 2010-11

The evaluations show a 14 point spread between the highest scoring section of the park, Section 3, and the lowest scoring, Section 2. The types of use and oversight of these two sections probably are major drivers of the overall scores.

Golden Gate Park Selected Features Evaluation

Open Space was the feature consistently rated the lowest across the park, with the best-rated sections only scoring 75 percent. Conversely, Ornamental Gardens, Shrubs, and Ground Covers have a significant score spread, from 70 percent in Section 2 to 95 percent in Section 5.

Exhibit 22 Scores are consistent across sections for features such as restrooms and open space, but more varied for other features

Park Section	Open Space	Ornamental Gardens, Shrubs, and Ground Covers	Restrooms
Section 1	66.67%	97.50%	96.61%
Section 2	75.00%	70.00%	89.66%
Section 3		85.00%	99.38%
Section 4	75.00%	77.50%	97.07%
Section 5	62.50%	95.00%	93.54%
Section 6	75.00%	93.33%	96.75%
Average	70.59%	86.09%	95.45%

Highest

Lowest

Source: CSA and Rec Park evaluation results FY 2010-11

Staff Schedule Compliance

As noted, the Charter amendment that created the Park 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 staff schedules for gardeners and custodians.

Rec Park's staff schedules for its neighborhood parks and properties can be found posted on the Rec Park website at the following address:
<http://mission.sfgov.org/RPDPropC/ParkSched.aspx>

Each quarter, Park Services Managers check staff schedule compliance at 25 percent of the parks in their PSA by checking if gardeners and custodians are present as scheduled. Unlike quarterly park standards evaluations, only Park Services Managers check compliance to staff schedules so that other staff are not checking and reporting on their co-workers.

PSA managers visit the selected parks unannounced to observe staff as compared to the publicly posted schedules. 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.

During FY 2010-11 Rec Park performed these evaluations with the following compliance rates, which represent how often staff was observed in a park at the scheduled time:

- Quarter 1 (July – September 2010): 79 percent
- Quarter 2 (October – December 2010): 69 percent
- Quarter 3 (January – March 2011): 61 percent
- Quarter 4 (April – June 2011): 69 percent

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. During FY 2010-11 CSA performed these evaluations with the following compliance rates, which show how often staff was observed in a park at the scheduled time:

- Quarter 1 (July – September 2010): 53 percent
- Quarter 2 (October – December 2010): 43 percent
- Quarter 3 (January – March 2011): 52 percent
- Quarter 4 (April – June 2011): 58 percent

Neither the CSA nor Rec Park compliance methodologies account for approved employee leave. Approved leave accounts for 18-20 percent of Rec Park employees' time. This non-productive time can include vacation, legal holidays, floating holidays, jury duty, sick leave, and other reasons.

The Prop C Charter mandate requires Rec Park to post accurate park staff schedules. Current posted staff schedules are built on an assumption that gardeners and custodians follow a rigid, 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 special projects. Special projects might include dealing with infrastructure emergencies, litter or dumping issues, special requests, or specials events. Schedules also fail to account for travel time, training, as-needed assignments, breaks, meetings and approved time off from work including sick, vacation, and floating holidays.

CSA plans to work with Rec Park this fiscal year to revise the current scheduling compliance evaluation methodology to better comply with the Prop C Charter mandate.

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 find 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 some.

1. Assess RPD use of park evaluation data to determine effectiveness in improving scores and park maintenance activities.

Rec Park and CSA staff evaluate almost every park each quarter, providing substantial data on park conditions. Rec Park reports the results quarterly internally and externally, and in the past fiscal year has implemented new practices to communicate and use evaluation results to direct maintenance activities. To determine the effectiveness of these protocols and practices, Rec Park should:

- Map and evaluate new protocols to ensure that park evaluation data is available for, and incorporated into, all relevant management decisions.
- Conduct stakeholder discussions on the effectiveness of the systems being utilized and recommendations for improvements.
- Evaluate the relationship between changes in park scores and new communication protocols.
- Update CSA on new methods and analyze trends.

2. Determine the key drivers of evaluation scores, including resources, maintenance practices, and park use, to more effectively manage park maintenance.

Rec Park should identify the key drivers of evaluation scores in order to determine the best method to improve scores. These drivers may include maintenance staffing levels, structural maintenance resources, condition of infrastructure, maintenance practices, or park usage levels or type. With a clearer understanding of the drivers of evaluation scores, Rec Park can manage resources to achieve better scores. More clearly demonstrating the links between specific maintenance practices and evaluation scores will create greater accountability for evaluation scores within Rec Park.

3. Revise or clarify the standards and methodology and train

evaluators to improve the consistency of Rec Park and CSA evaluations.

A review of recent park evaluations, including examination of comments from evaluators, has highlighted discrepancies in interpretation of the evaluation standards. Additionally, there can be a significant range in the amount of time different staff members take to conduct evaluations of similarly sized parks. Also, there have been some outlier evaluation scores. Finally, the park features in the park database and on park maps are sometimes outdated, making it difficult for evaluators to complete evaluations. To address these issues, Rec Park should:

- Revise or clarify the park standards to make them easy to interpret.
- Expand park standards or create other complementary performance measures to more directly measure specific outputs or outcomes that are more entirely within Rec Park's control. This could both increase staff accountability and help elucidate the causal relationship between Rec Park's outputs and park outcomes.
- Continue annual trainings, focusing on features that are more complex or those that are otherwise the source of common mistakes.
- Review outlier evaluations to identify potential problems in the standards and methodology, and provide additional training to evaluators that misinterpret park standards.
- Determine a target amount of time to complete an evaluation based on a park's size, features, and past average time spent for evaluation, and display this target time on future evaluations.
- Regularly update park maps and feature lists to help ensure that all relevant features are evaluated.

4. Adopt a new model for measuring staff schedule compliance.

Past reports have noted that Rec Park's maintenance schedules do not reflect the department's actual maintenance scheduling practices. Rec Park should revise its maintenance schedules in accordance with the department's actual practices and industry best practices. Subsequently, the department should work with CSA to devise an appropriate methodology for measuring staff schedule compliance.

5. Develop improved methods for data collection, storage, and reporting to manage the growing volume of evaluation data.

As Rec Park accumulates more park evaluation, maintenance activity,

and capital asset condition data over time, Rec Park should develop more stable and user-friendly methods to store park evaluation data and connect datasets. This will help ensure more consistent and robust analysis by both Rec Park and CSA.

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

Rec Park should identify strategic goals for park score improvements, which should allow multiple divisions to understand management priorities and assign staff appropriately to the strategic need. As seen in the Restroom Feature Highlight of this report, executive support and oversight can directly lead to improved scores or scores that are more consistent across PSAs and districts. Rec Park should explicitly define agency priorities that address improvement to low-performing parks, Park Services Areas, or distinct facilities or features.

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

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

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

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

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

Scores

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

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

FY 2009-10 park score example calculation

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

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

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

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

Appendix B: Individual Park Results

Park Name	District	Current		Previous				
		2010-2011	Change from 2009-10	FY2009-10	FY2008-09	FY2007-08	FY2006-07	FY2005-06
10th Ave/Clement Mini Park	1	91.5%	-2.9%	94.4%	97.1%	Closed	47.1%	77.7%
24th/York Mini Park	9	94.5%	-3.8%	98.3%	92.2%	93.6%	96.3%	82.9%
Adam Rogers Park	10	79.3%	4.0%	75.3%	68.0%	70.8%	78.0%	68.3%
Alamo Square	5	86.5%	-4.3%	90.8%	87.5%	81.8%	85.8%	88.5%
Alice Chalmers Playground	11	84.6%	-8.3%	93.0%	88.7%	94.4%	87.1%	91.3%
Alice Marble Tennis Courts	2	98.6%	-0.3%	98.8%	96.2%	97.8%	99.3%	99.4%
Alioto Mini Park	9	86.5%	2.4%	84.2%	90.2%	97.1%	89.2%	95.0%
Allyne Park	2	87.7%	-11.0%	98.7%	86.0%	82.9%	80.3%	86.8%
Alta Plaza	2	90.0%	-5.2%	95.1%	85.0%	92.4%	84.5%	92.0%
Angelo J. Rossi Playground	1	96.9%	2.5%	94.4%	90.3%	89.4%	93.8%	87.1%
Aptos Playground	7	89.7%	-1.9%	91.6%	91.4%	95.8%	98.1%	Closed
Argonne Playground	1	92.5%	0.8%	91.7%	86.0%	86.9%	Closed	84.5%
Balboa Park	7	90.3%	-3.5%	93.8%	88.4%	85.3%	80.0%	75.5%
Bay View Playground	10	79.5%	-5.3%	84.8%	69.2%	77.9%	82.7%	75.2%
Beideman/O'Farrell Mini Park	5	95.3%	14.2%	81.2%	74.2%	91.7%	90.8%	74.6%
Bernal Heights Recreation Center	9	84.8%	-9.7%	94.4%	91.1%	95.9%	74.5%	86.2%
Broadway Tunnel West Mini Park	3	73.3%	-6.1%	79.4%	87.6%	86.4%	84.9%	74.3%
Brooks Park	11	72.8%	-23.7%	96.5%	83.7%	91.3%	89.4%	90.7%
Brotherhood/Chester Mini Park	7	91.7%	-6.1%	97.7%	91.2%	88.4%	89.4%	65.0%
Buchanan Street Mall	5	67.5%	-23.8%	91.3%	85.2%	82.8%	67.0%	73.0%
Buena Vista Park	8	80.0%	-2.8%	82.9%	81.0%	78.5%	62.8%	78.9%
Bush/Broderick Mini Park	5	78.8%	-13.7%	92.5%	78.6%	84.9%	87.3%	70.5%
Cabrillo Playground	1	95.9%	2.6%	93.3%	87.9%	90.7%	86.6%	90.9%
Carl Larsen Park	4	83.8%	-0.4%	84.2%	84.5%	82.4%	72.6%	58.6%
Cayuga Playground	11	86.5%	2.0%	84.5%	81.3%	92.3%	80.3%	75.1%
Cayuga/Lamartine Mini Park	11	85.3%	7.2%	78.1%	81.2%	64.2%	65.5%	54.6%
Chinese Recreation Center	3	Closed	n/a	86.4%	78.8%	82.7%	85.6%	87.3%
Coleridge Mini Park	9	90.7%	-4.1%	94.8%	94.0%	88.8%	81.9%	79.5%
Collis P. Huntington Park	3	90.6%	-6.0%	96.7%	96.6%	98.9%	96.2%	95.9%
Corona Heights	8	85.4%	4.7%	80.7%	81.6%	89.0%	89.0%	81.0%
Coso/Precita Mini Park	9	91.4%	6.1%	85.3%	97.3%	85.8%	96.7%	80.8%
Cottage Row Mini Park	5	91.4%	-2.1%	93.5%	92.3%	92.8%	92.4%	80.9%
Cow Hollow Playground	2	91.5%	-5.8%	97.3%	93.9%	85.7%	99.6%	91.8%
Crocker Amazon Playground	11	82.3%	-2.6%	84.8%	75.2%	77.0%	75.3%	81.7%
Douglass Playground	8	90.5%	0.8%	89.6%	87.4%	82.7%	77.2%	67.9%
Duboce Park	8	92.4%	1.2%	91.1%	91.0%	91.1%	82.1%	92.7%
Dupont Courts	1	93.6%	0.7%	92.8%	87.8%	83.6%	87.4%	84.5%
Esprit Park	10	89.4%	-7.3%	96.8%	88.6%	87.7%	91.3%	87.5%
Eureka Valley Rec Center	8	92.6%	-6.0%	98.6%	91.5%	95.4%	81.9%	92.4%
Excelsior Playground	11	78.8%	-2.9%	81.8%	86.6%	91.6%	88.3%	90.7%
Father Alfred E. Boeddeker Park	6	74.9%	-10.6%	85.5%	94.2%	89.9%	85.3%	76.7%
Fay Park	3	99.7%	-0.3%	100.0%	98.6%	98.6%	94.7%	100.0%
Fillmore/Turk Mini Park	5	89.3%	2.3%	87.0%	89.8%	89.3%	85.4%	66.4%
Franklin Square	6	81.9%	0.4%	81.5%	87.6%	75.2%	71.9%	59.6%
Fulton Playground	1	94.1%	6.9%	87.2%	83.8%	91.7%	89.7%	95.3%
Garfield Square	9	84.7%	-1.0%	85.6%	86.9%	95.0%	83.7%	69.8%
Gene Friend Rec Center	6	96.2%	9.3%	87.0%	89.6%	88.5%	87.2%	83.7%
George Christopher Playground	8	93.1%	-3.1%	96.2%	92.9%	91.7%	79.7%	85.1%
Gilman Playground	10	74.3%	-7.1%	81.4%	77.6%	78.2%	79.8%	79.9%
Glen Park	8	85.0%	-1.9%	86.9%	92.2%	88.7%	89.3%	87.4%
Golden Gate Heights Park	7	82.7%	-7.0%	89.7%	90.1%	89.1%	82.1%	86.3%

Park Name	District	Current		Previous				
		2010-2011	Change from 2009-10	FY2009-10	FY2008-09	FY2007-08	FY2006-07	FY2005-06
Golden Gate Park	1	88.7%	0.6%	88.1%	89.8%	83.4%	83.2%	80.5%
Golden Gate/Steiner Mini Park	5	82.2%	-9.0%	91.2%	81.2%	89.8%	82.8%	78.7%
Grattan Playground	5	83.9%	0.6%	83.3%	91.6%	87.8%	82.7%	65.4%
Hamilton Playground	5	98.5%	5.0%	93.5%	Closed	74.6%	66.7%	64.1%
Hayes Valley Playground	5	0.0%	-94.5%	94.5%	80.0%	87.6%	90.6%	85.8%
Head/Brotherhood Mini Park	11	76.8%	0.3%	76.6%	70.4%	75.0%	65.9%	84.0%
Helen Wills Playground	3	96.2%	-3.4%	99.6%	92.5%	97.2%	97.0%	96.7%
Herz Playground	10	81.4%	5.7%	75.6%	72.7%	81.7%	90.5%	NR
Hilltop Park	10	76.7%	14.8%	61.9%	58.7%	85.2%	72.3%	62.8%
Holly Park	9	96.0%	3.4%	92.6%	90.7%	89.5%	78.8%	83.5%
Hyde/Vallejo Mini Park	3	88.0%	-7.8%	95.8%	98.4%	98.0%	88.0%	80.0%
Ina Coolbrith Mini Park	3	87.3%	-7.9%	95.2%	90.1%	72.0%	95.2%	82.1%
India Basin Shoreline Park	10	89.5%	8.2%	81.3%	77.6%	86.4%	83.8%	82.2%
J. P. Murphy Playground	7	97.1%	-1.5%	98.7%	98.3%	Closed	96.9%	97.9%
Jackson Playground	10	82.5%	-13.4%	95.9%	85.1%	89.3%	87.1%	88.4%
James Rolph Jr Playground	9	84.8%	-4.2%	89.0%	90.4%	Closed	70.1%	79.9%
Japantown Peace Plaza	5	89.6%	-0.1%	89.8%	95.4%	85.4%	87.8%	82.4%
Jefferson Square	6	82.7%	-6.8%	89.6%	81.3%	76.8%	81.5%	78.3%
Joe Dimaggio Playground	3	96.0%	2.7%	93.2%	96.3%	89.1%	96.1%	91.7%
John McLaren Park	10	83.8%	7.3%	76.5%	79.6%	70.2%	85.0%	78.5%
Joost/Baden Mini Park	8	96.6%	-1.7%	98.3%	92.1%	79.7%	72.5%	85.9%
Jose Coronado Playground	9	93.9%	4.7%	89.2%	80.6%	91.2%	80.6%	73.9%
Joseph Conrad Mini Park	3	94.1%	0.2%	93.9%	95.5%	84.7%	88.9%	90.8%
Joseph L. Alioto Performing Arts Piazza	3	80.8%	-10.5%	91.3%	91.8%	89.6%	98.9%	81.1%
Joseph Lee Recreation Center	10	98.6%	2.2%	96.4%	97.7%	93.1%	Closed	50.1%
Julius Kahn Playground	2	94.5%	-3.9%	98.4%	94.4%	91.5%	88.2%	94.6%
Junipero Serra Playground	7	89.7%	-6.1%	95.8%	96.7%	Closed	97.5%	93.6%
Juri Commons	9	91.7%	1.3%	90.4%	95.6%	90.4%	95.4%	81.9%
Justin Herman/Embarcadero Plaza	3	96.3%	1.8%	94.5%	81.5%	88.7%	94.0%	83.0%
Kelloch Velasco Mini Park	10	94.9%	7.0%	87.9%	98.2%	73.7%	67.1%	83.3%
Kid Power Park	6	95.5%	5.7%	89.8%	90.3%	88.0%	96.0%	98.9%
Koshland Park	5	91.2%	9.7%	81.5%	88.0%	96.3%	83.2%	87.7%
Lafayette Park	2	82.5%	-13.0%	95.5%	87.2%	78.2%	86.8%	73.8%
Lake Merced Park	7	81.0%	-2.5%	83.4%	77.0%	76.5%	87.8%	83.3%
Laurel Hill Playground	2	86.7%	-9.2%	95.9%	94.9%	87.4%	88.4%	92.4%
Lessing/Sears Mini Park	11	86.4%	12.4%	73.9%	82.1%	79.3%	83.6%	72.1%
Lincoln Park	1	88.7%	-3.3%	92.0%	88.4%	74.6%	77.4%	77.3%
Little Hollywood Park	10	88.1%	14.8%	73.3%	80.2%	77.1%	75.7%	93.5%
Louis Sutter Playground	10	89.0%	3.9%	85.2%	71.9%	78.9%	90.9%	NR
Lower Great Highway	4	80.8%	0.9%	79.9%	82.5%	84.3%	85.7%	NR
Margaret S. Hayward Playground	6	91.4%	7.4%	84.0%	95.8%	88.0%	83.4%	79.2%
Maritime Plaza	3	99.3%	1.3%	98.0%	99.7%	97.5%	93.9%	NR
McCoppin Square	4	Closed	-93.7%	93.7%	89.1%	85.5%	82.9%	79.0%
McKinley Square	10	83.2%	-10.0%	93.2%	67.5%	82.0%	75.8%	70.7%
Merced Heights Playground	11	85.4%	-3.7%	89.1%	89.3%	88.3%	83.5%	68.8%
Michelangelo Playground	3	87.8%	-6.5%	94.3%	95.2%	90.7%	92.8%	96.5%
Midtown Terrace Playground	7	99.4%	-0.6%	100.0%	97.6%	98.1%	91.5%	94.0%
Minnie & Lovie Ward Rec Center	11	77.4%	-14.8%	92.2%	82.4%	Closed	53.7%	45.4%
Miraloma Playground	7	95.1%	4.3%	90.8%	93.9%	Closed	90.4%	75.6%
Mission Dolores Park	8	81.8%	9.9%	71.8%	74.6%	86.4%	79.7%	84.7%
Mission Playground	8	88.6%	8.1%	80.5%	90.3%	92.4%	94.3%	79.4%
Mission Rec Center	9	93.6%	-4.6%	98.2%	91.8%	93.0%	92.8%	91.7%
Moscone Recreation Center	2	96.0%	2.2%	93.8%	95.5%	Closed	92.6%	87.8%
Mountain Lake Park	2	89.1%	2.7%	86.3%	92.7%	83.4%	86.9%	81.1%

Park Name	District	Current		Previous				
		2010-2011	Change from 2009-10	FY2009-10	FY2008-09	FY2007-08	FY2006-07	FY2005-06
Mt. Olympus	8	85.0%	2.4%	82.6%	78.1%	74.3%	71.3%	91.2%
Mullen/Peralta Mini Park	9	90.4%	1.5%	88.9%	99.0%	89.9%	100.0%	100.0%
Muriel Leff Mini Park	1	88.6%	-5.8%	94.4%	86.7%	83.5%	90.6%	93.7%
Noe Valley Courts	8	92.8%	3.9%	88.9%	81.3%	91.1%	83.0%	85.5%
Page/Laguna Mini Park	5	93.9%	5.9%	87.9%	90.0%	93.2%	71.1%	79.7%
Palace Of Fine Arts	2	94.9%	-2.5%	97.4%	85.5%	84.4%	91.0%	81.2%
Palega Recreation Center	9	84.3%	-3.7%	88.0%	86.0%	80.7%	76.9%	77.6%
Palou/Phelps Park	10	78.4%	6.3%	72.1%	82.9%	70.5%	87.4%	89.4%
Park Presidio Blvd	1	75.1%	-16.9%	92.0%	81.1%	70.4%	67.4%	NR
Parkside Square	4	93.1%	5.2%	87.9%	89.7%	90.7%	80.9%	68.9%
Parque Ninos Unidos	9	93.2%	0.1%	93.1%	96.2%	94.4%	94.2%	87.5%
Patricia's Green in Hayes Valley	5	94.8%	1.6%	93.2%	84.2%	94.4%	89.7%	96.3%
Peixotto Playground	8	91.1%	-0.4%	91.5%	86.3%	86.8%	89.9%	90.0%
Pine Lake Park	4	87.3%	1.1%	86.2%	80.2%	88.2%	69.9%	64.5%
Portsmouth Square	3	89.5%	1.2%	88.3%	83.8%	86.3%	74.1%	78.0%
Potrero Del Sol Park	10	73.0%	-9.7%	82.7%	86.8%	Closed	68.0%	77.3%
Potrero Hill Recreation Center	10	73.7%	-14.4%	88.2%	85.2%	89.0%	77.9%	82.2%
Precita Park	9	83.8%	-7.2%	91.0%	91.2%	83.0%	82.3%	87.5%
Prentiss Mini Park	9	95.2%	-0.2%	95.4%	91.2%	94.0%	85.2%	79.7%
Presidio Heights Playground	2	94.9%	-0.7%	95.6%	95.5%	89.9%	93.8%	91.4%
Randolph/Bright Mini Park	11	75.8%	-5.1%	80.9%	85.2%	75.8%	72.1%	66.3%
Raymond Kimbell Playground	5	92.5%	8.2%	84.3%	77.2%	70.8%	73.8%	69.4%
Richmond Playground	1	96.4%	-0.8%	97.2%	98.0%	96.2%	86.5%	88.6%
Richmond Recreation Center	1	96.2%	0.1%	96.1%	97.0%	98.8%	96.1%	99.2%
Ridgetop Plaza	10	0.0%	n/a	OS	64.8%	84.2%	83.3%	86.1%
Rochambeau Playground	1	92.8%	5.4%	87.4%	95.6%	92.8%	90.2%	93.2%
Rolph Nicol Playground	7	90.5%	0.5%	90.0%	87.5%	80.2%	84.8%	69.2%
Roosevelt/Henry Steps	8	74.9%	-14.7%	89.6%	90.8%	87.0%	83.3%	NR
Saturn Street Steps	8	75.0%	-18.6%	93.7%	79.5%	84.9%	59.8%	70.3%
Selby/Palou Mini Park	10	84.4%	2.2%	82.1%	85.3%	72.8%	84.0%	70.9%
Seward Mini Park	8	85.7%	-8.2%	93.9%	78.4%	82.8%	81.0%	62.6%
Sgt. John Macaulay Park	6	86.9%	-1.2%	88.2%	79.2%	66.5%	76.8%	80.5%
Sigmund Stern Recreation Grove	4	85.3%	-4.8%	90.1%	89.4%	83.9%	83.5%	85.8%
Silver Terrace Playground	10	87.7%	5.6%	82.1%	82.3%	89.6%	88.0%	76.3%
South Park	6	94.0%	4.2%	89.8%	88.1%	81.4%	76.4%	87.6%
South Sunset Playground	4	90.8%	1.8%	89.0%	93.6%	83.7%	82.0%	80.9%
St Mary's Rec Center	9	95.7%	7.5%	88.2%	85.6%	95.8%	90.1%	87.9%
St Mary's Square	3	88.7%	-3.6%	92.4%	90.7%	85.5%	82.0%	91.6%
States Street Playground	8	87.3%	1.7%	85.6%	87.8%	90.6%	92.8%	73.9%
Sue Bierman Park	3	0.0%	-91.2%	91.2%	93.0%	70.7%	94.3%	90.1%
Sunnyside Conservatory	8	100.0%	0.0%	100.0%	75.6%	80.8%	71.2%	54.9%
Sunnyside Playground	7	97.8%	-0.8%	98.7%	94.0%	97.5%	75.7%	75.6%
Sunset Playground	4	90.1%	-4.3%	94.4%	91.9%	92.8%	81.9%	83.5%
Telegraph Hill/Pioneer Park	3	95.1%	-4.4%	99.5%	97.3%	93.5%	93.3%	80.2%
Tenderloin Children's Rec Center	6	96.1%	5.7%	90.4%	94.8%	85.9%	94.5%	95.4%
Turk/Hyde Mini Park	6	83.5%	3.9%	79.6%	91.2%	92.9%	86.7%	86.0%
Union Square	3	93.4%	-2.1%	95.5%	99.4%	93.9%	100.0%	96.1%
Upper Noe Recreation Center	8	94.3%	-1.6%	95.8%	96.2%	Closed	Closed	76.4%
Utah/18th Mini Park	10	77.6%	-19.6%	97.2%	74.9%	88.1%	79.0%	85.9%
Victoria Manalo Draves Park	6	96.0%	11.6%	84.4%	88.4%	95.9%	90.8%	Closed
Visitacion Valley Greenway	10	90.5%	-2.7%	93.2%	93.8%	86.5%	87.9%	97.7%
Visitacion Valley Playground	10	86.3%	-0.4%	86.7%	87.6%	89.8%	86.9%	91.2%
Walter Haas Playground	8	93.1%	2.4%	90.7%	88.2%	86.6%	93.6%	90.8%
Washington Square	3	88.6%	-6.0%	94.6%	90.4%	92.2%	88.1%	83.1%

Park Name	District	Current		Previous				
		2010-2011	Change from 2009-10	FY2009-10	FY2008-09	FY2007-08	FY2006-07	FY2005-06
Washington/Hyde Mini Park	3	84.3%	-9.6%	93.9%	95.7%	88.7%	98.9%	93.8%
West Portal Playground	7	81.6%	-11.2%	92.8%	85.6%	86.5%	87.3%	81.7%
West Sunset Playground	4	0.0%	-94.9%	94.9%	86.1%	90.3%	78.3%	83.1%
Willie Woo Woo Wong Playground	3	86.6%	-5.8%	92.4%	93.9%	85.6%	95.7%	84.4%
Woh Hei Yuen Park	3	97.5%	-0.1%	97.7%	93.9%	92.0%	95.5%	84.1%
Yacht Harbor and Marina Green	2	93.0%	-1.0%	94.0%	82.2%	84.0%	89.5%	71.6%
Youngblood Coleman Playground	10	81.7%	13.7%	68.0%	88.1%	90.2%	79.1%	69.9%

Appendix C: District Results

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
District 1								
10th Ave/Clement Mini Park	CON		86.5%					
	RPD	100.0%	100.0%	95.7%	90.0%	91.5%	94.4%	-2.9%
Angelo J. Rossi Playground	CON			96.5%				
	RPD	98.4%	0.0%	94.3%	99.0%	96.9%	94.4%	2.5%
Argonne Playground	CON		92.4%					
	RPD	94.4%	97.6%	90.4%	88.2%	92.5%	91.7%	0.8%
Cabrillo Playground	CON	96.7%						
	RPD	96.2%	100.0%	88.8%	95.3%	95.9%	93.3%	2.6%
Dupont Courts	CON				93.7%			
	RPD	93.9%	95.2%	94.3%	90.4%	93.6%	92.8%	0.7%
Fulton Playground	CON	92.1%						
	RPD	94.9%	98.6%	98.8%	91.7%	94.1%	87.2%	6.9%
Golden Gate Park	CON	88.6%	92.8%	95.1%	74.8%			
	RPD	90.4%	95.2%	80.4%	92.4%	88.7%	88.1%	0.6%
Lincoln Park	CON				85.5%			
	RPD	91.8%	84.0%	95.9%	96.1%	88.7%	92.0%	-3.3%
Muriel Leff Mini Park	CON			82.1%				
	RPD	100.0%	96.7%	97.6%	86.7%	88.6%	94.4%	-5.8%
Park Presidio Blvd	CON	67.9%						
	RPD	57.9%	87.0%	96.2%	88.0%	75.1%	92.0%	-16.9%
Richmond Playground	CON				97.7%			
	RPD	98.8%	100.0%	92.3%	89.6%	96.4%	97.2%	-0.8%
Richmond Recreation Center	CON				96.4%			
	RPD	95.7%	91.8%	96.5%	100.0%	96.2%	96.1%	0.1%
Rochambeau Playground	CON				89.3%			
	RPD	97.8%	93.8%	96.8%	96.6%	92.8%	87.4%	5.4%
District 2								
Alice Marble Tennis Courts	CON		98.3%					
	RPD	100.0%	97.5%	100.0%	98.1%	98.6%	98.8%	-0.3%
Allyne Park	CON				78.1%			
	RPD	96.9%	97.6%	97.6%	97.0%	87.7%	98.7%	-11.0%
Alta Plaza	CON	84.8%						
	RPD	90.7%	96.0%	98.3%	95.5%	90.0%	95.1%	-5.2%
Cow Hollow Playground	CON			87.8%				
	RPD	98.3%	93.8%	94.4%	94.4%	91.5%	97.3%	-5.8%
Julius Kahn Playground	CON	93.9%						
	RPD	97.2%	94.0%	95.3%	93.9%	94.5%	98.4%	-3.9%
Lafayette Park	CON				79.4%			
	RPD	78.3%	77.2%	100.0%	87.1%	82.5%	95.5%	-13.0%
Laurel Hill Playground	CON	85.7%						
	RPD	77.8%	93.8%	90.4%	89.0%	86.7%	95.9%	86.7%
Moscone Recreation Center	CON				97.6%			
	RPD	87.6%	98.0%	99.3%	92.6%	96.0%	93.8%	2.2%
Mountain Lake Park	CON		90.0%					
	RPD	86.7%	91.5%		86.1%	89.1%	86.3%	2.7%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
Palace Of Fine Arts	CON			95.9%				
	RPD	92.5%		97.0%	92.0%	94.9%	97.4%	-2.5%
Presidio Heights Playground	CON	93.0%				94.9%	95.6%	-0.7%
	RPD	95.6%	97.8%					
Yacht Harbor and Marina Green	CON			93.8%		93.0%	94.0%	-1.0%
	RPD	95.5%	90.9%	94.4%	87.5%			
District 3								
Broadway Tunnel West Mini Park	CON	53.8%						
	RPD	90.0%	94.4%	100.0%	86.5%	73.3%	79.4%	-6.1%
Chinese Recreation Center	CON	CLOSED						
	RPD							
Collis P. Huntington Park	CON			89.1%		90.6%	96.7%	-6.0%
	RPD	80.9%	95.9%	100.0%	91.8%			
Fay Park	CON				100.0%	99.7%	100.0%	-0.3%
	RPD	97.6%	100.0%	100.0%	100.0%			
Helen Wills Playground	CON				92.7%	96.2%	99.6%	-3.4%
	RPD	100.0%	100.0%	100.0%	99.0%			
Hyde/Vallejo Mini Park	CON				86.1%	88.0%	95.8%	-7.8%
	RPD	69.4%	100.0%	97.4%	92.9%			
Ina Coolbrith Mini Park	CON	0.0%	82.8%	0.0%	0.0%	87.3%	95.2%	-7.9%
	RPD	95.7%	91.4%	94.7%	85.2%			
Joe Dimaggio Playground	CON				94.5%	96.0%	93.2%	2.7%
	RPD	99.1%	94.6%	98.1%	97.8%			
Joseph Conrad Mini Park	CON				94.9%	94.1%	93.9%	0.2%
	RPD	93.8%	97.7%	97.6%	84.4%			
Joseph L. Alioto Performing Arts Piazza	CON		63.6%			80.8%	91.3%	-10.5%
	RPD	100.0%	98.0%	97.9%	96.0%			
Justin Herman/Embarcadero Plaza	CON			96.1%		96.3%	94.5%	1.8%
	RPD	97.0%	97.1%	95.1%	97.1%			
Maritime Plaza	CON	100.0%				99.3%	98.0%	1.3%
	RPD	100.0%	100.0%	100.0%	94.3%			
Michelangelo Playground	CON		79.6%			87.8%	94.3%	-6.5%
	RPD	94.6%	100.0%	98.1%	91.5%			
Portsmouth Square	CON			86.9%		89.5%	88.3%	1.2%
	RPD	84.3%	100.0%	93.7%	90.5%			
St Mary's Square	CON		79.6%			88.7%	92.4%	-3.6%
	RPD	100.0%	95.7%	95.9%	100.0%			
Sue Bierman Park	CON	CLOSED						
	RPD							
Telegraph Hill/Pioneer Park	CON			95.3%		95.1%	99.5%	-4.4%
	RPD	90.9%		95.3%	98.6%			
Union Square	CON		87.5%			93.4%	95.5%	-2.1%
	RPD	100.0%	97.5%	100.0%	100.0%			
Washington Square	CON		80.6%			88.6%	94.6%	-6.0%
	RPD	100.0%	96.8%	95.2%	94.3%			
Washington/Hyde Mini Park	CON	69.8%				84.3%	93.9%	-9.6%
	RPD	100.0%	100.0%	100.0%	95.2%			

	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
Parks								
Willie Woo Woo Wong Playground	CON RPD	100.0%	89.7%	79.2% 92.0%	94.1%	86.6%	92.4%	-5.8%
Woh Hei Yuen Park	CON RPD		96.1% 100.0%		100.0%	97.5%	97.7%	-0.1%
District 4								
Carl Larsen Park	CON RPD				79.3% 97.3%	83.8%	84.2%	-0.4%
Lower Great Highway	CON RPD				67.1% 98.6%	80.8%	79.9%	0.9%
McCoppin Square	CON RPD	CLOSED						
Parkside Square	CON RPD			90.1% 93.3%		93.1%	87.9%	5.2%
Pine Lake Park	CON RPD		84.4% 88.0%			87.3%	86.2%	1.1%
Sigmund Stern Recreation Grove	CON RPD	82.9% 90.9%				85.3%	90.1%	-4.8%
South Sunset Playground	CON RPD				87.2% 98.8%	90.8%	89.0%	1.8%
Sunset Playground	CON RPD		83.6% 99.0%			90.1%	94.4%	-4.3%
West Sunset Playground	CON RPD	CLOSED						
District 5								
Alamo Square	CON RPD	80.2% 90.6%				86.5%	90.8%	-4.3%
Beideman/O'Farrell Mini Park	CON RPD			95.5% 92.3%		95.3%	81.2%	14.2%
Buchanan Street Mall	CON RPD	50.8% 80.6%				67.5%	91.3%	-23.8%
Bush/Broderick Mini Park	CON RPD				65.6% 87.1%	78.8%	92.5%	-13.7%
Cottage Row Mini Park	CON RPD			88.6% 92.9%		91.4%	93.5%	-2.1%
Fillmore/Turk Mini Park	CON RPD	93.8% 83.3%				89.3%	87.0%	2.3%
Golden Gate/Steiner Mini Park	CON RPD			66.7% 100.0%		82.2%	91.2%	-9.0%
Grattan Playground	CON RPD				79.3% 97.5%	83.9%	83.3%	0.6%
Hamilton Playground	CON RPD	0.0% 93.3%	0.0% 97.4%	100.0% 97.3%	0.0% 100.0%	98.5%	93.5%	5.0%
Hayes Valley Playground	CON RPD	CLOSED						
Japantown Peace Plaza	CON RPD	86.7% 84.0%				89.6%	89.8%	-0.1%
Koshland Park	CON RPD		87.8% 98.0%			91.2%	81.5%	9.7%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
Page/Laguna Mini Park	CON		93.5%					
	RPD	100.0%	91.2%	88.9%	96.8%	93.9%	87.9%	5.9%
Patricia's Green in Hayes Valley	CON	0.0%	90.9%	0.0%	0.0%	94.8%	93.2%	1.6%
	RPD	100.0%	100.0%	97.4%	97.6%			
Raymond Kimbell Playground	CON		93.8%					
	RPD	100.0%	92.0%	89.4%	83.5%	92.5%	84.3%	8.2%
District 6								
Father Alfred E. Boeddeker Park	CON		56.3%					
	RPD	97.1%	92.5%	92.5%	92.2%	74.9%	85.5%	-10.6%
Franklin Square	CON	0.0%	0.0%	71.4%	0.0%			
	RPD	87.3%	93.8%	90.5%	98.2%	81.9%	81.5%	0.4%
Gene Friend Rec Center	CON				100.0%			
	RPD	94.1%	92.1%	89.5%	94.1%	96.2%	87.0%	9.3%
Jefferson Square	CON			82.6%				
	RPD	86.7%	89.4%	71.7%	83.7%	82.7%	89.6%	-6.8%
Kid Power Park	CON			90.9%				
	RPD	100.0%	100.0%	100.0%	100.0%	95.5%	89.8%	5.7%
Margaret S. Hayward Playground	CON		85.8%					
	RPD	100.0%	99.1%	97.6%	91.1%	91.4%	84.0%	7.4%
Sgt. John Macaulay Park	CON	81.5%						
	RPD	86.7%	100.0%	86.7%	96.3%	86.9%	88.2%	-1.2%
South Park	CON				96.0%			
	RPD	90.0%	88.0%	92.2%	98.0%	94.0%	89.8%	4.2%
Tenderloin Children's Rec Center	CON	93.7%						
	RPD	100.0%	100.0%	98.4%	95.7%	96.1%	90.4%	5.7%
Turk/Hyde Mini Park	CON	73.1%						
	RPD	100.0%	93.9%	92.3%	89.3%	83.5%	79.6%	3.9%
Victoria Manalo Draves Park	CON				97.4%			
	RPD	93.8%	90.1%	98.5%	96.3%	96.0%	84.4%	11.6%
District 7								
Aptos Playground	CON	86.0%						
	RPD	98.8%	87.5%	88.4%	98.9%	89.7%	91.6%	-1.9%
Balboa Park	CON	92.4%						
	RPD	85.0%	90.3%	86.1%	91.2%	90.3%	93.8%	-3.5%
Brotherhood/Chester Mini Park	CON	83.3%						
	RPD	0.0%	100.0%	100.0%		91.7%	97.7%	-6.1%
Golden Gate Heights Park	CON	75.4%						
	RPD	91.7%	83.9%	91.1%	93.0%	82.7%	89.7%	-7.0%
J. P. Murphy Playground	CON	99.0%						
	RPD	95.7%	97.4%	98.9%	89.0%	97.1%	98.7%	-1.5%
Junipero Serra Playground	CON		86.7%					
	RPD	96.9%	93.5%	97.8%	82.6%	89.7%	95.8%	-6.1%
Lake Merced Park	CON			70.0%				
	RPD	100.0%	100.0%	75.7%		81.0%	83.4%	-2.5%
Midtown Terrace Playground	CON		100.0%					
	RPD	98.7%	100.0%	96.7%	100.0%	99.4%	100.0%	-0.6%
Miraloma Playground	CON				92.9%			
	RPD	100.0%	96.8%	95.9%	96.5%	95.1%	90.8%	4.3%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
Rolph Nicol Playground	CON		90.0%					
	RPD	97.5%	87.2%	79.4%	100.0%	90.5%	90.0%	0.5%
Sunnyside Playground	CON			100.0%				
	RPD	97.7%	97.6%	93.1%	94.2%	97.8%	98.7%	-0.8%
West Portal Playground	CON				73.5%			
	RPD	93.1%	83.1%	93.0%	89.2%	81.6%	92.8%	-11.2%
District 8								
Buena Vista Park	CON		80.0%					
	RPD	87.1%	84.3%	93.0%	56.0%	80.0%	82.9%	-2.8%
Corona Heights	CON			86.7%				
	RPD	77.8%	81.4%	88.9%	88.8%	85.4%	80.7%	4.7%
Douglass Playground	CON		87.1%					
	RPD	98.9%	93.4%	93.4%	89.6%	90.5%	89.6%	0.8%
Duboce Park	CON		87.3%					
	RPD	97.1%	100.0%	100.0%	92.4%	92.4%	91.1%	1.2%
Eureka Valley Rec Center	CON		89.8%					
	RPD	100.0%	94.7%	92.8%	94.0%	92.6%	98.6%	-6.0%
George Christopher Playground	CON							
	RPD	97.7%	97.5%	89.2%	88.0%	93.1%	96.2%	-3.1%
Glen Park	CON				77.0%			
	RPD	100.0%	98.2%	91.4%	82.4%	85.0%	86.9%	-1.9%
Joost/Baden Mini Park	CON			100.0%				
	RPD	84.6%	100.0%	88.5%	100.0%	96.6%	98.3%	-1.7%
Mission Dolores Park	CON	72.2%						
	RPD	84.8%	92.8%	97.1%	90.6%	81.8%	71.8%	9.9%
Mission Playground	CON							
	RPD	94.3%	90.7%	81.2%	88.3%	88.6%	80.5%	8.1%
Mt. Olympus	CON				87.5%			
	RPD	100.0%	79.2%	68.4%	82.6%	85.0%	82.6%	2.4%
Noe Valley Courts	CON				96.3%			
	RPD	90.7%	87.3%	90.2%	88.9%	92.8%	88.9%	3.9%
Peixotto Playground	CON				89.2%			
	RPD	94.3%	90.8%	90.1%	96.7%	91.1%	91.5%	-0.4%
Roosevelt/Henry Steps	CON	57.1%						
	RPD	100.0%	85.0%	100.0%	85.7%	74.9%	89.6%	-14.7%
Saturn Street Steps	CON	68.0%						
	RPD	75.0%	80.0%	97.2%	76.0%	75.0%	93.7%	-18.6%
Seward Mini Park	CON	81.1%						
	RPD	92.1%	90.3%	100.0%	78.9%	85.7%	93.9%	-8.2%
States Street Playground	CON				84.1%			
	RPD	76.2%	95.8%	98.9%	91.1%	87.3%	85.6%	1.7%
Sunnyside Conservatory	CON			100.0%				
	RPD	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Upper Noe Recreation Center	CON		92.3%					
	RPD	97.8%	99.0%	90.1%	97.8%	94.3%	95.8%	-1.6%
Walter Haas Playground	CON		89.8%					
	RPD	95.3%	100.0%	100.0%	90.3%	93.1%	90.7%	2.4%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
District 9								
24th/York Mini Park	CON	89.5%						
	RPD	100.0%	100.0%	97.7%	100.0%	94.5%	98.3%	-3.8%
Alioto Mini Park	CON				81.6%			
	RPD	88.0%	96.0%	93.5%	88.2%	86.5%	84.2%	2.4%
Bernal Heights Recreation Center	CON	76.8%						
	RPD	93.5%	100.0%	93.6%	83.7%	84.8%	94.4%	-9.7%
Coleridge Mini Park	CON	89.5%						
	RPD	100.0%	71.0%	100.0%	97.1%	90.7%	94.8%	-4.1%
Coso/Precita Mini Park	CON			87.5%				
	RPD	93.3%	100.0%	100.0%	87.5%	91.4%	85.3%	6.1%
Garfield Square	CON		77.5%					
	RPD	93.5%	94.4%	89.9%	89.9%	84.7%	85.6%	-1.0%
Holly Park	CON		94.9%					
	RPD	94.4%	98.9%	96.9%	98.0%	96.0%	92.6%	3.4%
James Rolph Jr Playground	CON		75.0%					
	RPD	89.9%	90.4%	100.0%	98.1%	84.8%	89.0%	-4.2%
Jose Coronado Playground	CON				89.1%			
	RPD	100.0%	98.7%	100.0%	95.8%	93.9%	89.2%	4.7%
Juri Commons	CON		92.9%					
	RPD	90.9%	80.5%	100.0%	90.9%	91.7%	90.4%	1.3%
Mission Rec Center	CON				92.1%			
	RPD	87.1%	97.5%	99.0%	96.3%	93.6%	98.2%	-4.6%
Mullen/Peralta Mini Park	CON			88.2%				
	RPD		84.6%	100.0%	93.3%	90.4%	88.9%	1.5%
Palega Recreation Center	CON			78.6%				
	RPD	94.0%	100.0%	83.8%	81.9%	84.3%	88.0%	-3.7%
Parque Ninos Unidos	CON				89.7%			
	RPD	97.4%	90.7%	98.8%	100.0%	93.2%	93.1%	0.1%
Precita Park	CON			74.4%				
	RPD	91.5%	94.0%	93.6%	93.8%	83.8%	91.0%	-7.2%
Prentiss Mini Park	CON	94.3%						
	RPD	97.1%	93.1%	94.3%	100.0%	95.2%	95.4%	-0.2%
St Mary's Rec Center	CON			96.2%				
	RPD	96.9%	95.7%	96.9%	91.2%	95.7%	88.2%	7.5%
District 10								
Adam Rogers Park	CON	75.0%						
	RPD	88.7%	75.7%	78.5%	91.5%	79.3%	75.3%	4.0%
Bay View Playground	CON				68.1%			
	RPD	92.2%	90.8%	89.1%	91.1%	79.5%	84.8%	-5.3%
Esprit Park	CON				81.8%			
	RPD	90.6%	100.0%	97.4%	100.0%	89.4%	96.8%	-7.3%
Gilman Playground	CON				62.7%			
	RPD	91.8%	78.0%	87.8%	86.3%	74.3%	81.4%	-7.1%
Herz Playground	CON			79.5%				
	RPD	86.9%	79.6%			81.4%	75.6%	5.7%
Hilltop Park	CON	66.1%						
	RPD	81.5%	100.0%	70.0%	97.8%	76.7%	61.9%	14.8%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	Change from 2009- 10
India Basin Shoreline Park	CON		85.1%					
	RPD	94.4%	94.2%	100.0%	87.1%	89.5%	81.3%	8.2%
Jackson Playground	CON		69.1%					
	RPD	90.4%	93.3%	100.0%	100.0%	82.5%	95.9%	-13.4%
John McLaren Park	CON				79.9%			
	RPD	85.4%	89.1%	89.5%	86.6%	83.8%	76.5%	7.3%
Joseph Lee Recreation Center	CON		100.0%					
	RPD	98.5%	100.0%	96.0%	94.3%	98.6%	96.4%	2.2%
Kellogg Velasco Mini Park	CON			94.3%				
	RPD	94.7%	98.3%	94.5%	94.5%	94.9%	87.9%	7.0%
Little Hollywood Park	CON			81.5%				
	RPD	98.0%	89.3%	100.0%	91.2%	88.1%	73.3%	14.8%
Louis Sutter Playground	CON	0.0%	0.0%	0.0%	81.7%			
	RPD	96.2%	96.4%	0.0%	0.0%	89.0%	85.2%	3.9%
McKinley Square	CON		70.4%					
	RPD	100.0%	96.9%		90.9%	83.2%	93.2%	-10.0%
Palou/Phelps Park	CON		69.6%					
	RPD	86.1%	85.2%	79.5%	97.8%	78.4%	72.1%	6.3%
Potrero Del Sol Park	CON	64.4%						
	RPD	88.8%	82.7%	89.9%	65.0%	73.0%	82.7%	-9.7%
Potrero Hill Recreation Center	CON	63.3%						
	RPD	82.5%	85.9%			73.7%	88.2%	-14.4%
Selby/Palou Mini Park	CON	78.6%						
	RPD	83.7%		91.8%	95.0%	84.4%	82.1%	2.2%
Silver Terrace Playground	CON	88.7%						
	RPD	95.8%	86.1%	67.8%	97.0%	87.7%	82.1%	5.6%
Utah/18th Mini Park	CON		69.0%					
	RPD	91.2%	81.8%		85.7%	77.6%	97.2%	-19.6%
Visitacion Valley Greenway	CON			84.6%				
	RPD	100.0%	97.6%	100.0%	88.1%	90.5%	93.2%	-2.7%
Visitacion Valley Playground	CON			83.8%				
	RPD	92.2%	93.4%	94.6%	75.4%	86.3%	86.7%	-0.4%
Youngblood Coleman Playground	CON	76.2%	0.0%	0.0%	0.0%			
	RPD	83.5%	87.2%	95.0%	83.0%	81.7%	68.0%	13.7%
District 11								
Alice Chalmers Playground	CON	78.2%						
	RPD	0.0%	100.0%	98.7%	74.6%	84.6%	93.0%	-8.3%
Brooks Park	CON			65.4%				
	RPD		81.6%	84.4%	74.4%	72.8%	96.5%	-23.7%
Cayuga Playground	CON	84.8%						
	RPD	82.2%	100.0%	97.8%	72.7%	86.5%	84.5%	2.0%
Cayuga/Lamartine Mini Park	CON		81.3%					
	RPD	96.6%	77.8%	89.5%	93.9%	85.3%	78.1%	7.2%
Crocker Amazon Playground	CON		80.9%					
	RPD	88.6%	67.7%	93.3%	84.9%	82.3%	84.8%	-2.6%
Excelsior Playground	CON		82.6%					
	RPD	80.2%	68.8%	71.3%	80.2%	78.8%	81.8%	-2.9%

Parks	Dept	Q1 July- Sept	Q2 Oct- Dec	Q3 Jan- March	Q4 April- June	2010- 11 Score	2009- 10 Score	<i>Change from 2009- 10</i>
Head/Brotherhood Mini Park	CON				78.7%			
	RPD	43.6%	98.0%	69.8%	88.5%	76.8%	76.6%	0.3%
Lessing/Sears Mini Park	CON			86.0%				
	RPD	81.4%	89.8%	88.1%	87.8%	86.4%	73.9%	12.4%
Merced Heights Playground	CON				84.9%			
	RPD	85.1%	86.7%	83.3%	88.6%	85.4%	89.1%	-3.7%
Minnie & Lovie Ward Rec Center	CON	69.0%						
	RPD	90.6%	76.5%	95.8%	80.0%	77.4%	92.2%	-14.8%
Randolph/Bright Mini Park	CON							
	RPD	93.1%	68.3%	73.3%	68.3%	75.8%	80.9%	-5.1%

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.

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	Marianne Bertuccelli	49 (313 acres)	42
2	3,5,6,10	Western Addition, Tenderloin, South of Market, Potrero Hill, South Park,	Steven Cismowski	35 (83 acres)	30
3	9,10,11	Crocker Amazon, Excelsior, Portola, Visitacion Valley, Bayview, Hunter's Point	Robert Watkins	25 (436 acres)	32
4	4,7,11	Sunset, Parkside, West Portal, Merced Heights, Oceanview, Ingleside	Ronnie Scott	26 (989 acres)	30
5	7,8,11	Cole Valley, Castro, Twin Peaks, Noe Valley, Diamond Heights, Glen Park, Sunnyside	Kristin Bowman	33 (269 acres)	23
6	6,8,9,10	Mission, Bernal Heights	Eric Andersen	30 (89 acres)	25
	Golden Gate Park	Golden Gate Park, Great Highway	Gloria Koch-Gonzalez	n/a (1053 acres)	51

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 2009-10 Recommendations

Status of Previous Recommendations

1. *Recommendation:* Incorporate timely monitoring of evaluation results into management and maintenance activities.

At General Manager Phil Ginsburg's request, Rec Park now uses quarterly evaluation data to produce internal reports highlighting top and bottom scoring parks as well as parks with the greatest scoring changes. This report is distributed to all Parks & Open Spaces managers, discussed at Executive Staff meetings, and presented at manager and front-line staff meetings. Sites highlighted in the internal reports are reviewed to determine potential changes in maintenance at those sites. All park scores are examined, to determine what can be done to bring near-100% parks up to 100%, as well as to find remedies for drops in park scores. Resources are then redirected to these purposes.

- a. A new PSA "line-up" protocol requires that all PSA staff meet at the start of each shift to verify attendance, review uniforms, receive their orders for the day, and learn of departmental concerns and directives, including park scores. At the end of each shift, staff reconvene to report park conditions, new work orders and incidents, and to determine the priorities for the following day. The locations and times of all line-up meetings are published within Rec Park, and compliance is checked. These are methods of timely monitoring of maintenance activities.
- b. The 3.4% positive change in park scores for PSA 3, is a result of (a) using park evaluations to create action plans for particular parks which specifically attack elements that did not pass, and (b) increased use of crew projects to address large issues called out in past evaluations. This method represents management activities utilizing evaluation results to improve park scores.

Park scores are also utilized in annual performance appraisals for all park staff.

2. *Recommendation:* Utilize score data to concentrate resources on low-performing parks.

After the release of quarterly evaluation data, low performing parks 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.

- a. Park Services Managers now regularly review all quarterly park scores, enter work orders to remedy identified structural issues, and prioritize those work orders that pertain to low-scoring properties. Every two weeks, the top

three “most needed” work orders for each PSA are identified for Structural Maintenance prioritization, again with emphasis on addressing the needs of low scoring parks. During FY 2010-11, PSA 3 was particularly aggressive in giving focus to the completion of work orders related to low-scoring parks.

- b. Hilltop Park, the park having the highest positive change in scores this year (see Exhibit 8), is an example of effective allocation of an additional custodian hour and periodic supportive crew projects in response to a low score and evaluation narratives.
- c. To remedy its features’ low scores, Beideman/O’Farrell Mini Park underwent extensive relandscaping and started receiving daily custodial attention.

3. *Recommendation:* Improve communication across divisions for better park maintenance outcomes.

Rec Park has implemented a number of programs that improve communications across divisions. Communication across divisions has also been improved through more regular and effective Executive Staff and Park Services Manager meetings.

- The Capital Division conducted a day and a half retreat at which participants from Parks & Open Spaces, Recreation & Community Services, Permits & Reservations, and Structural Maintenance participated in walking through the entire cycle of a capital project, getting phase-by-phase feedback as to existing problems and challenges, identifying who plays a key role at each phase, as well as what information each phase requires (when, and by whom). These teams worked towards consensus on processes and procedures in order to improve the capital project workflow. A follow-up retreat is planned for December 2011 to bring the process to more organizational stakeholders and achieve wider participation and buy-in for workflow improvements.
- The Capital Division is also conducting an analysis to determine if structural failures should be incorporated into capital planning or into the Structural Maintenance Yard work plans, improving dialogue between these two divisions.
- The Golden Gate Park Management Matrix has been instituted to address the complex and multi-faceted challenges inherent to serving both local residents and tourists from around the world. This matrixed team is comprised of nine leads from Structural Maintenance, Park Patrol, Landscape and Gardens, Urban Forestry, Capital Improvements, Resource Development, Reservations and Permits, Government and Public Relations, and

Operations to improve communications and efficiencies. Recent meetings addressed cross-division issues such as signage, path grade deterioration due to permitted events, and graffiti, all of which pertain to park scores. A monthly Golden Gate Park report is now published in order to broaden awareness of events, initiatives and top priority improvement projects occurring within Golden Gate Park.

- Although gardener and custodian duties are largely delineated through job classification, overlapping duties like litter clean-up are being strategized in response to changing conditions, including park scores. Duties shared by the two classifications are coordinated in line-up action plans and scheduling for particular parks and joint crew projects serve as a means to spread available manpower effectively to properties that do not have dedicated custodian or gardener staff.

4. *Recommendation:* Revise staff schedules to more closely reflect current scheduling practices for gardeners and custodians while satisfying Prop C requirements.

The Department agrees that the staff schedules need to be revised to more closely reflect current scheduling practices, which follow industry best practices. Rec Park will work with CSA and other key stakeholders on revising the schedules in FY 2011-12.

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

To fulfill this recommendation, Rec Park continues to conduct annual trainings jointly with CSA for both veteran and new evaluators. As part of the park evaluation assignments, Rec Park includes periodic memorandums to evaluators to remind them of evaluation procedures, as well as the tools available to them in order to improve the quality and consistency of the evaluations. As part of the quarterly internal report process, Rec Park analyzes variations in park standards results to determine if they are due to differences in evaluation practices. As of Quarter 3 FY 2010-11, CSA and Rec Park conduct evaluations during overlapping time periods, for improved comparative purposes.

Appendix F: Department Response



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

November 16, 2011

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 2010-11 Park Standards Annual Report prepared by the City Services Auditor (CSA). This year again, the Department generally concurs with the report findings and continues to use the report as an invaluable aid in the analysis of park maintenance.

The Department notes the 1.4% decline in this year's park scores, but considers the overall report "good news" and remains proud of our effort. As indicated in the report, citywide park scores remain higher than all prior evaluation years. There have been steady improvements in restroom, playground and athletic court ratings and we have worked hard to improve the cleanliness and maintenance at some of our historically lowest scoring parks in the Southeast.

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

Indeed, RPD does attribute the slight score reduction to constraints on service delivery from budgetary and staffing decreases experienced this fiscal year:

- Many classifications throughout the Department agreed to monthly furlough days as part of the City's budgetary cost cutting measures -- these furlough days were spread across the entire department, reducing hours worked by field staff in Structural Maintenance classifications, Horticultural classifications, Custodial classifications and so on.
- Although RPD benefited from the efforts of nearly 100 stimulus workers during the first quarter of FY 2010-11, stimulus funding ended thereafter, further depleting park maintenance resources below the level available in the prior year.

As part of our continued commitment to improving and evolving park maintenance, a number of substantial changes occurred in the RPD operating environment during FY 2010-11, changes made in alignment with previous park evaluation recommendations:

- Management of park properties was reorganized during this fiscal year. Previously, both park maintenance and recreation services were managed by eight Neighborhood Services Areas. Park operations are now managed by Park Service Managers responsible for park maintenance concerns exclusively, in six Park Service Areas. Golden Gate Park no longer operates under the service area structure. Maintenance of large-scale turf areas has been dispersed among a number of restructured units under Golf & Turf.
- Internal reports now bring park scores and evaluator comments to the attention of Parks and Open Spaces Managers and are the basis for strategy meetings.
- RPD has instituted a daily park operations staff "line-up" protocol wherein front-line personnel meet with supervisors at the start and end of shifts to discuss department priorities, including park scores, and to work together to create daily and long-term action plans that address park deficiencies and other issues identified in the field.
- Park scores are now utilized in annual performance appraisals for all park operations staff and contributing staff from other divisions such as Structural Maintenance.


Finally, the annual refresher training for seasoned park evaluators, conducted jointly by RPD and CSA as part of the continuous improvement process for this program, gave much stronger emphasis to improving the rigor of park evaluations. The noted trend toward leveling of scores between city districts, as well as the drop in scores the quarter following our annual training, may in part be attributable to the success of the department's efforts to improve the park evaluation process.

We made great strides this past year in using park evaluation results to plan park maintenance activities. We agree with this report's recommendations that the models, standards and methodologies for park evaluation need to be honed further and we will work aggressively in the current year to improve our action planning, given the slight drop in scores. We are optimistic that newly added stimulus workers made available through the Mayor's JobsNow III program, in partnership with the Human Services Agency, will help us attain strong results again next year.

As always, RPD appreciates and acknowledges the benefits gained from our collaboration with CSA on this program. We look forward to continuing this effort.

Thank you.

Respectfully submitted,



Philip A. Ginsburg
General Manager