

City and County of San Francisco

Office of the Controller – City Services Auditor

PARK STANDARDS 6-MONTH REPORT FY 2009-10

**Park scores citywide increased
through the first half of FY 2009-10**



March 16, 2010

**CONTROLLER'S OFFICE
CITY SERVICES AUDITOR**

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

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

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

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

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

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Park Standards 6-Month Report FY 2009-10

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Purpose of the Report

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

Highlights

Park evaluation results improved through the first two quarters of FY 2009-10 (July 1 to December 31, 2009). The citywide average for park scores increased over the previous year from 87.3 percent to 90.8 percent. All open City parks were rated by the Controller's Office's City Services Auditor (CSA) and Recreation and Park Department (Rec Park) staff using the San Francisco Park Maintenance Standards Manual. A score above 85 percent would generally indicate that the park is well maintained and that its features are in good condition.

District results

- All district averages improved through the first two quarters of FY 2009-10
- The difference in district averages was slightly lower at 12.2 percent compared to 12.5 percent last year
- District 2 scored highest at 95.3 percent and District 10 lowest at 83.1 percent

Individual park results

- Parks generally scored higher halfway through FY 2009-10 compared to FY 2008-09
- More parks scored higher – 112 of 168 parks scored over 90 percent in the first half of FY 2009-10 compared to 77 of 171 last year
- Nineteen parks scored lower than 80 percent in the first half of FY 2009-10, ten of which scored higher than 80 percent last year and are new to the low-scoring group

Other results

- Average scores for park features continued to improve through the first half of FY 2009-10 with all features improving, except Outdoor Athletic Courts which scored just 0.1 point lower
- Compliance to staff schedules still received mixed results – Rec Park's scores were 73 percent in this first quarter (July to September 2009) and 67 percent in the second quarter (October to December 2009). CSA's scores were lower, at 51 and 43 percent, respectively. However, Rec Park and CSA use different methodology for measuring compliance to staff schedules so a direct comparison is not applicable.

And finally, the City and County of San Francisco has been selected as a 2009 California Park & Recreation Society (CPRS) *Award of Excellence* recipient in the awards category of Maintenance Management and Operations for San Francisco Park Maintenance Standards Projects in the population category of 100,001 and up.

Copies of the full report may be obtained at:

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

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LIST OF ACRONYMS

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

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 develop and review standards for park maintenance in consultation with the Recreation and Park Department (Rec Park) and establishes the following objectives:

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

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

This report on the condition of the City's parks provides results from first and second quarter evaluations in fiscal year (FY) 2009-10, July 1 to December 31, 2009 to provide more timely results to Rec Park.

Methodology

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

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

EXHIBIT 1 Park Maintenance Standards Overview

Park feature	Elements examined under each park feature		
Landscaped and Hardscaped Areas	1. Lawns	<ul style="list-style-type: none"> • Cleanliness • Color • Density and spots • Drainage/ flooded area 	<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/ stripping • 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
playground at Kelloch
Velasco Mini Park



Fail: Vines growing on
the trees at Mt Olympus

For the first half of FY 2009-10, CSA completed 84 park evaluations, while RecPark evaluated over 150 parks twice, for a total of 405 evaluations over the last 6 months. All supervisory and management staff of Rec Park and all staff at CSA performed evaluations.

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

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

Scores

The citywide average park score in this report represents a combination of Rec Park and CSA evaluation scores. Each park received a Rec Park score representing the average of two evaluations conducted over the period. Half of all parks received a CSA departmental score. Once each department’s average score is determined, a park’s final score is the average of the available Rec Park and CSA departmental scores. For more detail, see Appendix A.

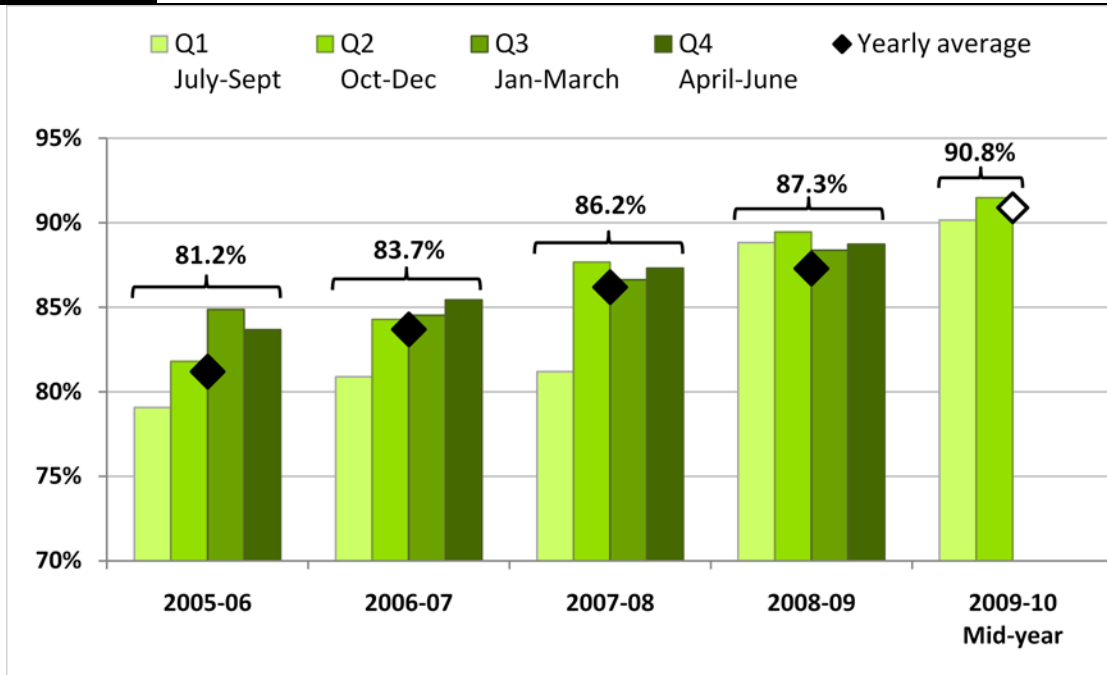
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CHAPTER 2 – Park Evaluations

Citywide results

Park evaluation results improved through the first two quarters of FY 2009-10 (July 1 to December 31, 2009). The citywide average for park scores increased over the previous year from 87.3 percent to 90.8 percent. The FY 2009-10 mid-year results are based on 405 evaluations of 168 parks.

EXHIBIT 2 Citywide park score average continues to increase through first half of FY 2009-10 (July 1 to December 31, 2009)



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

Exhibit 2 shows that results have steadily improved in the five years of conducting evaluations. CSA will continue to work with Rec Park to identify why parks are scoring the way they are so that successful improvement strategies are shared within the department and can be used to maintain high average scores as well as identifying interventions to improve performance of low-scoring parks.

District results

All district averages improved through the first two quarters of FY 2009-10. The difference in district averages is slightly lower at 11.7 percent compared to 12.5 percent last year. District 2 scored highest at 95.3 percent and District 10



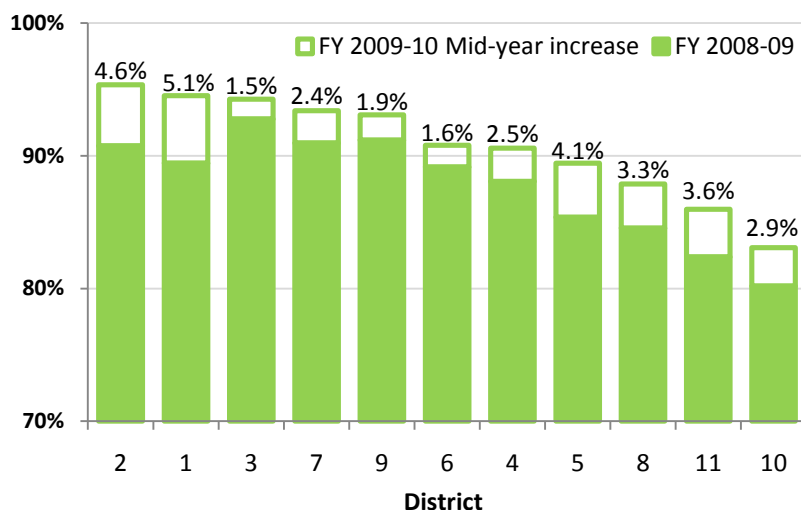
George Christopher Playground (District 8)



John McLaren Park (District 10)

lowest at 83.1 percent. Similar to findings in FY 2007-08 and FY 2008-09, the two lowest-scoring districts were in the southeast section of the City, Districts 10 and 11.

EXHIBIT 3 FY 2009-10 mid-year average scores for all districts increased



District	FY 2009-10 Mid-year	Change from FY 2008-09
1	94.5%	5.1%
2	95.3%	4.6%
3	94.3%	1.5%
4	90.6%	2.5%
5	89.4%	4.1%
6	90.8%	1.6%
7	93.4%	2.4%
8	87.9%	3.3%
9	93.1%	1.9%
10	83.1%	2.9%
11	86.0%	3.6%

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

Neighborhood Services Areas (NSAs)

As mandated in Proposition C and for better understanding of results by the public, CSA reports results by supervisorial district. However, the Neighborhood Services section of Rec Park’s Operations division manages the City’s parks, recreation centers and natural areas in nine Neighborhood Service Areas (NSAs). NSAs are defined geographically, but do not correspond to supervisorial districts.

As shown in Exhibit 4, the FY 2009-10 mid-year average scores for all NSAs except NSA 9 increased from last



Julius Kahn Playground (District 2)



Youngblood Coleman Playground (District 10)

year. NSA 9 is comprised of two parks, Golden Gate Park (89.7 percent) and Lower Great Highway (73.6 percent).

Last's year highest- and lowest-performing NSAs remained the same: NSA 2's average score (94.9 percent) was highest, while NSA 7's average score (81.6 percent) was lowest. Exhibit 4 also shows the distribution of individual park scores in each NSA. Most parks with average scores less than 80 percent are located in NSA 7.

For more information on NSAs, see Appendix D

EXHIBIT 4 All NSA averages higher than last year except NSA 9, but most parks with scores lower than 80 percent located in NSA 7

NSA	Districts	FY 2009-10 Mid-year	Change from FY 2008-09	Number of parks with scores HIGHER than 80%	Number of parks with scores LOWER than 80%
1	1, 2	94.4%	3.5%	15	0
2	3, 2	94.9%	3.3%	28	1
3	5, 6, 8	89.7%	3.7%	16	0
4	6, 10, 3	91.3%	4.2%	15	0
5	8, 11, 7	89.3%	4.1%	23	2
6	9, 8	91.3%	1.0%	20	1
7	10, 11	81.6%	0.9%	12	12
8	7, 4, 11	91.7%	3.9%	19	2
9	Golden Gate Park	81.7%	-6.9%	1	1

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

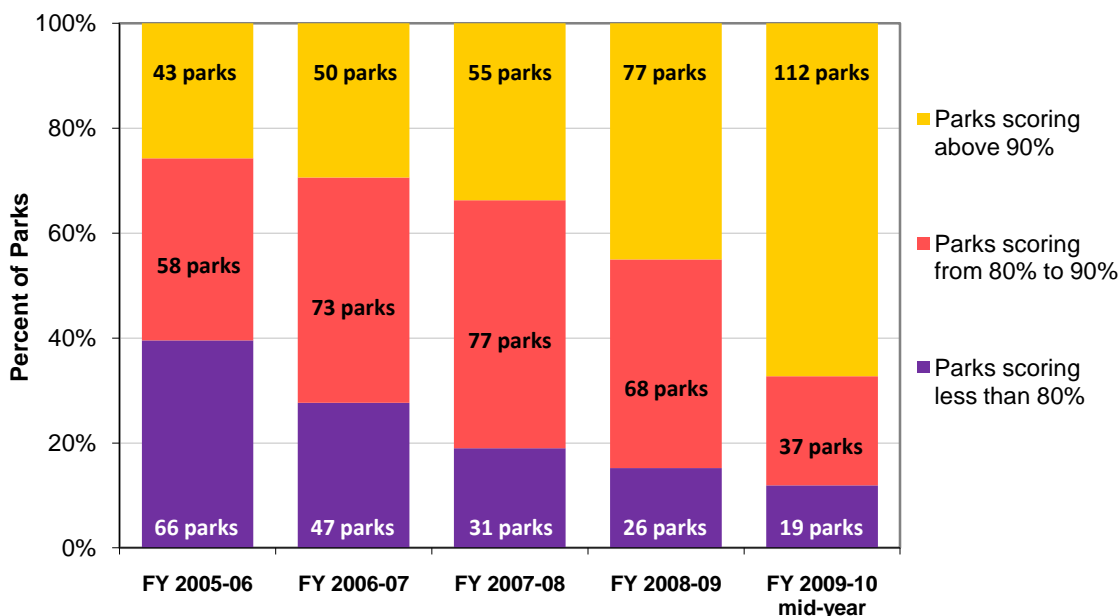
Individual Park Results

Parks generally scored higher halfway through FY 2009-10 compared to FY 2008-09. The number of parks that scored higher than 90 percent increased over last year – 113 of 168 in FY 2009-10 mid-year compared to 77 of 171 in FY

2008-09.

The number of parks scoring between 80 and 90 percent dropped from 68 in FY 2008-09 to 35 in FY 2009-10 mid-year. More than half of those 68 parks in FY 2008-09 increased their scores to over 90 percent which accounts for the higher number of parks scoring above 90 percent in the first half of FY 2009-10.

EXHIBIT 5 More parks scored higher than 90 percent through first half of FY 2009-10 while the number of parks scoring less than 80 percent drops slightly



Note: Park scores are converted to grades during the annual report; mid-point reporting will use percentages only.

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

Ninety-nine parks scored lower than 80 percent in the first half of FY 2009-10. Six parks improved compared to last year which is a positive trend even if their scores are still lower than 80 percent. Of the twenty parks scoring less than 80 percent, 10 scored higher than 80 percent last year and are new to the low-scoring group.

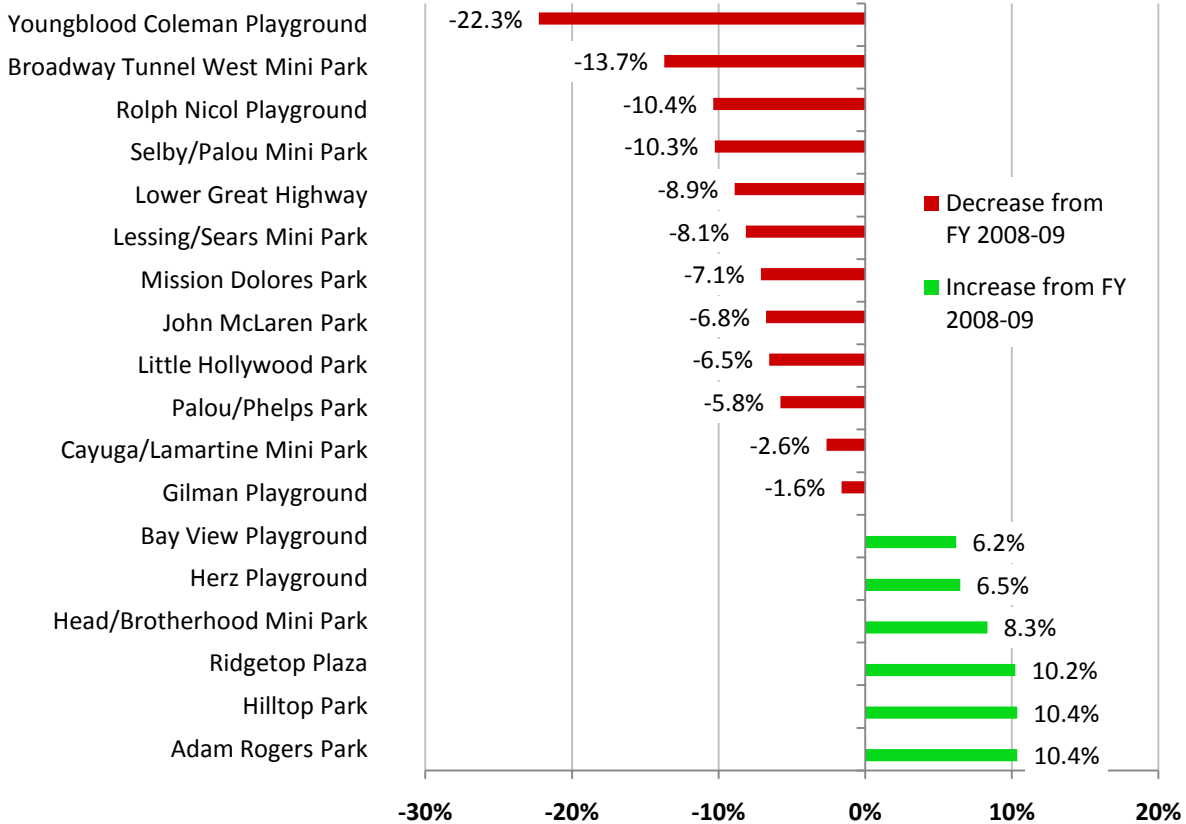
Rec Park can monitor parks that both continue to score less than 80 percent as well as identify those that drop below 80 percent in order to identify reasons for low scores.

Exhibit 6 shows that over half of the low-performing parks received lower scores than FY 2008-09, though some parks did show improvement.

EXHIBIT 6

Most parks that scored less than 80 percent in the first half of FY 2009-10 decreased from last year's scores, though six parks showed improvement

Parks that scored less than 80 percent this year compared to last year



Note: Topaz Open Space not included. The open space (which is evaluated only for one element, cleanliness) was evaluated once and received a 0.0 percent score,.

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

Last year's low-scoring parks mostly improved

The number of parks scoring less than 80 percent dropped only slightly in the first half of FY 2009-10 compared to FY 2008-09, indicating that the same parks are continuing to score low. However, only 10 of the 26 parks that scored less than 80 percent in FY 2008-09 also scored less than 80 percent in the first half of FY 2009-10.

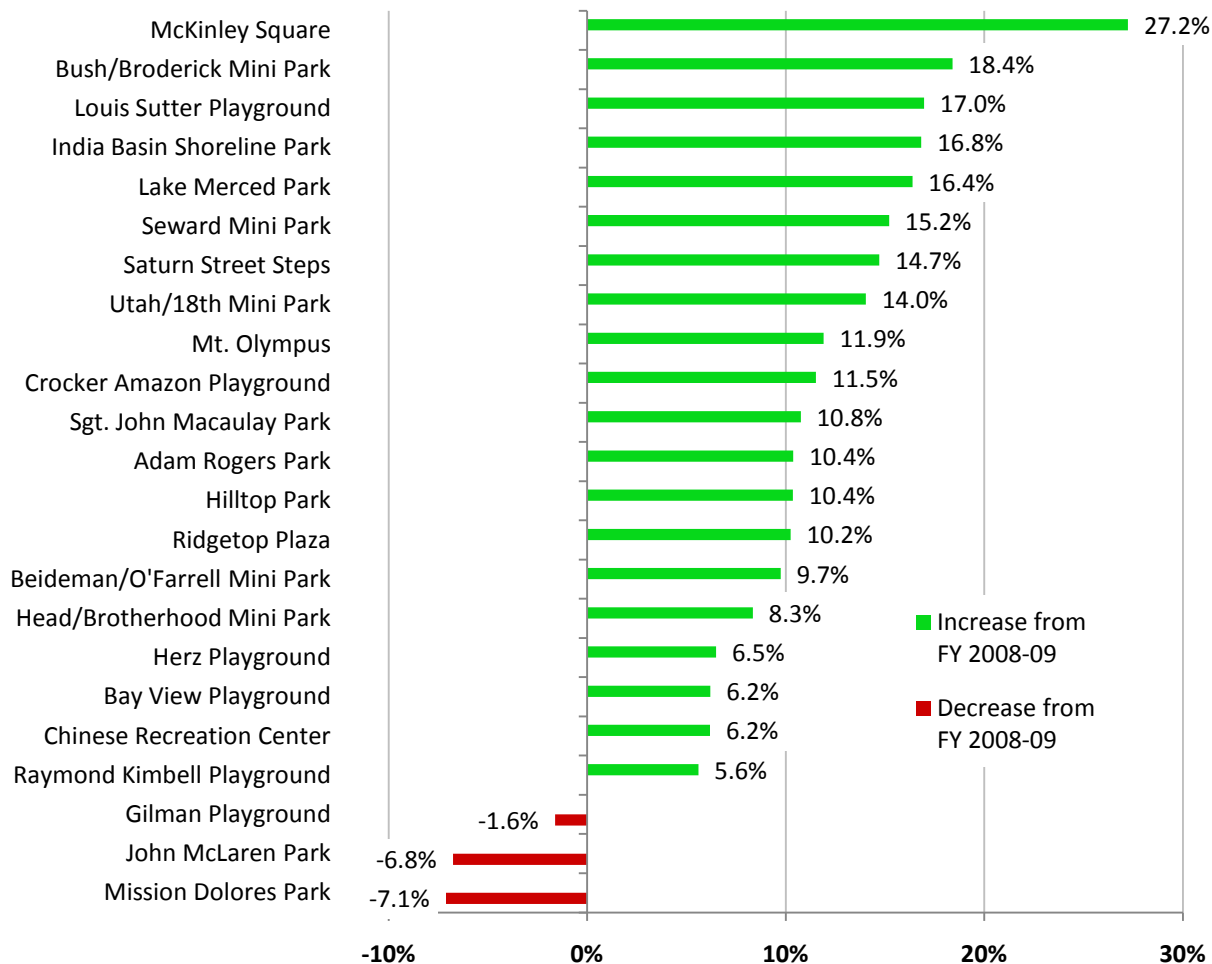
The low-performing parks from FY 2008-09 mostly increased in the first half of FY 2009-10, as shown in Exhibit 7. McKinley Square in District 10 saw the greatest increase at 27.2 percent, though 13 other parks also increased their scores by over 10 percent from the previous year.

Only three parks that scored less than 80 percent in FY 2008-09 received lower scores in the first half of FY 2009-10: Gilman Playground (District 10), John McLaren Park (District 10), and Mission Dolores Park (District 8).

EXHIBIT 7

Most parks that scored less than 80 percent in FY 2008-09 showed improvement in the first half of FY 2009-10

Change in score for all parks that scored less than 80 percent last year



Note: Topaz Open Space and Portola Open Space not included. The open spaces are evaluated only for one element, cleanliness. Sunnyside Conservatory not included because it has not been rated yet in FY 2009-10.

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

Top 5 highest- and lowest-rated parks

The top five highest-scoring parks that received three evaluations in the first half of FY 2009-10 scored 98.0 percent or higher and included one park in District 7 and two parks each in Districts 2 and 9.

Three of the 5 lowest-scoring parks were from District 10, though Hilltop Park improved over 10 percent from its FY 2008-09 score.

EXHIBIT 8 Top 5 highest- and lowest-rated parks in first half of FY 2009-10

5 Highest Rated Parks in FY 2009-10 mid-year

Rank	Park	District	FY 2009-10 mid-year	Change from FY 2008-09
1	J. P. Murphy Playground	7	99.5%	1.2%
2	Julius Kahn Playground	2	98.9%	4.5%
3	Cow Hollow Playground	2	98.4%	4.5%
4	Coleridge Mini Park	9	98.3%	4.3%
5	Prentiss Mini Park	9	98.0%	6.8%

5 Lowest Rated Parks in FY 2009-10 mid-year

Rank	Park	District	FY 2009-10 mid-year	Change from FY 2008-09
1	Youngblood Coleman Playground	10	65.9%	-22.3%
2	Mission Dolores Park	8	67.5%	-7.1%
3	Hilltop Park	10	69.1%	10.4%
4	John McLaren Park	10	72.9%	-6.8%
5	Lower Great Highway	4	73.6%	-8.9%

* Note: Parks are included only if they have had three evaluations during the first half of FY 2009-10.

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

Features Results

Average scores for park features continued to improve through the first half of FY 2009-10 with all features improving, except Outdoor Athletic Courts which scored just 0.1 point lower. Waste & Recycling Receptacles continues to be the highest-scoring feature at 95.5 percent so far this year, compared to 94.0 percent last year, while Open Space is the lowest-scoring at 84.0 percent. Open Space is rated only for one element, cleanliness, while Waste & Recycling Receptacles is rated for five elements – two for cleanliness (including graffiti), fullness, painting, and structural integrity and functionality.

EXHIBIT 9

**FY 2009-10 mid-year average scores for all features increased
 (except Outdoor Athletic Courts)**

Feature	FY 2009-10 mid-year	Change from FY 2008-09
Amenities & Structures	89.9%	1.6%
Benches, Tables & Grills	90.2%	1.8%
Childrens Play Areas	89.6%	0.9%
Dog Play Areas	86.9%	3.1%
Hardscapes & Trails	89.2%	2.5%
Lawns	89.3%	3.2%
Open Space	84.0%	6.0%
Ornamental Gardens, Shrubs & Ground Covers	87.8%	2.5%
Outdoor Athletic Courts	90.8%	-0.1%
Parking Lots & Roads	88.6%	3.2%
Restrooms	93.3%	1.8%
Trees	94.3%	2.9%
Turf Athletic Fields	90.1%	2.3%
Waste & Recycling Receptacles	95.5%	1.5%

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

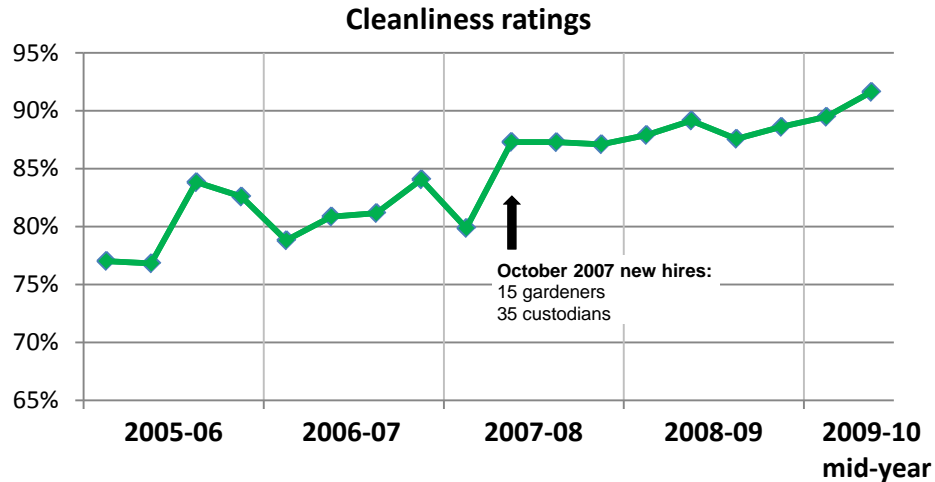
Cleanliness ratings

Cleanliness ratings continue to increase. Cleanliness ratings are based on cleanliness elements as defined in all features except Trees in the park standards. Generally, cleanliness is defined as having only small amounts of litter or debris in a given area. For example, the Lawns standard regarding cleanliness states that at a neighborhood or regional park, no more than 5 pieces of litter or debris, lightly scattered, should be visible in a 100' by 100' area or along a 200' line. One task of custodians is to pick up and remove trash from throughout the parks, including on lawns, play areas, and athletic fields.

As shown in Exhibit 10, cleanliness ratings maintained a steadily higher score since Rec Park hired additional an additional 15 gardeners and 35 custodians in October 2007.

EXHIBIT 10

Cleanliness ratings continue to improve



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

Staff Schedules & Compliance

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

Staff schedules for neighborhood parks and properties display day and time periods that gardeners and custodians are scheduled to be on-site and are posted on the Rec Park website at the following address:

http://www.sfgov.org/site/recpark_page.asp?id=35887

Rec Park results

NSA managers check compliance on staff schedules by choosing 25 percent of the parks in their area each quarter to evaluate. Unlike quarterly park standards evaluations, only NSA managers check compliance to staff schedules so that other staff are not checking and reporting on their co-workers. NSA managers visit the selected parks unannounced to observe staff as compared to the publicly posted schedules. If staff is not present, the NSA managers are responsible for following up to find out why staff is not on-site when scheduled.

During the first half of FY 2009-10, Rec Park performed these evaluations and found the following compliance rates, which show how often staff was observed in a park at the scheduled time:

- Quarter 1 (July-September 2009): 73 percent

- Quarter 2 (October-December 2009): 67 percent

CSA results

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

During the first half of FY 2009-10, CSA performed these and found the following compliance rates:

- Quarter 1 (July-September 2009): 51 percent
- Quarter 2 (October-December 2009): 43 percent

The CSA compliance scores above do not include observed staff against posted schedules for sections of Golden Gate Park.

The compliance rates for CSA evaluations do not factor in approved employee leave, which accounted for 18-20 percent of the total hours of Rec Park employees' time. (This non-productive time can include vacation, legal holidays, floating holidays, jury duty, sick leave and other reasons.) Park management is responsible for updating schedules on a bi-monthly basis and for adjusting schedules to address absences of more than two weeks.

APPENDIX A: DETAILED METHODOLOGY

Mid-year scores

The citywide average park score in this report represents a combination of Rec Park and CSA evaluation scores. In the example below, Park A received two scores from Rec Park, averaging 85 percent over the first six months of FY 2009-10. CSA evaluated the park once, giving it a 79 percent. Therefore, the park's score at mid-year is 82 percent, the average of each department's average score.

In the second example, Park B received two scores from Rec Park, averaging 85 percent. CSA did not evaluate the park in the first two quarters. Therefore, the park's score at mid-year is 85 percent, the average of only the Rec Park scores.

Mid-Year FY 2009-10 park score example calculation

Park	Dept	Q1	Q2	AVG
	RecPark	87%	82%	85%
	CSA		79%	79%
Park A	Mid-Year Park Score			82%
	RecPark	87%	82%	85%
	CSA			
Park B	Mid-Year Park Score			85%

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

Program History

Standards Development

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

APPENDIX B: INDIVIDUAL PARK RESULTS

Park Name	District	Current	Previous			
		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
10th Ave/Clement Mini Park	1	100.0%	97.1%	Closed	47.1%	77.7%
24th/York Mini Park	9	97.9%	92.2%	93.6%	96.3%	82.9%
29th/Diamond Open Space	8	83.3%	92.9%	85.4%	50.0%	50.0%
Adam Rogers Park	10	78.4%	68.0%	70.8%	78.0%	68.3%
Alamo Square	5	91.4%	87.5%	81.8%	85.8%	88.5%
Alice Chalmers Playground	11	93.8%	88.7%	94.4%	87.1%	91.3%
Alice Marble Tennis Courts	2	95.4%	96.2%	97.8%	99.3%	99.4%
Alioto Mini Park	9	93.4%	90.2%	97.1%	89.2%	95.0%
Allyne Park	2	94.8%	86.0%	82.9%	80.3%	86.8%
Alta Plaza	2	95.4%	85.0%	92.4%	84.5%	92.0%
Angelo J. Rossi Playground	1	96.3%	90.3%	89.4%	93.8%	87.1%
Aptos Playground	7	90.6%	91.4%	95.8%	98.1%	Closed
Argonne Playground	1	94.6%	86.0%	86.9%	Closed	84.5%
Balboa Park	7	92.5%	88.4%	85.3%	80.0%	75.5%
Bay View Playground	10	75.4%	69.2%	77.9%	82.7%	75.2%
Beideman/O'Farrell Mini Park	5	83.9%	74.2%	91.7%	90.8%	74.6%
Berkeley Way Open Space	8	not rated	100.0%	100.0%	not rated	not rated
Bernal Heights Recreation Center	9	95.8%	91.1%	95.9%	74.5%	86.2%
Broadway Tunnel West Mini Park	3	73.9%	87.6%	86.4%	84.9%	74.3%
Brooks Park	11	97.5%	83.7%	91.3%	89.4%	90.7%
Brotherhood/Chester Mini Park	7	95.5%	91.2%	88.4%	89.4%	65.0%
Buchanan Street Mall	5	94.1%	85.2%	82.8%	67.0%	73.0%
Buena Vista Park	8	83.4%	81.0%	78.5%	62.8%	78.9%
Bush/Broderick Mini Park	5	97.0%	78.6%	84.9%	87.3%	70.5%
Cabrillo Playground	1	94.5%	87.9%	90.7%	86.6%	90.9%
Carl Larsen Park	4	95.3%	84.5%	82.4%	72.6%	58.6%
Cayuga Playground	11	85.5%	81.3%	92.3%	80.3%	75.1%
Cayuga/Lamartine Mini Park	11	78.5%	81.2%	64.2%	65.5%	54.6%
Chinese Recreation Center	3	84.9%	78.8%	82.7%	85.6%	87.3%
Coleridge Mini Park	9	98.3%	94.0%	88.8%	81.9%	79.5%
Collis P. Huntington Park	3	97.0%	96.6%	98.9%	96.2%	95.9%

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		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
Corona Heights	8	86.3%	81.6%	89.0%	89.0%	81.0%
Coso/Precita Mini Park	9	100.0%	97.3%	85.8%	96.7%	80.8%
Cottage Row Mini Park	5	93.3%	92.3%	92.8%	92.4%	80.9%
Cow Hollow Playground	2	98.4%	93.9%	85.0%	99.6%	91.8%
Crocker Amazon Playground	11	86.7%	75.2%	77.0%	75.3%	81.7%
Diamond/Farnum Open Space	8	100.0%	100.0%	75.0%	100.0%	100.0%
Douglass Playground	8	91.0%	87.4%	82.7%	77.2%	67.9%
Duboce Park	8	94.3%	91.0%	91.1%	82.1%	92.7%
Dupont Courts	1	93.1%	87.8%	83.6%	87.4%	84.5%
Esprit Park	10	93.7%	88.6%	87.7%	91.3%	87.5%
Eureka Valley Rec Center	8	99.4%	91.5%	95.4%	81.9%	92.4%
Everson/Digby Lots	8	100.0%	100.0%	100.0%	75.0%	100.0%
Excelsior Playground	11	81.8%	86.6%	91.6%	88.3%	90.7%
Father Alfred E. Boeddeker Park	6	92.4%	94.2%	89.9%	85.3%	76.7%
Fay Park	3	100.0%	98.6%	98.6%	94.7%	100.0%
Fillmore/Turk Mini Park	5	84.1%	89.8%	89.3%	85.4%	66.4%
Franklin Square	6	85.7%	87.6%	75.2%	71.9%	59.6%
Fulton Playground	1	84.7%	83.8%	91.7%	89.7%	95.3%
Garfield Square	9	86.5%	86.9%	95.0%	83.7%	69.8%
Gene Friend Rec Center	6	87.2%	89.6%	88.5%	87.2%	83.7%
George Christopher Playground	8	97.5%	92.9%	91.7%	79.7%	85.1%
Gilman Playground	10	75.9%	77.6%	78.2%	79.8%	79.9%
Glen Park	8	82.8%	92.2%	88.7%	89.3%	87.4%
Golden Gate Heights Park	7	91.3%	90.1%	89.1%	82.1%	86.3%
Golden Gate Park	1	89.7%	89.8%	83.4%	83.2%	80.5%
Golden Gate/Steiner Mini Park	5	81.6%	81.2%	89.8%	82.8%	78.7%
Grattan Playground	5	84.4%	91.6%	87.8%	82.7%	65.4%
Hamilton Playground	5	Closed	Closed	74.6%	66.7%	64.1%
Hayes Valley Playground	5	94.5%	80.0%	87.6%	90.6%	85.8%
Head/Brotherhood Mini Park	11	78.8%	70.4%	75.0%	65.9%	84.0%
Helen Wills Playground	3	99.5%	92.5%	97.2%	97.0%	96.7%
Herz Playground	10	79.2%	72.7%	81.7%	90.5%	not rated
Hilltop Park	10	69.1%	58.7%	85.2%	72.3%	62.8%

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Park Name	District	Current	Previous			
		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
Holly Park	9	93.8%	90.7%	89.5%	78.8%	83.5%
Hyde/Vallejo Mini Park	3	98.1%	98.4%	98.0%	88.0%	80.0%
Ina Coolbrith Mini Park	3	94.5%	90.1%	72.0%	95.2%	82.1%
India Basin Shoreline Park	10	81.7%	77.6%	86.4%	83.8%	82.2%
J. P. Murphy Playground	7	99.5%	98.3%	Closed	96.9%	97.9%
Jackson Playground	10	96.4%	85.1%	89.3%	87.1%	88.4%
James Rolph Jr Playground	9	88.5%	90.4%	Closed	70.1%	79.9%
Japantown Peace Plaza	5	90.0%	95.4%	85.4%	87.8%	82.4%
Jefferson Square	6	98.0%	81.3%	76.8%	81.5%	78.3%
Joe Dimaggio Playground	3	91.2%	96.3%	89.1%	96.1%	91.7%
John McLaren Park	10	72.9%	79.6%	70.2%	85.0%	78.5%
Joost/Baden Mini Park	8	97.7%	92.1%	79.7%	72.5%	85.9%
Jose Coronado Playground	9	93.9%	80.6%	91.2%	80.6%	73.9%
Joseph Conrad Mini Park	3	93.2%	95.5%	84.7%	88.9%	90.8%
Joseph L. Alioto Performing Arts Piazza	3	90.9%	91.8%	89.6%	98.9%	81.1%
Joseph Lee Recreation Center	10	95.9%	97.7%	93.1%	Closed	50.1%
Julius Kahn Playground	2	98.9%	94.4%	91.5%	88.2%	94.6%
Junipero Serra Playground	7	96.6%	96.7%	Closed	97.5%	93.6%
Juri Commons	9	86.6%	95.6%	90.4%	95.4%	81.9%
Justin Herman/Embarcadero Plaza	3	95.9%	81.5%	88.7%	94.0%	83.0%
Kelloch Velasco Mini Park	10	88.6%	98.2%	73.7%	67.1%	83.3%
Kid Power Park	6	100.0%	90.3%	88.0%	96.0%	98.9%
Koshland Park	5	92.0%	88.0%	96.3%	83.2%	87.7%
Lafayette Park	2	94.1%	87.2%	78.2%	86.8%	73.8%
Lake Merced Park	7	93.3%	77.0%	76.5%	87.8%	83.3%
Laurel Hill Playground	2	96.4%	94.9%	87.4%	88.4%	92.4%
Lessing/Sears Mini Park	11	74.0%	82.1%	79.3%	83.6%	72.1%
Lincoln Park	1	93.5%	88.4%	74.6%	77.4%	77.3%
Little Hollywood Park	10	73.7%	80.2%	77.1%	75.7%	93.5%
Louis Sutter Playground	10	88.9%	71.9%	78.9%	90.9%	not rated
Lower Great Highway	4	73.6%	82.5%	84.3%	85.7%	not rated
Margaret S. Hayward Playground	6	84.8%	95.8%	88.0%	83.4%	79.2%

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Park Name	District	Current	Previous			
		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
Maritime Plaza	3	97.2%	99.7%	97.5%	93.9%	not rated
McCoppin Square	4	96.8%	89.1%	85.5%	82.9%	79.0%
McKinley Square	10	94.8%	67.5%	82.0%	75.8%	70.7%
Merced Heights Playground	11	81.9%	89.3%	88.3%	83.5%	68.8%
Michelangelo Playground	3	94.8%	95.2%	90.7%	92.8%	96.5%
Midtown Terrace Playground	7	Closed	97.6%	98.1%	91.5%	94.0%
Minnie & Lovie Ward Rec Center	11	93.1%	82.4%	Closed	53.7%	45.4%
Miraloma Playground	7	97.4%	93.9%	Closed	90.4%	75.6%
Mission Dolores Park	8	67.5%	74.6%	86.4%	79.7%	84.7%
Mission Playground	8	82.8%	90.3%	92.4%	94.3%	79.4%
Mission Rec Center	9	97.5%	91.8%	93.0%	92.8%	91.7%
Moscone Recreation Center	2	94.7%	95.5%	Closed	92.6%	87.8%
Mountain Lake Park	2	84.7%	92.7%	83.4%	86.9%	81.1%
Mt. Olympus	8	90.0%	78.1%	74.3%	71.3%	91.2%
Mullen/Peralta Mini Park	9	90.9%	99.0%	89.9%	100.0%	100.0%
Muriel Leff Mini Park	1	97.1%	86.7%	83.5%	90.6%	93.7%
Noe Valley Courts	8	92.2%	81.3%	91.1%	83.0%	85.5%
Page/Laguna Mini Park	5	91.2%	90.0%	93.2%	71.1%	79.7%
Palace Of Fine Arts	2	98.3%	85.5%	84.4%	91.0%	81.2%
Palega Recreation Center	9	89.2%	86.0%	80.7%	76.9%	77.6%
Palou/Phelps Park	10	77.1%	82.9%	70.5%	87.4%	89.4%
Park Presidio Blvd	1	96.0%	81.1%	70.4%	67.4%	not rated
Parkside Square	4	97.1%	89.7%	90.7%	80.9%	68.9%
Parque Ninos Unidos	9	93.4%	96.2%	94.4%	94.2%	87.5%
Patricia's Green in Hayes Valley	5	91.9%	84.2%	94.4%	89.7%	96.3%
Peixotto Playground	8	95.3%	86.3%	86.8%	89.9%	90.0%
Pine Lake Park	4	92.1%	80.2%	88.2%	69.9%	64.5%
Portola Open Space	8	100.0%	37.5%	12.5%	100.0%	not rated
Portsmouth Square	3	94.8%	83.8%	86.3%	74.1%	78.0%
Potrero Del Sol Park	10	80.4%	86.8%	Closed	68.0%	77.3%
Potrero Hill Recreation Center	10	91.7%	85.2%	89.0%	77.9%	82.2%
Precita Park	9	90.5%	91.2%	83.0%	82.3%	87.5%
Prentiss Mini Park	9	98.0%	91.2%	94.0%	85.2%	79.7%

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Park Name	District	Current	Previous			
		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
Presidio Heights Playground	2	95.9%	95.5%	89.9%	93.8%	91.4%
Randolph/Bright Mini Park	11	94.6%	85.2%	75.8%	72.1%	66.3%
Raymond Kimbell Playground	5	82.8%	77.2%	70.8%	73.8%	69.4%
Richmond Playground	1	96.0%	98.0%	96.2%	86.5%	88.6%
Richmond Recreation Center	1	99.2%	97.0%	98.8%	96.1%	99.2%
Ridgetop Plaza	10	75.0%	64.8%	84.2%	83.3%	86.1%
Rochambeau Playground	1	94.4%	95.6%	92.8%	90.2%	93.2%
Rolph Nicol Playground	7	77.2%	87.5%	80.2%	84.8%	69.2%
Roosevelt/Henry Steps	8	89.0%	90.8%	87.0%	83.3%	not rated
Saturn Street Steps	8	94.2%	79.5%	84.9%	59.8%	70.3%
Selby/Palou Mini Park	10	75.0%	85.3%	72.8%	84.0%	70.9%
Seward Mini Park	8	93.6%	78.4%	82.8%	81.0%	62.6%
Sgt. John Macaulay Park	6	90.0%	79.2%	66.5%	76.8%	80.5%
Sigmund Stern Recreation Grove	4	88.1%	89.4%	83.9%	83.5%	85.8%
Silver Terrace Playground	10	96.0%	82.3%	89.6%	88.0%	76.3%
South Park	6	91.7%	88.1%	81.4%	76.4%	87.6%
South Sunset Playground	4	86.9%	93.6%	83.7%	82.0%	80.9%
St Mary's Rec Center	9	88.1%	85.6%	95.8%	90.1%	87.9%
St Mary's Square	3	92.9%	90.7%	85.5%	82.0%	91.6%
States Street Playground	8	90.1%	87.8%	90.6%	92.8%	73.9%
Sue Bierman Park	3	94.3%	93.0%	70.7%	94.3%	90.1%
Sunnyside Conservatory	8	Closed	75.6%	80.8%	71.2%	54.9%
Sunnyside Playground	7	99.4%	94.0%	97.5%	75.7%	75.6%
Sunset Playground	4	95.9%	91.9%	92.8%	81.9%	83.5%
Telegraph Hill/Pioneer Park	3	100.0%	97.3%	93.5%	93.3%	80.2%
Tenderloin Children's Rec Center	6	90.2%	94.8%	85.9%	94.5%	95.4%
Topaz Open Space	8	0.0%	51.0%	75.0%	50.0%	68.2%
Turk/Hyde Mini Park	6	81.1%	91.2%	92.9%	86.7%	86.0%
Union Square	3	97.2%	99.4%	93.9%	100.0%	96.1%
Upper Noe Recreation Center	8	100.0%	96.2%	Closed	Closed	76.4%
Utah/18th Mini Park	10	88.9%	74.9%	88.1%	79.0%	85.9%
Victoria Manalo Draves Park	6	97.5%	88.4%	95.9%	90.8%	Closed
Visitacion Valley Greenway	10	98.0%	93.8%	86.5%	87.9%	97.7%

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Park Name	District	Current	Previous			
		2009-10 MID-YEAR	2008-09	2007-08	2006-07	2005-06
Visitacion Valley Playground	10	81.0%	87.6%	89.8%	86.9%	91.2%
Walter Haas Playground	8	98.3%	88.2%	86.6%	93.6%	90.8%
Washington Square	3	94.1%	90.4%	92.2%	88.1%	83.1%
Washington/Hyde Mini Park	3	95.0%	95.7%	88.7%	98.9%	93.8%
West Portal Playground	7	94.3%	85.6%	86.5%	87.3%	81.7%
West Sunset Playground	4	89.3%	86.1%	90.3%	78.3%	83.1%
Willie Woo Woo Wong Playground	3	96.4%	93.9%	85.6%	95.7%	84.4%
Woh Hei Yuen Park	3	97.9%	93.9%	92.0%	95.5%	84.1%
Yacht Harbor and Marina Green	2	97.2%	82.2%	81.8%	89.5%	71.6%
Youngblood Coleman Playground	10	65.9%	88.1%	90.2%	79.1%	69.9%

APPENDIX C: DISTRICT RESULTS

DISTRICT 1

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
10th Ave/Clement Mini Park	RPD CON	100.0%	100.0%	100.0%	2.9%
Angelo J. Rossi Playground	RPD CON	100.0% 94.8%	95.5%	96.3%	5.9%
Argonne Playground	RPD CON	97.6%	91.6%	94.6%	8.5%
Cabrillo Playground	RPD CON	100.0%	98.4% 89.7%	94.5%	6.6%
Dupont Courts	RPD CON	92.0% 90.1%	100.0%	93.1%	5.3%
Fulton Playground	RPD CON	60.5%	97.8% 90.3%	84.7%	0.9%
Golden Gate Park	RPD CON	88.5% 80.3%	96.8% 93.1%	89.7%	-0.2%
Lincoln Park	RPD CON	98.4% 95.5%	84.7%	93.5%	5.2%
Muriel Leff Mini Park	RPD CON	100.0% 94.1%	100.0%	97.1%	10.3%
Park Presidio Blvd	RPD CON	87.5%	96.7% 100.0%	96.0%	15.0%
Richmond Playground	RPD CON	93.4%	98.6%	96.0%	-2.0%
Richmond Recreation Center	RPD CON	100.0%	98.3%	99.2%	2.1%
Rochambeau Playground	RPD CON	93.3%	95.6%	94.4%	-1.2%

DISTRICT 2

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Alice Marble Tennis Courts	RPD CON	100.0%	90.7%	95.4%	-0.8%
Allyne Park	RPD CON	96.7%	93.0%	94.8%	8.9%
Alta Plaza	RPD CON	98.0%	100.0% 91.8%	95.4%	10.4%
Cow Hollow Playground	RPD CON	100.0% 96.8%	100.0%	98.4%	4.5%
Julius Kahn Playground	RPD CON	100.0%	97.5% 99.1%	98.9%	4.5%
Lafayette Park	RPD CON	85.1% 98.2%	94.7%	94.1%	6.9%

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Laurel Hill Playground	RPD CON	97.6%	97.6% 95.1%	96.4%	1.5%
Moscone Recreation Center	RPD CON	91.0%	98.3%	94.7%	-0.9%
Mountain Lake Park	RPD CON	92.5%	76.9%	84.7%	-8.0%
Palace Of Fine Arts	RPD CON	100.0%	96.6%	98.3%	12.8%
Presidio Heights Playground	RPD CON	98.6%	87.5% 98.7%	95.9%	0.3%
Yacht Harbor and Marina Green	RPD CON	95.7% 96.7%	100.0%	97.2%	15.1%

DISTRICT 3

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Broadway Tunnel West Mini Park	RPD CON	74.1%	71.4% 75.0%	73.9%	-13.7%
Chinese Recreation Center	RPD CON		84.9%	84.9%	6.2%
Collis P. Huntington Park	RPD CON	98.0%	96.0%	97.0%	0.4%
Fay Park	RPD CON	100.0%	100.0%	100.0%	1.4%
Helen Wills Playground	RPD CON	100.0%	99.1%	99.5%	7.1%
Hyde/Vallejo Mini Park	RPD CON	100.0%	96.3%	98.1%	-0.3%
Ina Coolbrith Mini Park	RPD CON	96.8%	92.3%	94.5%	4.5%
Joe Dimaggio Playground	RPD CON	86.5% 96.1%	86.0%	91.2%	-5.2%
Joseph Conrad Mini Park	RPD CON	96.9% 89.3%	97.4%	93.2%	-2.3%
Joseph L. Alioto Performing Arts Piazza	RPD CON	93.5% 87.0%	96.1%	90.9%	-0.9%
Justin Herman/Embarcadero Plaza	RPD CON	100.0%	91.9%	95.9%	14.4%
Maritime Plaza	RPD CON	100.0%	88.9% 100.0%	97.2%	-2.5%
Michelangelo Playground	RPD CON	91.5%	98.2%	94.8%	-0.4%
Portsmouth Square	RPD CON	91.1%	98.4%	94.8%	10.9%
St Mary's Square	RPD CON	91.7% 90.0%	100.0%	92.9%	2.2%

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Sue Bierman Park	RPD	100.0%	100.0%	94.3%	1.3%
	CON		88.6%		
Telegraph Hill/Pioneer Park	RPD	100.0%	100.0%	100.0%	2.7%
	CON				
Union Square	RPD	96.9%	97.5%	97.2%	-2.2%
	CON				
Washington Square	RPD	91.3%	96.9%	94.1%	3.7%
	CON				
Washington/Hyde Mini Park	RPD	100.0%	100.0%	95.0%	-0.7%
	CON		90.0%		
Willie Woo Woo Wong Playground	RPD	100.0%		96.4%	2.5%
	CON	92.9%			
Woh Hei Yuen Park	RPD		100.0%	97.9%	4.1%
	CON	95.8%			

DISTRICT 4

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Carl Larsen Park	RPD	96.5%	94.2%	95.3%	10.9%
	CON				
Lower Great Highway	RPD	28.2%	100.0%	73.6%	-8.9%
	CON	83.1%			
McCoppin Square	RPD	100.0%	98.4%	96.8%	7.8%
	CON		94.4%		
Parkside Square	RPD	100.0%	94.2%	97.1%	7.4%
	CON				
Pine Lake Park	RPD	95.2%	88.9%	92.1%	11.8%
	CON				
Sigmund Stern Recreation Grove	RPD	97.9%	83.3%	88.1%	-1.3%
	CON		85.6%		
South Sunset Playground	RPD	86.2%	92.5%	86.9%	-6.8%
	CON	84.5%			
Sunset Playground	RPD	94.6%	97.2%	95.9%	4.0%
	CON				
West Sunset Playground	RPD	81.8%	96.7%	89.3%	3.2%
	CON				

DISTRICT 5

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Alamo Square	RPD	90.8%	98.9%	91.4%	3.9%
	CON		88.1%		
Beideman/O'Farrell Mini Park	RPD	73.5%	96.9%	83.9%	9.7%
	CON	82.6%			
Buchanan Street Mall	RPD	89.3%	97.1%	94.1%	8.9%
	CON		95.0%		

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Bush/Broderick Mini Park	RPD CON	100.0%	93.9%	97.0%	18.4%
Cottage Row Mini Park	RPD CON	94.1% 93.9%	91.2%	93.3%	1.0%
Fillmore/Turk Mini Park	RPD CON	91.2%	79.4% 82.9%	84.1%	-5.7%
Golden Gate/Steiner Mini Park	RPD CON	88.2%	75.0%	81.6%	0.5%
Grattan Playground	RPD CON	75.4%	93.5%	84.4%	-7.2%
Hamilton Playground	RPD CON				
Hayes Valley Playground	RPD CON	94.6%		94.5%	14.6%
Japantown Peace Plaza	RPD CON	100.0%	93.3% 83.3%	90.0%	-5.4%
Koshland Park	RPD CON	86.0%	98.1%	92.0%	4.0%
Page/Laguna Mini Park	RPD CON	82.4%	100.0%	91.2%	1.2%
Patricia's Green in Hayes Valley	RPD CON	83.8%	100.0%	91.9%	7.7%
Raymond Kimbell Playground	RPD CON	87.8% 87.5%	68.2%	82.8%	5.6%

DISTRICT 6

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Father Alfred E. Boeddeker Park	RPD CON	91.8%	93.0%	92.4%	-1.8%
Franklin Square	RPD CON	77.8%	93.6%	85.7%	-1.9%
Gene Friend Rec Center	RPD CON	91.7% 82.4%	92.4%	87.2%	-2.4%
Jefferson Square	RPD CON	98.0%		98.0%	16.7%
Kid Power Park	RPD CON	100.0%	100.0%	100.0%	9.7%
Margaret S. Hayward Playground	RPD CON	77.5%	92.2%	84.8%	-11.0%
Sgt. John Macaulay Park	RPD CON	92.0%	100.0% 84.0%	90.0%	10.8%
South Park	RPD CON	100.0% 83.3%	100.0%	91.7%	3.5%
Tenderloin Children's Rec Center	RPD CON	94.8%	100.0% 83.1%	90.2%	-4.6%

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Turk/Hyde Mini Park	RPD CON	92.6%	92.0% 70.0%	81.1%	-10.0%
Victoria Manalo Draves Park	RPD CON	98.7%	96.4%	97.5%	9.1%

DISTRICT 7

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Aptos Playground	RPD CON	79.7%	96.6% 93.0%	90.6%	-0.8%
Balboa Park	RPD CON	91.6%	95.4% 91.5%	92.5%	4.2%
Brotherhood/Chester Mini Park	RPD CON	100.0%	81.8% 100.0%	95.5%	4.2%
Golden Gate Heights Park	RPD CON	100.0%	78.2% 93.5%	91.3%	1.2%
J. P. Murphy Playground	RPD CON	100.0%	100.0% 99.0%	99.5%	1.2%
Junipero Serra Playground	RPD CON	94.6% 97.9%	96.0%	96.6%	-0.1%
Lake Merced Park	RPD CON	92.0%	94.6%	93.3%	16.4%
Midtown Terrace Playground	RPD CON				
Miraloma Playground	RPD CON	98.8%	96.1%	97.4%	3.5%
Rolph Nicol Playground	RPD CON	72.5%	81.8%	77.2%	-10.4%
Sunnyside Playground	RPD CON	98.8%	100.0%	99.4%	5.4%
West Portal Playground	RPD CON	91.5% 94.3%	97.2%	94.3%	8.7%

DISTRICT 8

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
29th/Diamond Open Space	RPD CON	83.3%		83.3%	-9.5%
Berkeley Way Open Space	RPD CON				
Buena Vista Park	RPD CON	88.6% 79.4%	86.4%	83.4%	2.4%
Corona Heights	RPD CON	77.6%	95.0%	86.3%	4.7%
Diamond/Farnum Open Space	RPD CON	100.0%		100.0%	0.0%
Douglass Playground	RPD CON	99.0% 85.7%	93.7%	91.0%	3.6%

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Duboce Park	RPD CON	98.2%	90.4%	94.3%	3.3%
Eureka Valley Rec Center	RPD CON	100.0%	98.8%	99.4%	7.9%
Everson/Digby Lots	RPD CON	100.0%		100.0%	0.0%
George Christopher Playground	RPD CON	100.0%	98.9% 95.6%	97.5%	4.7%
Glen Park	RPD CON	78.8%	86.8%	82.8%	-9.4%
Joost/Baden Mini Park	RPD CON	95.5%	100.0%	97.7%	5.6%
Mission Dolores Park	RPD CON	53.8%	82.6% 66.9%	67.5%	-7.1%
Mission Playground	RPD CON	75.7%	89.9%	82.8%	-7.5%
Mt. Olympus	RPD CON	80.0%	100.0%	90.0%	11.9%
Noe Valley Courts	RPD CON	100.0% 85.7%	97.6%	92.2%	10.9%
Peixotto Playground	RPD CON	97.1% 93.4%	97.1%	95.3%	9.0%
Portola Open Space	RPD CON	100.0%		100.0%	62.5%
Roosevelt/Henry Steps	RPD CON	82.4%	81.3% 96.2%	89.0%	-1.8%
Saturn Street Steps	RPD CON	100.0%	92.9% 92.0%	94.2%	14.7%
Seward Mini Park	RPD CON	100.0%	89.5% 92.5%	93.6%	15.2%
States Street Playground	RPD CON	97.1% 87.2%	88.7%	90.1%	2.3%
Sunnyside Conservatory	RPD CON				
Topaz Open Space	RPD CON	0.0%		0.0%	-51.0%
Upper Noe Recreation Center	RPD CON	100.0%	100.0%	100.0%	3.8%
Walter Haas Playground	RPD CON	96.6%	100.0%	98.3%	10.1%

DISTRICT 9

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
24th/York Mini Park	RPD	100.0%	96.9%	97.9%	5.7%
	CON		97.3%		
Alioto Mini Park	RPD	92.2%	94.7%	93.4%	3.3%
	CON				
Bernal Heights Recreation Center	RPD	98.4%	93.8%	95.8%	4.8%
	CON		95.6%		
Coleridge Mini Park	RPD	93.1%	100.0%	98.3%	4.3%
	CON		100.0%		
Coso/Precita Mini Park	RPD	100.0%	100.0%	100.0%	2.7%
	CON				
Garfield Square	RPD	97.8%	85.7%	86.5%	-0.4%
	CON	81.2%			
Holly Park	RPD	100.0%	87.5%	93.8%	3.0%
	CON				
James Rolph Jr Playground	RPD	100.0%	81.0%	88.5%	-1.9%
	CON	86.4%			
Jose Coronado Playground	RPD	96.1%	91.8%	93.9%	13.3%
	CON				
Juri Commons	RPD	85.7%	69.8%	86.6%	-9.0%
	CON	95.6%			
Mission Rec Center	RPD	97.4%	97.7%	97.5%	5.7%
	CON				
Mullen/Peralta Mini Park	RPD	81.8%	100.0%	90.9%	-8.1%
	CON				
Palega Recreation Center	RPD	81.3%	97.2%	89.2%	3.2%
	CON				
Parque Ninos Unidos	RPD	100.0%	94.9%	93.4%	-2.9%
	CON	89.3%			
Precita Park	RPD	97.4%	92.6%	90.5%	-0.7%
	CON	86.0%			
Prentiss Mini Park	RPD	100.0%	100.0%	98.0%	6.8%
	CON		96.0%		
St Mary's Rec Center	RPD	94.2%	82.0%	88.1%	2.5%
	CON				

DISTRICT 10

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Adam Rogers Park	RPD	90.0%	81.8%	78.4%	10.4%
	CON		70.9%		
Bay View Playground	RPD	71.4%	79.5%	75.4%	6.2%
	CON				
Esprit Park	RPD	90.6%	96.8%	93.7%	5.1%
	CON				
Gilman Playground	RPD	80.3%	71.6%	75.9%	-1.6%
	CON				

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Herz Playground	RPD CON		79.2%	79.2%	6.5%
Hilltop Park	RPD CON	72.1%	88.6% 57.8%	69.1%	10.4%
India Basin Shoreline Park	RPD CON	95.2% 69.0%	93.7%	81.7%	4.1%
Jackson Playground	RPD CON	95.1%	97.6%	96.4%	11.3%
John McLaren Park	RPD CON	60.3% 72.5%	86.2%	72.9%	-6.8%
Joseph Lee Recreation Center	RPD CON	96.0% 95.2%	97.2%	95.9%	-1.8%
Kelloch Velasco Mini Park	RPD CON	90.7% 89.8%	84.1%	88.6%	-9.6%
Little Hollywood Park	RPD CON	62.3%	85.1%	73.7%	-6.5%
Louis Sutter Playground	RPD CON	93.0%	84.7%	88.9%	17.0%
McKinley Square	RPD CON	93.3% 92.9%	100.0%	94.8%	27.2%
Palou/Phelps Park	RPD CON	83.3%	70.9%	77.1%	-5.8%
Potrero Del Sol Park	RPD CON	75.8%	75.0% 85.4%	80.4%	-6.5%
Potrero Hill Recreation Center	RPD CON	90.9%	93.7% 91.1%	91.7%	6.5%
Ridgetop Plaza	RPD CON	75.0%		75.0%	10.2%
Selby/Palou Mini Park	RPD CON	72.5%	77.5%	75.0%	-10.3%
Silver Terrace Playground	RPD CON	100.0%	92.0%	96.0%	13.7%
Utah/18th Mini Park	RPD CON	81.5%	96.3%	88.9%	14.0%
Visitacion Valley Greenway	RPD CON	100.0%	95.9%	98.0%	4.2%
Visitacion Valley Playground	RPD CON	96.1%	65.9%	81.0%	-6.6%
Youngblood Coleman Playground	RPD CON	74.7%	57.0%	65.9%	-22.3%

DISTRICT 11

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Alice Chalmers Playground	RPD CON	94.3%	90.8% 95.0%	93.8%	5.1%

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Park	Dept	Q1 July-Sept	Q2 Oct-Dec	2009-10 Mid-year score	Change from 2008-09
Brooks Park	RPD CON	95.0%	100.0%	97.5%	13.8%
Cayuga Playground	RPD CON	100.0%	83.9% 79.1%	85.5%	4.2%
Cayuga/Lamartine Mini Park	RPD CON	100.0% 66.7%	80.8%	78.5%	-2.6%
Crocker Amazon Playground	RPD CON	92.1%	81.4%	86.7%	11.5%
Excelsior Playground	RPD CON	74.5% 77.3%	97.9%	81.8%	-4.8%
Head/Brotherhood Mini Park	RPD CON	88.0%	69.6%	78.8%	8.3%
Lessing/Sears Mini Park	RPD CON	78.4% 60.0%	97.6%	74.0%	-8.1%
Merced Heights Playground	RPD CON	83.3%	80.6%	81.9%	-7.3%
Minnie & Lovie Ward Rec Center	RPD CON	99.1%	87.2% 93.1%	93.1%	10.7%
Randolph/Bright Mini Park	RPD CON	100.0%	89.3%	94.6%	9.4%

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APPENDIX D: NEIGHBORHOOD SERVICES AREAS

The following table provides information about Rec Park's Neighborhood Services Areas (NSAs) and includes applicable districts, neighborhoods, manager names, number of parks (including total acreage), and FTEs. Please note that this information includes parks that are not rated under the standards such as community gardens, natural areas, and libraries. Each NSA has a manager that directs park, custodial and recreation staff for the NSA. NSA managers are the liaison to the capital planning division for that area.

NSA	Districts	Neighborhoods	Manager	Number of Parks (acreage)	Number of FTEs¹
1	1, 2	Richmond, Presidio Heights	Lorraine Banford	19 (165 acres)	27
2	3, 2	Marina, Cow Hollow, Pacific Heights, Chinatown, North Beach, Nob Hill, Russian Hill	Marianne Bertuccelli	39 (182 acres)	50
3	5, 6, 8	Western Addition, Grattan Playground in Cole Valley	James Wheeler	23 (44 acres)	30
4	6, 10, 3	South of Market, Potrero Hill, South Park	Steven Cismowski	25 (44 acres)	41
5	8, 11, 7	Cole Valley, Castro, Twin Peaks, Noe Valley, Diamond Heights, Glen Park, Sunnyside	Eric Andersen	43 (269 acres)	43
6	9, 8	Mission, Bernal Heights	Bob Palacio	32 (91 acres)	41
7	10, 11	Crocker Amazon, Excelsior, Portola, Visitacion Valley, Bayview, Hunter's Point	James Threat	32 (587 acres)	51
8	7, 4, 11	Sunset, Parkside, West Portal, Merced Heights, Oceanview, Ingleside	Rontonette Scott	41 (974 acres ²)	43
9	<i>Golden Gate Park</i>	<i>Golden Gate Park, Great Highway</i>	Gloria Koch-Gonzalez	(1053 acres)	80

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

¹ FTEs include all NSA staff, such as gardeners, custodians, park supervisors, and recreation staff as of October 2009.

² Acreage includes water body of Lake Merced.

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APPENDIX E: FY 2008-09 RECOMMENDATIONS

1. Incorporate timely monitoring of evaluation results into management activities.

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

- Develop a quarterly NSA manager's dashboard for ongoing evaluation of park performance. (A dashboard is an executive summary of recent performance information that graphically shows actual versus target data.) The dashboard could include evaluation results such as scores for each park including change from last quarter and change from same time period in the previous year, and the NSA average and the variance from the citywide average for that quarter and year-to-date. This dashboard can serve as the basis for a more comprehensive management tool which could include other information such as 311 data, NSA expenditures, staff attendance and other issues.
- Focus on low-performing parks and identify successful improvement strategies. Parks with significant changes should be reviewed to determine causes for increases or decreases to document successful strategies, build accountability for low-performing parks, and inform operational decision-making.
- As recommended last year, Rec Park should also make efforts to share results with field staff that do not have access to computers while on the job. Currently, there is no system in place to share these results in the field.

2. Improve public reporting.

Rec Park publishes quarterly reports on its website, which is currently being redesigned. As part of this redesign, Rec Park should ensure that evaluation results are easy to find and understand. Rec Park should undertake the following activities:

- Create new reports to show changes of park scores. Reports currently include information for the most recent quarter only. Showing trends from previous evaluations or comparisons to other park performance would provide more information and context. Some of these reports will be created in conjunction with those identified in recommendation number one.
- Identify opportunities to present program information to the public, such as presenting at the Recreation and Park Commission.

3. Revise and complete park management plans.

During FY 2007-08, Rec Park developed park management plans and posted the draft reports which detail task and time allocations for each park. Rec Park identified next steps to complete the plans, but technical obstacles still exist. To complete the plans, Rec Park should undertake the following activities:

- NSA managers should identify appropriate volunteer tasks in the park management plans and meet with volunteers to discuss and negotiate park-specific volunteer task lists. This process will not require additional technical support.
- Revise plans to make more realistic work lists for staff, such as including daily tasks lists for zones in each park and special project lists for occasional tasks so that park management plans more closely reflect day-to-day operations. Structured, individualized work lists can help increase accountability and be more realistic for field staff.

These work lists should account for leave and backfill needs. Rec Park should work with the Controller's

Office to assess desired time and task effort for these landscape and maintenance tasks by evaluating current time and effort and national standards.

- Revise plans in conjunction with improvements to the Total Managed Assets (TMA) system and potential changes to the park standards.

4. Address TMA issues and identify strategies to implement improvements.

During the early implementation of the park management plans, Rec Park discovered that the TMA system would need improvements to fully support the plans. Rec Park recently hired an expert consultant to review TMA's data structure, to determine business needs, and to make recommendations for improvements.

The consultant review found that TMA's data structure is not in the appropriate format to support the park management plans. Rec Park should work with its IT staff and/or consultant to add levels to TMA that would aggregate and group functional areas. This work should be coordinated with revisions to the park management plans and the park standards. This effort would require additional IT staff and resources.

5. Consider revising the park standards.

At the end of FY 2009-10, the City will have collected five years of evaluations. Rec Park should work with the Controller's Office to revisit standards, including the following activities:

- Assess what standards are most useful for operations and measuring performance.
- Develop list of potential standards revisions, prioritize and select changes, and define and test accuracy of results of revised standards.
- Meet with and survey Rec Park staff to gather input on potential changes.

Any changes to the park standards should be considered in tandem with TMA improvements and revisions to the

park management plans.

6. Continue to improve quality of park evaluations.

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

Rec Park should consider the following quality control activities:

- Conduct follow-up evaluations to test the accuracy of results. Use findings to target trainings and/or to develop clarifications to the standards.
- Pair evaluators occasionally to allow for discussion of evaluation criteria and how to apply the standards during an evaluation.