

### **PARK MAINTENANCE STANDARDS**

**SIX MONTH REPORT FY 2010-11**

**Mid-year park scores remain steady  
as compared to FY 2009-10**



*April 27, 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.

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# City and County of San Francisco

## Office of the Controller - City Services Auditor

Park Maintenance Standards Six Month Report FY 2010-11

April 27, 2011

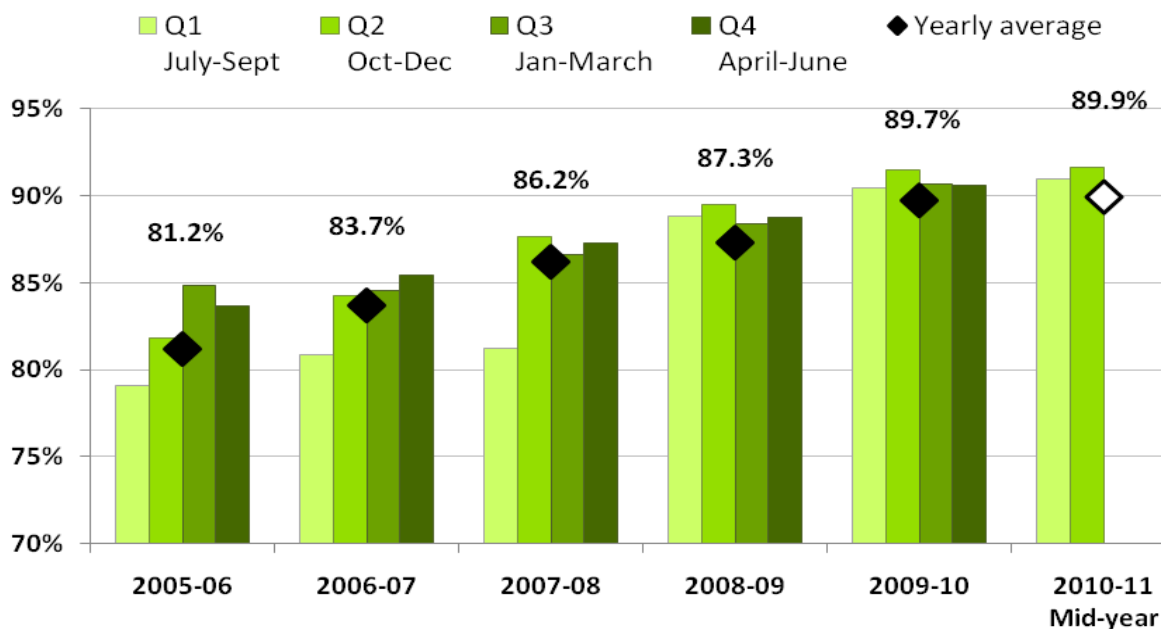
Mid-year park scores remain steady as compared to FY 2009-10

### 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) 2010-11.

### Highlights

Citywide, mid-year park scores remain stable as compared to FY 2009-10 annual scores.



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

### District results

Almost all supervisorial districts maintained average scores above 85 percent, with District 1 achieving the highest average, 93.2 percent. District 11 was the exception, scoring a mid-year average of 81.8 percent.

### Individual parks

Although the citywide average remained relatively constant, several parks experienced significant scoring swings either upwards or downwards, including Little Hollywood which increased by 20.3 percentage points for a score of 93.6 percent.

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

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

## CHAPTER 1 – Introduction

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### Background

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

- 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
- 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

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) 2010-11, July 1 to December 31, 2010.

### Methodology

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

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 2010-11, CSA completed 81 park evaluations, while Rec Park evaluated over 161 parks twice, for a total of 414 evaluations over the last 6 months. All supervisory and management staff of Rec Park and all staff at CSA performed evaluations.

Each park has features that are made up of individual elements. Every park feature receives an overall score based on whether its elements pass or fail the stated minimum requirements. 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. Each of the other six elements that contribute to the overall Lawn score have similar specific standards. If all seven elements meet the minimum standard, the park’s Lawn feature will pass the standard.

All elements rated during a park evaluation contribute equally to the park’s score, and the overall park score is determined by the number of all passing elements divided by the total number of available elements evaluated.

### **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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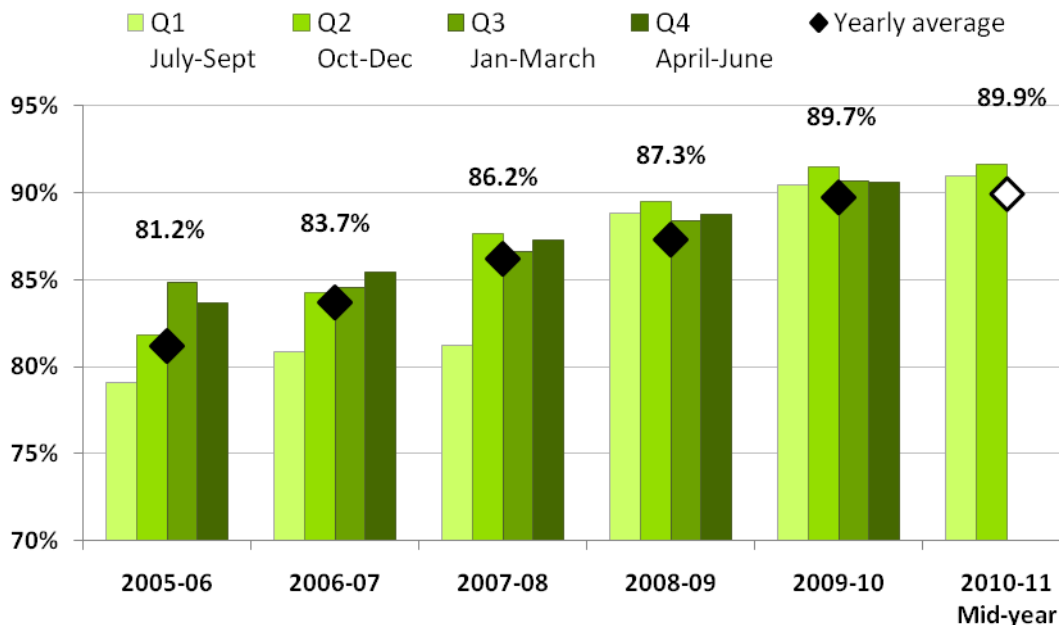
## CHAPTER 2 – Park Evaluation Results

### Citywide Results

Park evaluation results remain stable through the first two quarters of FY 2010-11 (July 1 to December 31, 2010). The citywide average for park scores increased slightly over the previous year from 89.7 percent to 89.9 percent. The FY 2010-11 mid-year results are based on 414 evaluations of 161 parks.

Exhibit 2 shows that results have steadily improved in the six years of conducting evaluations with a leveling in the first half of FY 2010-11. CSA will continue to work with Rec Park to identify the drivers of park scores so that the department can use successful strategies to maintain high scores as well as to improve low-scoring parks.

**EXHIBIT 2** Citywide park score average stabilizes over first half of FY 2010-11 (July 1 to December 31, 2010)



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

### District Results

Supervisorial district averages are mixed through the first two quarters of FY 2010-11. The difference in district averages is slightly lower at 11.4 percent compared to 11.7 percent last year.



George Christopher Playground (District 8)

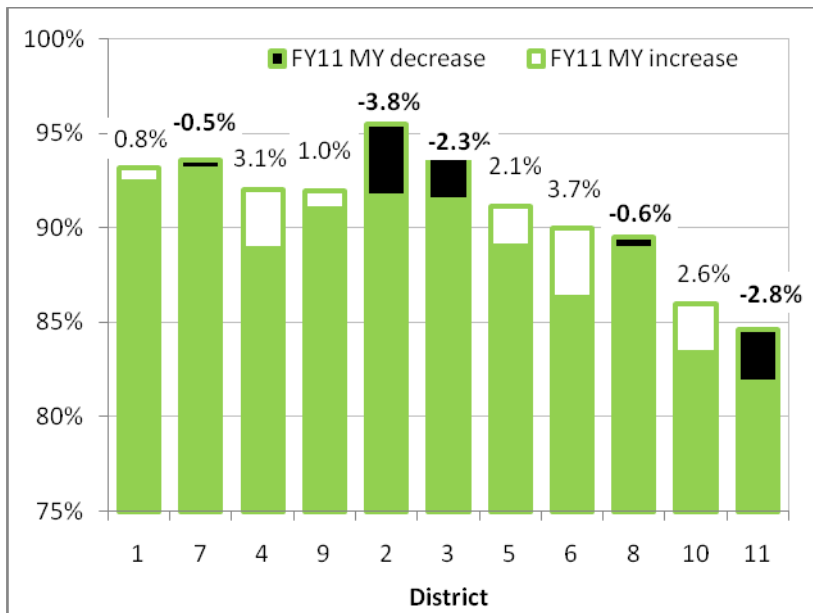


John McLaren Park (District 10)

District 1 scored highest at 93.2 percent and District 11 lowest at 81.8 percent. Similar to findings in FY 2008-09 and FY 2009-10, the two lowest-scoring districts were in the southeast section of the City, Districts 10 and 11. However, District 10 increased by 2.6 percent while District 11 decreased by 2.8 percent.

**EXHIBIT 3**

**FY 2010-11 mid-year average scores for all districts**



District	Mid-Year FY 11	Change FY 10
1	93.2%	0.8%
2	91.7%	-3.8%
3	91.5%	-2.3%
4	92.1%	3.1%
5	91.1%	2.1%
6	90.0%	3.7%
7	93.1%	-0.5%
8	88.9%	-0.6%
9	91.9%	1.0%
10	86.0%	2.6%
11	81.8%	-2.8%

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

**Park Service Areas (PSAs)**

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

supervisory districts.

Exhibit 4 shows the distribution of individual park scores in each PSA, with all service areas scoring above 85 percent overall. The 9.1 percent increase in PSA 7, representing Golden Gate Park and Lower Great Highway, may in part be a result of a change in staff at Lower Great Highway and the increased rains. Rec Park intends to continue this trend through a new coordinated management effort. (See Spotlight on page 8)



*Aptos Playground (PSA 4, District 7)*



*18<sup>th</sup> and Utah Mini Park (PSA 2, District 10)*

PSA 3 remained the lowest-performing service area, however it increased its average score by 5.8 percent (87.3 percent overall average) over FY 2009-10.

For more information on PSAs, see Appendix D.

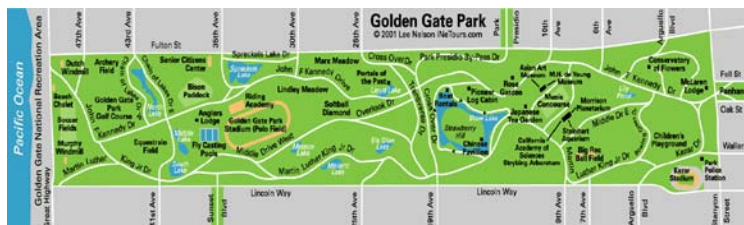
**EXHIBIT 4 All PSAs average 85 percent or higher, although PSAs vary regarding parks with scores lower than 80 percent**

PSA	Districts	Mid Year FY2010-11	Change from FY 2009-10	Number of parks higher than 80%	Number of parks lower than 80%
1	1, 2, 3	92.3%	-1.9%	39	3
2	3, 5, 6, 10	88.7%	-0.3%	27	4
3	9, 10, 11	87.3%	5.8%	17	6
4	4, 7, 11	89.1%	-1.6%	20	2
5	7, 8, 11	89.7%	-0.7%	17	3
6	6, 8, 9, 10	90.8%	1.5%	20	1
7	Golden Gate Park	93.1%	9.1%	2	0

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

**Spotlight: Rec Park  
 new coordination  
 efforts in Golden  
 Gate Park**

Beginning FY 2010-11, the General Manager instituted a new management approach for Golden Gate Park maintenance called the Golden Gate Park Management Matrix. The matrix team is comprised of leads from various divisions including Structural Maintenance, Park Patrol, Landscape and Gardens, Urban Forestry, Capital Improvements, Resource Development, Reservations and Permits, Government and Public Relations, and Operations. The group meets bi-weekly to address the complex challenges inherent within the over 1,000 acre park.



According to Rec Park, this has resulted in improved communications and efficiencies as well as the process of establishing "best practices" for maintenance to enhance the overall visitor experience. A monthly Golden Gate Park report also helps broaden the awareness of the top priority projects, events and initiatives occurring within the Park.

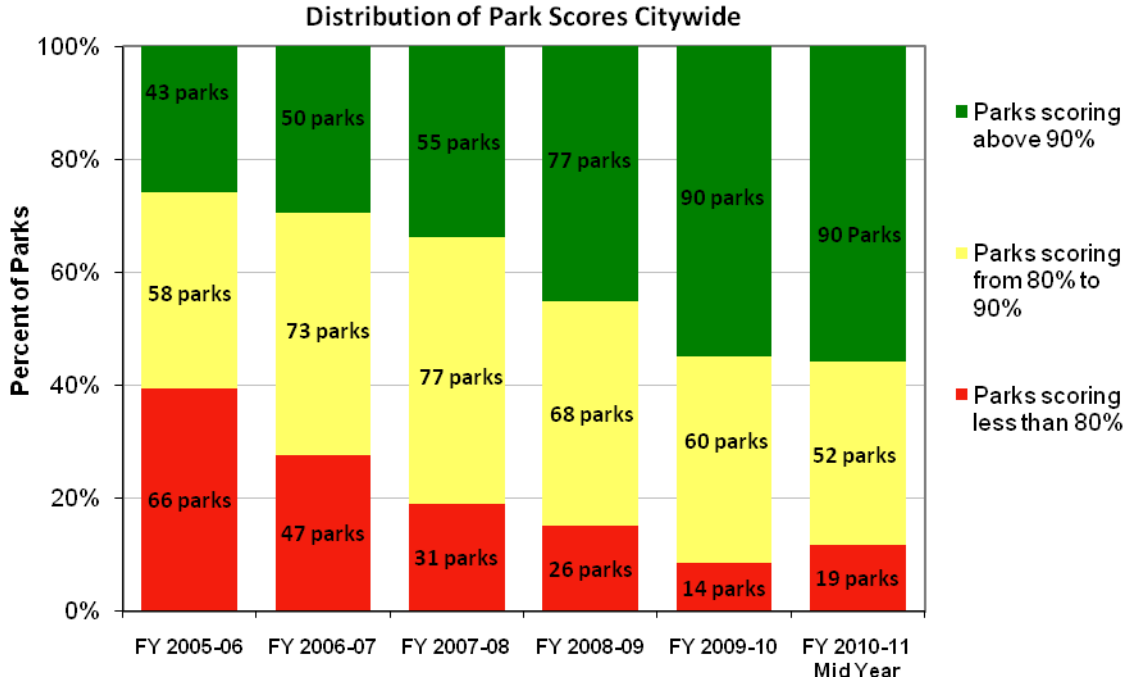
Golden Gate Park Evaluation Scores					
2005-06	2006-07	2007-08	2008-09	2009-10	MY 2010-11
80.50%	83.20%	83.40%	89.80%	88.10%	92.45%

**Individual Park  
 Results**

Citywide, park scores generally held steady halfway through FY 2010-11 compared to FY 2009-10. The percentage of parks that scored 85 percent or higher increased – 124 of 161 (77 percent of parks) in FY 2010-11 mid-year compared to 122 of 164 (74.4 percent of parks) in FY 2009-10.

As shown in Exhibit 5, the number of parks scoring above 90% remained steady, but eight additional parks seem to have dropped below 80%. However, close examination of individual park scores reveal there was a great deal of movement in scores, with parks both increasing and decreasing.

**EXHIBIT 5** Number of parks scoring higher than 90 percent remain stable for first half of FY 2010-11



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, FY 2010-11 mid-year

By separating the citywide distribution of scores into three categories

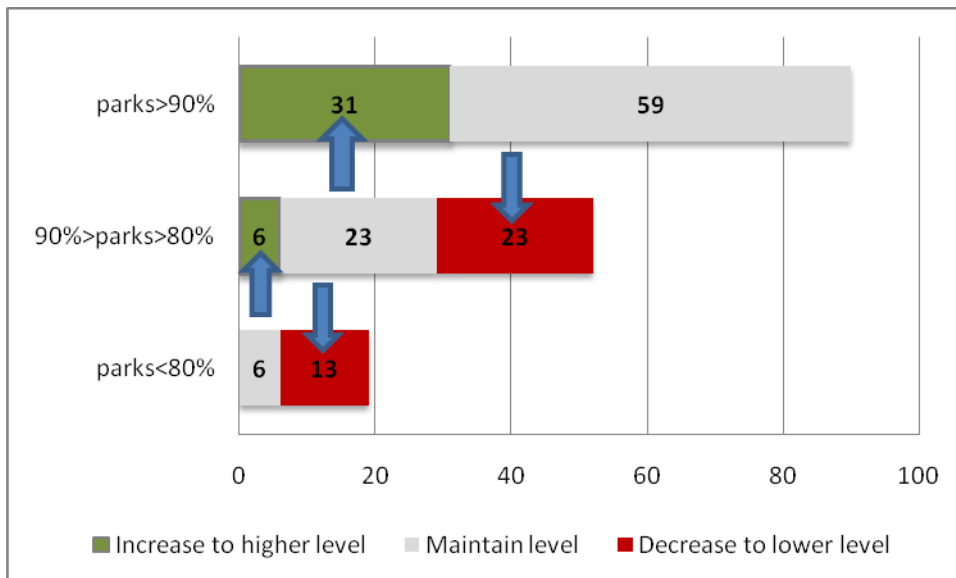
- parks scoring above 90 percent
- parks scoring between 80 to 89.9 percent
- parks scoring below 80 percent

as reflected in Exhibit 5 and Exhibit 6, it is easier to examine the movement in park scores across the City.

Over one-third of parks jumped up or down from within the three categories, sometimes by as much as 20+ percentage points. Although the number of high scoring parks remained stable at 90 parks scoring above 90 percent, 54 parks shifted from their FY 2009-10 scoring categories. Thirty-one parks scoring below 90 percent in FY 2009-10 moved above 90 percent in FY 2010-11 mid-year, while 23 parks dropped in FY 2010-11 from the above 90 percent range in FY 2009-10.

Rec Park can monitor parks that both continue to score less than 80 percent as well as identify those with large swings in average scores to identify reasons for these changes.

**EXHIBIT 6** Park scoring shifts from FY 2009-10 to mid-year FY 2010-11



Source: CSA and Rec Park park evaluation results FY 2009-10 and FY 2010-11 mid-year

In Exhibit 5, it appears five additional parks scored below 80 percent at mid-year FY 2010-11 as compared to FY 2009-10. However, Exhibit 6 reveals 13 parks actually moved below 80 percent in the first half of FY 2010-11, as compared to their FY 2009-10 scores, while eight moved into the higher scoring categories (six parks scored between 80 and 89 percent and two scored above 90 percent).

Exhibit 7 shows that over half of the low-scoring parks dropped more than 20 percent below FY 2009-10 scores, while the high-scoring parks remained relatively stable, with the exception of Lake Merced Park.



**EXHIBIT 7**

**10 Highest Rated Parks Mid-Year 2010-11**

Rank	Park Name	PSA	District	Mid-Year 2010-11	2009-10	2008-09	2007-08
1	Golden Gate/Steiner Mini Park	2	5	100.0%	91.2%	81.2%	89.8%
2	Helen Wills Playground	1	3	100.0%	99.6%	92.5%	97.2%
3	Kid Power Park	6	6	100.0%	89.8%	90.3%	88.0%
4	Lake Merced Park	4	7	100.0%	83.4%	77.0%	76.5%
5	Maritime Plaza	1	3	100.0%	98.0%	99.7%	97.5%
6	Sunnyside Conservatory	5	8	100.0%	100.0%	75.6%	80.8%
7	Midtown Terrace Playground	4	7	99.7%	100.0%	97.6%	98.1%
8	Joseph Lee Recreation Center	3	10	99.6%	96.4%	97.7%	93.1%
9	Richmond Playground	1	1	99.4%	97.2%	98.0%	96.2%
10	Jose Coronado Playground	6	9	99.3%	89.2%	80.6%	91.2%

**10 Lowest Rated Parks Mid-Year 2010-11**

Rank	Park Name	PSA	District	Mid-Year 2010-11	2009-10	2008-09	2007-08
1	Buchanan Street Mall	2	5	66.8%	91.3%	85.2%	82.8%
2	Park Presidio Blvd	1	1	70.1%	92.0%	81.1%	70.4%
3	Head/Brotherhood Mini Park	4	11	70.8%	76.6%	70.4%	75.0%
4	Saturn Street Steps	5	8	72.8%	93.7%	79.5%	84.9%
5	Broadway Tunnel West Mini Park	1	3	73.0%	79.4%	87.6%	86.4%
6	Potrero Hill Recreation Center	2	10	73.7%	88.2%	85.2%	89.0%
7	Roosevelt/Henry Steps	5	8	74.8%	89.6%	90.8%	87.0%
8	Potrero Del Sol Park	6	10	75.1%	82.7%	86.8%	Closed
9	Father Alfred E. Boeddeker Park	2	6	75.5%	85.5%	94.2%	89.9%
10	Minnie & Lovie Ward Rec Center	4	11	76.3%	92.2%	82.4%	Closed

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

*Increase in perfect scoring parks above FY 2009-10*

The top six highest-scoring parks in the first half of FY 2010-11 scored 100 percent, including Lake Merced which went from a score below 85 percent in FY 2009-10 to a perfect score. At the end of FY 2009-10, three of the top ten parks received perfect scores of 100 percent. On average, shifts in top scoring parks averaged 5 percentage points from FY 2009-10 scores.

Among the bottom ten lowest rated parks, shifts in scores averaged nearly 20 percentage points from FY 2009-10 scores, with Brotherhood/Chester Mini Park dropping 31 percentage points below its FY 2009-10 score.

**EXHIBIT 8** Top 5 greatest changes in park scores for first half of FY 2010-11

**Top 5 greatest changes  
(HIGHER)**

Park	PSA	District	FY 2010-11 mid-year	Change from previous year
Little Hollywood Park	3	10	93.6%	20.3%
Lake Merced Park	4	7	100.0%	16.6%
Hilltop Park	3	10	78.4%	16.5%
Beideman/O'Farrell Mini Park	2	5	96.7%	15.5%
Lower Great Highway	7	4	93.7%	13.9%

**Top 5 greatest changes  
(LOWER)**

Park	PSA	District	FY 2010-11 mid-year	Change from previous year
Buchanan Street Mall	2	5	66.8%	-24.5%
Park Presidio Blvd	1	1	70.1%	-21.8%
Saturn Street Steps	5	8	72.8%	-20.9%
Utah/18th Mini Park	2	10	77.7%	-19.5%
Lafayette Park	1	2	77.7%	-17.8%

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

*Park maintenance details reveal rationale for both high and low scoring parks*

According to Interim PSA 3 Manager, Little Hollywood Park increased its score by 20.3 percentage points due to improvements to the park's irrigation system as well as various crew projects throughout the park.

Lafayette Park dropped its score by 17.8 percentage points because it lost one of its gardeners (to retirement) and has had little structural maintenance work performed on its pathways, restrooms, turf, or children's play areas, according to its PSA 1 Manager. Rec Park is putting its maintenance resources elsewhere for the moment as the park is currently in the planning process for major renovations in 2012.

**Features Results**

Average scores for park features remained fairly stable through the first half of FY 2010-11. Open Space dropped 3.6 percent for a mid-year score of 82.9 percent. As Open Space is rated based on a single element, cleanliness, a relatively large change in score does not necessarily reflect as great a change as compared to Waste & Recycling Receptacles which is rated for five elements.

**EXHIBIT 8** FY 2010-11 mid-year average scores for all features remained stable, except Open Space

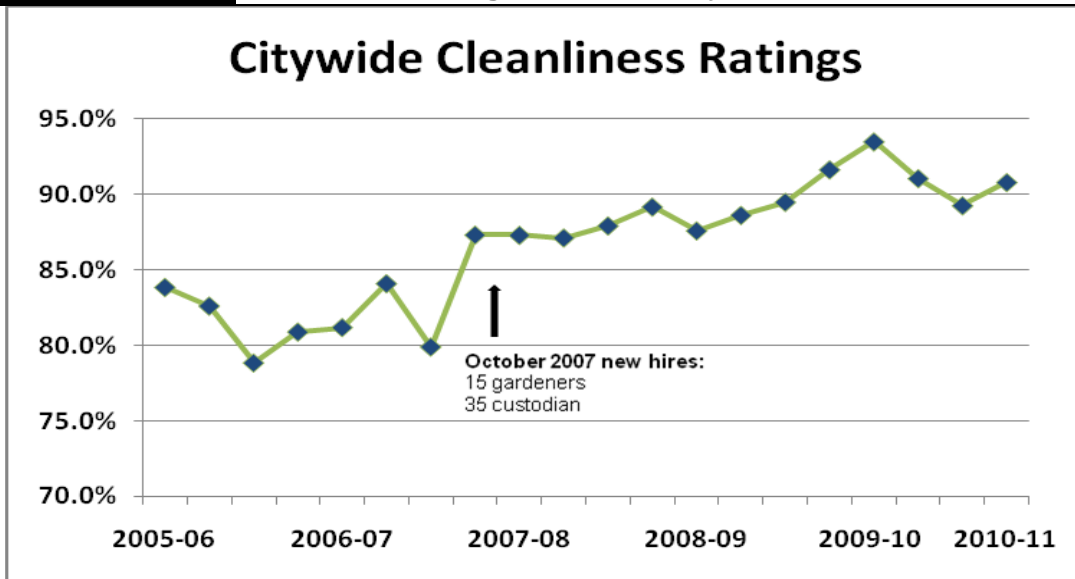
Feature	FY 2010-11	Change from FY 2009-10
Amenities & Structures	91.1%	0.9%
Benches, Tables & Grills	91.1%	1.0%
Childrens Play Areas	89.5%	1.1%
Dog Play Areas	87.8%	0.3%
Hardscapes & Trails	89.3%	-0.3%
Lawns	90.7%	1.9%
Open Space	82.9%	-3.6%
Ornamental Gardens, Shrubs & Ground Covers	88.8%	0.1%
Outdoor Athletic Courts	90.9%	0.6%
Parking Lots & Roads	87.7%	-0.1%
Restrooms	94.0%	1.4%
Trees	92.6%	-1.3%
Turf Athletic Fields	88.6%	-0.6%
Waste & Recycling Receptacles	94.4%	-1.0%

Source: CSA and Rec Park park evaluation results FY 2009-10, FY 10-11 mid-year, not including Open Space Park data

**Cleanliness Ratings**

Overall cleanliness ratings, based on cleanliness elements in all features except Trees, remain stable. 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 9, relatively high cleanliness ratings have been maintained since Rec Park hired an additional 15 gardeners and 35 custodians in October 2007.

**EXHIBIT 9** Cleanliness ratings remain steady



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

**Staff Schedule  
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://mission.sfgov.org/RPDPropC/ParkSched.aspx>

**Rec Park Results**

PS 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 PS managers check compliance to staff schedules so that other staff are not checking and reporting on their co-workers. PS managers visit the selected parks unannounced to observe staff as compared to the publicly posted schedules. If staff is not present, the PS managers are responsible for following up to find out why staff is not on-site when scheduled.

During the first half of FY 2010-11, 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 2010): 79 percent
- Quarter 2 (October-December 2011): 69 percent

**CSA Results**

CSA evaluators checked compliance on staff schedules by visiting parks to conduct evaluations at times when staff was scheduled to be on-site, with at least 15 minutes overlap.

During the first half of FY 2010-11, CSA performed these and found the following compliance rates:

- Quarter 1 (July-September 2009): 53 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

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### 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 2010-11. 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 2010-11 park score example calculation*

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

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](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			
		2010-11 MID-Year	Change from 2009-10	2009-10	2008-09	2007-08	2006-07
10th Ave/Clement Mini Park	1	93.2%	-1.1%	94.4%	97.1%	Closed	47.1%
24th/York Mini Park	9	94.7%	-3.5%	98.3%	92.2%	93.6%	96.3%
Adam Rogers Park	10	78.6%	3.3%	75.3%	68.0%	70.8%	78.0%
Alamo Square	5	86.3%	-4.5%	90.8%	87.5%	81.8%	85.8%
Alice Chalmers Playground	11	89.1%	-3.9%	93.0%	88.7%	94.4%	87.1%
Alice Marble Tennis Courts	2	98.5%	-0.3%	98.8%	96.2%	97.8%	99.3%
Alioto Mini Park	9	92.0%	7.8%	84.2%	90.2%	97.1%	89.2%
Allyne Park	2	97.2%	-1.5%	98.7%	86.0%	82.9%	80.3%
Alta Plaza	2	89.1%	-6.1%	95.1%	85.0%	92.4%	84.5%
Angelo J. Rossi Playground	1	98.4%	4.0%	94.4%	90.3%	89.4%	93.8%
Aptos Playground	7	89.6%	-2.0%	91.6%	91.4%	95.8%	98.1%
Argonne Playground	1	94.2%	2.5%	91.7%	86.0%	86.9%	Closed
Balboa Park	7	90.0%	-3.8%	93.8%	88.4%	85.3%	80.0%
Bay View Playground	10	91.5%	6.7%	84.8%	69.2%	77.9%	82.7%
Beideman/O'Farrell Mini Park	5	96.7%	15.5%	81.2%	74.2%	91.7%	90.8%
Bernal Heights Recreation Center	9	86.8%	-7.7%	94.4%	91.1%	95.9%	74.5%
Broadway Tunnel West Mini Park	3	73.0%	-6.3%	79.4%	87.6%	86.4%	84.9%
Brooks Park	11	81.6%	-14.8%	96.5%	83.7%	91.3%	89.4%
Brotherhood/Chester Mini Park	7	91.7%	-6.1%	97.7%	91.2%	88.4%	89.4%
Buchanan Street Mall	5	66.8%	-24.5%	91.3%	85.2%	82.8%	67.0%
Buena Vista Park	8	82.8%	0.0%	82.9%	81.0%	78.5%	62.8%
Bush/Broderick Mini Park	5	97.2%	4.7%	92.5%	78.6%	84.9%	87.3%
Cabrillo Playground	1	97.4%	4.1%	93.3%	87.9%	90.7%	86.6%
Carl Larsen Park	4	88.3%	4.2%	84.2%	84.5%	82.4%	72.6%
Cayuga Playground	11	87.9%	3.5%	84.5%	81.3%	92.3%	80.3%
Cayuga/Lamartine Mini Park	11	84.2%	6.1%	78.1%	81.2%	64.2%	65.5%
Coleridge Mini Park	9	87.5%	-7.3%	94.8%	94.0%	88.8%	81.9%
Collis P. Huntington Park	3	88.4%	-8.3%	96.7%	96.6%	98.9%	96.2%
Corona Heights	8	79.6%	-1.1%	80.7%	81.6%	89.0%	89.0%
Coso/Precita Mini Park	9	96.7%	11.4%	85.3%	97.3%	85.8%	96.7%
Cottage Row Mini Park	5	98.4%	4.9%	93.5%	92.3%	92.8%	92.4%
Cow Hollow Playground	2	96.0%	-1.3%	97.3%	93.9%	85.7%	99.6%
Crocker Amazon Playground	11	79.5%	-5.3%	84.8%	75.2%	77.0%	75.3%
Douglass Playground	8	91.6%	2.0%	89.6%	87.4%	82.7%	77.2%
Duboce Park	8	92.9%	1.8%	91.1%	91.0%	91.1%	82.1%
Dupont Courts	1	94.6%	1.7%	92.8%	87.8%	83.6%	87.4%
Esprit Park	10	95.3%	-1.4%	96.8%	88.6%	87.7%	91.3%
Excelsior Playground	11	78.5%	-3.3%	81.8%	86.6%	91.6%	88.3%
Father Alfred E. Boeddeker Park	6	75.5%	-10.0%	85.5%	94.2%	89.9%	85.3%
Fay Park	3	98.8%	-1.2%	100.0%	98.6%	98.6%	94.7%
Fillmore/Turk Mini Park	5	91.3%	4.3%	87.0%	89.8%	89.3%	85.4%
Franklin Square	6	90.5%	9.0%	81.5%	87.6%	75.2%	71.9%
Fulton Playground	1	94.4%	7.2%	87.2%	83.8%	91.7%	89.7%
Garfield Square	9	85.7%	0.1%	85.6%	86.9%	95.0%	83.7%
Gene Friend Rec Center	6	93.1%	6.1%	87.0%	89.6%	88.5%	87.2%
George Christopher Playground	8	97.6%	1.4%	96.2%	92.9%	91.7%	79.7%
Gilman Playground	10	84.9%	3.5%	81.4%	77.6%	78.2%	79.8%
Glen Park	8	99.1%	12.2%	86.9%	92.2%	88.7%	89.3%

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		2010-11 MID-Year	Change from 2009-10	2009-10	2008-09	2007-08	2006-07
Golden Gate Heights Park	7	81.6%	-8.1%	89.7%	90.1%	89.1%	82.1%
Golden Gate Park	1	92.4%	4.3%	88.1%	89.8%	83.4%	83.2%
Golden Gate/Steiner Mini Park	5	100.0%	8.8%	91.2%	81.2%	89.8%	82.8%
Grattan Playground	5	84.1%	0.8%	83.3%	91.6%	87.8%	82.7%
Head/Brotherhood Mini Park	11	70.8%	-5.8%	76.6%	70.4%	75.0%	65.9%
Helen Wills Playground	3	100.0%	0.4%	99.6%	92.5%	97.2%	97.0%
Herz Playground	10	83.2%	7.6%	75.6%	72.7%	81.7%	90.5%
Hilltop Park	10	78.4%	16.5%	61.9%	58.7%	85.2%	72.3%
Holly Park	9	95.8%	3.2%	92.6%	90.7%	89.5%	78.8%
Hyde/Vallejo Mini Park	3	84.7%	-11.1%	95.8%	98.4%	98.0%	88.0%
Ina Coolbrith Mini Park	3	88.1%	-7.0%	95.2%	90.1%	72.0%	95.2%
India Basin Shoreline Park	10	89.7%	8.4%	81.3%	77.6%	86.4%	83.8%
J. P. Murphy Playground	7	97.8%	-0.9%	98.7%	98.3%	Closed	96.9%
Jackson Playground	10	80.5%	-15.4%	95.9%	85.1%	89.3%	87.1%
James Rolph Jr Playground	9	82.6%	-6.4%	89.0%	90.4%	Closed	70.1%
Japantown Peace Plaza	5	87.0%	-2.8%	89.8%	95.4%	85.4%	87.8%
Jefferson Square	6	88.0%	-1.6%	89.6%	81.3%	76.8%	81.5%
Joe Dimaggio Playground	3	96.8%	3.6%	93.2%	96.3%	89.1%	96.1%
John McLaren Park	10	77.5%	0.9%	76.5%	79.6%	70.2%	85.0%
Joost/Baden Mini Park	8	92.3%	-6.0%	98.3%	92.1%	79.7%	72.5%
Jose Coronado Playground	9	99.3%	10.1%	89.2%	80.6%	91.2%	80.6%
Joseph Conrad Mini Park	3	95.7%	1.8%	93.9%	95.5%	84.7%	88.9%
Joseph L. Alioto Performing Arts Piazza	3	81.3%	-10.0%	91.3%	91.8%	89.6%	98.9%
Joseph Lee Recreation Center	10	99.6%	3.2%	96.4%	97.7%	93.1%	Closed
Julius Kahn Playground	2	94.7%	-3.7%	98.4%	94.4%	91.5%	88.2%
Junipero Serra Playground	7	90.9%	-4.9%	95.8%	96.7%	Closed	97.5%
Juri Commons	9	89.3%	-1.1%	90.4%	95.6%	90.4%	95.4%
Justin Herman/Embarcadero Plaza	3	97.0%	2.5%	94.5%	81.5%	88.7%	94.0%
Kelloch Velasco Mini Park	10	96.5%	8.6%	87.9%	98.2%	73.7%	67.1%
Kid Power Park	6	100.0%	10.2%	89.8%	90.3%	88.0%	96.0%
Koshland Park	5	90.9%	9.4%	81.5%	88.0%	96.3%	83.2%
Lafayette Park	2	77.7%	-17.8%	95.5%	87.2%	78.2%	86.8%
Lake Merced Park	7	100.0%	16.6%	83.4%	77.0%	76.5%	87.8%
Laurel Hill Playground	2	85.8%	-10.1%	95.9%	94.9%	87.4%	88.4%
Lessing/Sears Mini Park	11	85.6%	11.7%	73.9%	82.1%	79.3%	83.6%
Lincoln Park	1	87.9%	-4.1%	92.0%	88.4%	74.6%	77.4%
Little Hollywood Park	10	93.6%	20.3%	73.3%	80.2%	77.1%	75.7%
Louis Sutter Playground	10	96.3%	11.2%	85.2%	71.9%	78.9%	90.9%
Lower Great Highway	4	93.7%	13.9%	79.9%	82.5%	84.3%	85.7%
Margaret S. Hayward Playground	6	92.7%	8.7%	84.0%	95.8%	88.0%	83.4%
Maritime Plaza	3	100.0%	2.0%	98.0%	99.7%	97.5%	93.9%
McCoppin Square	4	91.2%	-2.6%	93.7%	89.1%	85.5%	82.9%
McKinley Square	10	84.4%	-8.8%	93.2%	67.5%	82.0%	75.8%
Merced Heights Playground	11	85.9%	-3.3%	89.1%	89.3%	88.3%	83.5%
Michelangelo Playground	3	88.5%	-5.8%	94.3%	95.2%	90.7%	92.8%
Midtown Terrace Playground	7	99.7%	-0.3%	100.0%	97.6%	98.1%	91.5%
Minnie & Lovie Ward Rec Center	11	76.3%	-15.9%	92.2%	82.4%	Closed	53.7%
Miraloma Playground	7	98.4%	7.6%	90.8%	93.9%	Closed	90.4%
Mission Dolores Park	8	80.5%	8.7%	71.8%	74.6%	86.4%	79.7%
Mission Playground	8	92.5%	12.0%	80.5%	90.3%	92.4%	94.3%
Mission Rec Center	9	92.3%	-5.9%	98.2%	91.8%	93.0%	92.8%

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		2010-11 MID-Year	Change from 2009-10	2009-10	2008-09	2007-08	2006-07
Moscone Recreation Center	2	92.8%	-1.0%	93.8%	95.5%	Closed	92.6%
Mountain Lake Park	2	88.4%	2.1%	86.3%	92.7%	83.4%	86.9%
Mt. Olympus	8	89.6%	7.0%	82.6%	78.1%	74.3%	71.3%
Mullen/Peralta Mini Park	9	84.6%	-4.3%	88.9%	99.0%	89.9%	100.0%
Muriel Leff Mini Park	1	98.3%	3.9%	94.4%	86.7%	83.5%	90.6%
Noe Valley Courts	8	89.0%	0.1%	88.9%	81.3%	91.1%	83.0%
Page/Laguna Mini Park	5	94.6%	6.6%	87.9%	90.0%	93.2%	71.1%
Palace Of Fine Arts	2	92.5%	-4.9%	97.4%	85.5%	84.4%	91.0%
Palega Recreation Center	9	97.0%	9.0%	88.0%	86.0%	80.7%	76.9%
Palou/Phelps Park	10	77.6%	5.5%	72.1%	82.9%	70.5%	87.4%
Park Presidio Blvd	1	70.1%	-21.8%	92.0%	81.1%	70.4%	67.4%
Parkside Square	4	96.4%	8.6%	87.9%	89.7%	90.7%	80.9%
Parque Ninos Unidos	9	94.0%	1.0%	93.1%	96.2%	94.4%	94.2%
Patricia's Green in Hayes Valley	5	95.5%	2.2%	93.2%	84.2%	94.4%	89.7%
Peixotto Playground	8	92.5%	1.0%	91.5%	86.3%	86.8%	89.9%
Pine Lake Park	4	89.2%	3.0%	86.2%	80.2%	88.2%	69.9%
Portsmouth Square	3	92.1%	3.8%	88.3%	83.8%	86.3%	74.1%
Potrero Del Sol Park	10	75.1%	-7.7%	82.7%	86.8%	Closed	68.0%
Potrero Hill Recreation Center	10	73.7%	-14.4%	88.2%	85.2%	89.0%	77.9%
Precita Park	9	92.7%	1.8%	91.0%	91.2%	83.0%	82.3%
Prentiss Mini Park	9	94.7%	-0.7%	95.4%	91.2%	94.0%	85.2%
Presidio Heights Playground	2	94.9%	-0.7%	95.6%	95.5%	89.9%	93.8%
Randolph/Bright Mini Park	11	80.7%	-0.2%	80.9%	85.2%	75.8%	72.1%
Raymond Kimbell Playground	5	96.0%	11.7%	84.3%	77.2%	70.8%	73.8%
Richmond Playground	1	99.4%	2.2%	97.2%	98.0%	96.2%	86.5%
Richmond Recreation Center	1	93.8%	-2.3%	96.1%	97.0%	98.8%	96.1%
Rochambeau Playground	1	95.8%	8.4%	87.4%	95.6%	92.8%	90.2%
Rolph Nicol Playground	7	91.2%	1.2%	90.0%	87.5%	80.2%	84.8%
Roosevelt/Henry Steps	8	74.8%	-14.8%	89.6%	90.8%	87.0%	83.3%
Saturn Street Steps	8	72.8%	-20.9%	93.7%	79.5%	84.9%	59.8%
Selby/Palou Mini Park	10	81.1%	-1.0%	82.1%	85.3%	72.8%	84.0%
Seward Mini Park	8	86.1%	-7.7%	93.9%	78.4%	82.8%	81.0%
Sgt. John Macaulay Park	6	87.4%	-0.8%	88.2%	79.2%	66.5%	76.8%
Sigmund Stern Recreation Grove	4	87.0%	-3.0%	90.1%	89.4%	83.9%	83.5%
Silver Terrace Playground	10	89.8%	7.7%	82.1%	82.3%	89.6%	88.0%
South Park	6	89.0%	-0.8%	89.8%	88.1%	81.4%	76.4%
South Sunset Playground	4	91.1%	2.1%	89.0%	93.6%	83.7%	82.0%
St Mary's Rec Center	9	96.9%	8.6%	88.2%	85.6%	95.8%	90.1%
St Mary's Square	3	88.7%	-3.7%	92.4%	90.7%	85.5%	82.0%
States Street Playground	8	86.0%	0.4%	85.6%	87.8%	90.6%	92.8%
Sue Bierman Park	3	97.6%	6.4%	91.2%	93.0%	70.7%	94.3%
Sunnyside Conservatory	8	100.0%	0.0%	100.0%	75.6%	80.8%	71.2%
Sunnyside Playground	7	97.7%	-1.0%	98.7%	94.0%	97.5%	75.7%
Sunset Playground	4	95.5%	1.1%	94.4%	91.9%	92.8%	81.9%
Telegraph Hill/Pioneer Park	3	90.9%	-8.6%	99.5%	97.3%	93.5%	93.3%
Tenderloin Children's Rec Center	6	96.8%	6.4%	90.4%	94.8%	85.9%	94.5%
Turk/Hyde Mini Park	6	85.0%	5.4%	79.6%	91.2%	92.9%	86.7%
Union Square	3	93.1%	-2.4%	95.5%	99.4%	93.9%	100.0%
Upper Noe Recreation Center	8	95.4%	-0.5%	95.8%	96.2%	Closed	Closed
Utah/18th Mini Park	10	77.7%	-19.5%	97.2%	74.9%	88.1%	79.0%
Victoria Manalo Draves Park	6	92.0%	7.6%	84.4%	88.4%	95.9%	90.8%

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		2010-11 MID-Year	Change from 2009- 10	2009-10	2008-09	2007-08	2006-07
Visitacion Valley Greenway	10	98.8%	5.6%	93.2%	93.8%	86.5%	87.9%
Visitacion Valley Playground	10	92.8%	6.1%	86.7%	87.6%	89.8%	86.9%
Walter Haas Playground	8	93.7%	3.0%	90.7%	88.2%	86.6%	93.6%
Washington Square	3	89.5%	-5.1%	94.6%	90.4%	92.2%	88.1%
Washington/Hyde Mini Park	3	84.9%	-9.0%	93.9%	95.7%	88.7%	98.9%
West Portal Playground	7	88.1%	-4.7%	92.8%	85.6%	86.5%	87.3%
West Sunset Playground	4	96.0%	1.1%	94.9%	86.1%	90.3%	78.3%
Willie Woo Woo Wong Playground	3	94.8%	2.4%	92.4%	93.9%	85.6%	95.7%
Woh Hei Yuen Park	3	97.0%	-0.6%	97.7%	93.9%	92.0%	95.5%
Yacht Harbor and Marina Green	2	93.2%	-0.8%	94.0%	82.2%	84.0%	89.5%
Youngblood Coleman Playground	10	80.8%	12.8%	68.0%	88.1%	90.2%	79.1%

## APPENDIX C: DISTRICT RESULTS

### DISTRICT 1

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
10th Ave/Clement Mini Park		86.5%	100.0%	100.0%	93.2%	-1.1%
Angelo J. Rossi Playground			98.4%		98.4%	4.0%
Argonne Playground		92.4%	94.4%	97.6%	94.2%	2.5%
Cabrillo Playground	96.7%		96.2%	100.0%	97.4%	4.1%
Dupont Courts			93.9%	95.2%	94.6%	1.7%
Fulton Playground	92.1%		94.9%	98.6%	94.4%	7.2%
Golden Gate Park	88.6%	92.9%	92.4%	95.9%	93.6%	5.5%
Lincoln Park			91.8%	84.0%	87.9%	-4.1%
Muriel Leff Mini Park			100.0%	96.7%	98.3%	3.9%
Park Presidio Blvd	67.9%		57.9%	87.0%	70.1%	-21.8%
Richmond Playground			98.8%	100.0%	99.4%	2.2%
Richmond Recreation Center			95.7%	91.8%	93.8%	-2.3%
Rochambeau Playground			97.8%	93.8%	95.8%	8.4%

### DISTRICT 2

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
Alice Marble Tennis Courts		98.3%	100.0%	97.5%	98.5%	-0.3%
Allyne Park			96.9%	97.6%	97.2%	-1.5%
Alta Plaza	84.8%		90.7%	96.0%	89.1%	-6.1%
Cow Hollow Playground			98.3%	93.8%	96.0%	-1.3%
Julius Kahn Playground	93.9%		97.2%	94.0%	94.7%	-3.7%
Lafayette Park			78.3%	77.2%	77.7%	-17.8%
Laurel Hill Playground	85.7%		77.8%	93.8%	85.8%	-10.1%
Moscone Recreation Center			87.6%	98.0%	92.8%	-1.0%
Mountain Lake Park		90.0%	86.7%		88.4%	2.1%
Palace Of Fine Arts			92.5%		92.5%	-4.9%
Presidio Heights Playground	93.0%		95.6%	97.8%	94.9%	-0.7%
Yacht Harbor and Marina Green			95.5%	90.9%	93.2%	-0.8%

### DISTRICT 3

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
Broadway Tunnel West Mini Park	53.8%		90.0%	94.4%	73.0%	-6.3%
Collis P. Huntington Park			80.9%	95.9%	88.4%	-8.3%
Fay Park			97.6%	100.0%	98.8%	-1.2%
Helen Wills Playground			100.0%	100.0%	100.0%	0.4%
Hyde/Vallejo Mini Park			69.4%	100.0%	84.7%	-11.1%
Ina Coolbrith Mini Park		82.8%	95.7%	91.4%	88.1%	-7.0%
Joe Dimaggio Playground			99.1%	94.6%	96.8%	3.6%
Joseph Conrad Mini Park			93.8%	97.7%	95.7%	1.8%
Joseph L. Alioto Performing Arts		63.6%	100.0%	98.0%	81.3%	-10.0%

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Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Justin Herman/Embarcadero Plaza			97.0%	97.1%	97.0%	2.5%
Maritime Plaza	100.0%		100.0%	100.0%	100.0%	2.0%
Michelangelo Playground		79.6%	94.6%	100.0%	88.5%	-5.8%
Portsmouth Square			84.3%	100.0%	92.1%	3.8%
St Mary's Square		79.6%	100.0%	95.7%	88.7%	-3.7%
Sue Bierman Park			97.6%		97.6%	6.4%
Telegraph Hill/Pioneer Park			90.9%		90.9%	-8.6%
Union Square		87.5%	100.0%	97.5%	93.1%	-2.4%
Washington Square		80.6%	100.0%	96.8%	89.5%	-5.1%
Washington/Hyde Mini Park	69.8%		100.0%	100.0%	84.9%	-9.0%
Willie Woo Woo Wong Playground			100.0%	89.7%	94.8%	2.4%
Woh Hei Yuen Park		96.1%	96.0%	100.0%	97.0%	-0.6%

**DISTRICT 4**

Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Carl Larsen Park			84.1%	92.5%	88.3%	4.2%
Lower Great Highway			89.7%	97.8%	93.7%	13.9%
McCoppin Square			91.2%		91.2%	-2.6%
Parkside Square			96.7%	96.2%	96.4%	8.6%
Pine Lake Park		84.4%	100.0%	88.0%	89.2%	3.0%
Sigmund Stern Recreation Grove	82.9%		90.9%	91.5%	87.0%	-3.0%
South Sunset Playground			92.5%	89.7%	91.1%	2.1%
Sunset Playground			92.0%	99.0%	95.5%	1.1%
West Sunset Playground			94.8%	97.2%	96.0%	1.1%

**DISTRICT 5**

Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Alamo Square	80.2%		90.6%	94.1%	86.3%	-4.5%
Beideman/O'Farrell Mini Park			93.3%	100.0%	96.7%	15.5%
Buchanan Street Mall	50.8%		80.6%	85.1%	66.8%	-24.5%
Bush/Broderick Mini Park			100.0%	94.4%	97.2%	4.7%
Cottage Row Mini Park			100.0%	96.8%	98.4%	4.9%
Fillmore/Turk Mini Park	93.8%		83.3%	94.3%	91.3%	4.3%
Golden Gate/Steiner Mini Park			100.0%	100.0%	100.0%	8.8%
Grattan Playground			84.5%	83.7%	84.1%	0.8%
Japantown Peace Plaza	86.7%		84.0%	90.6%	87.0%	-2.8%
Koshland Park		87.8%	90.2%	98.0%	90.9%	9.4%
Page/Laguna Mini Park		93.5%	100.0%	91.2%	94.6%	6.6%
Patricia's Green in Hayes Valley		90.9%	100.0%	100.0%	95.5%	2.2%
Raymond Kimbell Playground			100.0%	92.0%	96.0%	11.7%

**DISTRICT 6**

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
Father Alfred E. Boeddeker Park		56.3%	97.1%	92.5%	75.5%	-10.0%
Franklin Square			87.3%	93.8%	90.5%	9.0%
Gene Friend Rec Center			94.1%	92.1%	93.1%	6.1%
Jefferson Square			86.7%	89.4%	88.0%	-1.6%
Kid Power Park			100.0%	100.0%	100.0%	10.2%
Margaret S. Hayward Playground		85.8%	100.0%	99.1%	92.7%	8.7%
Sgt. John Macaulay Park	81.5%		86.7%	100.0%	87.4%	-0.8%
South Park			90.0%	88.0%	89.0%	-0.8%
Tenderloin Children's Rec Center	93.7%		100.0%	100.0%	96.8%	6.4%
Turk/Hyde Mini Park	73.1%		100.0%	93.9%	85.0%	5.4%
Victoria Manalo Draves Park			93.8%	90.1%	92.0%	7.6%

**DISTRICT 7**

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
Aptos Playground	86.0%		98.8%	87.5%	89.6%	-2.0%
Balboa Park	92.4%		85.0%	90.3%	90.0%	-3.8%
Brotherhood/Chester Mini Park	83.3%			100.0%	91.7%	-6.1%
Golden Gate Heights Park	75.4%		91.7%	83.9%	81.6%	-8.1%
J. P. Murphy Playground	99.0%		95.7%	97.4%	97.8%	-0.9%
Junipero Serra Playground		86.7%	96.9%	93.5%	90.9%	-4.9%
Lake Merced Park			100.0%	100.0%	100.0%	16.6%
Midtown Terrace Playground		100.0%	98.7%	100.0%	99.7%	-0.3%
Miraloma Playground			100.0%	96.8%	98.4%	7.6%
Rolph Nicol Playground		90.0%	97.5%	87.2%	91.2%	1.2%
Sunnyside Playground			97.7%	97.6%	97.7%	-1.0%
West Portal Playground			93.1%	83.1%	88.1%	-4.7%

**DISTRICT 8**

Park Name	CON Q1 July-Sept	CON Q2 Oct-Dec	RPDQ1 July-Sept	RPD Q2 Oct-Dec	2010-11 MID-YEAR	Change 2009-10
Buena Vista Park		80.0%	87.1%	84.3%	82.8%	0.0%
Corona Heights			77.8%	81.4%	79.6%	-1.1%
Douglass Playground		87.1%	98.9%	93.4%	91.6%	2.0%
Duboce Park		87.3%	97.1%	100.0%	92.9%	1.8%
George Christopher Playground			97.7%	97.5%	97.6%	1.4%
Glen Park			100.0%	98.2%	99.1%	12.2%
Joost/Baden Mini Park			84.6%	100.0%	92.3%	-6.0%
Mission Dolores Park	72.2%		84.8%	92.8%	80.5%	8.7%
Mission Playground			94.3%	90.7%	92.5%	12.0%
Mt. Olympus			100.0%	79.2%	89.6%	7.0%
Noe Valley Courts			90.7%	87.3%	89.0%	0.1%
Peixotto Playground			94.3%	90.8%	92.5%	1.0%
Roosevelt/Henry Steps	57.1%		100.0%	85.0%	74.8%	-14.8%

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Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Saturn Street Steps	68.0%		75.0%	80.0%	72.8%	-20.9%
Seward Mini Park	81.1%		92.1%	90.3%	86.1%	-7.7%
States Street Playground			76.2%	95.8%	86.0%	0.4%
Sunnyside Conservatory			100.0%	100.0%	100.0%	0.0%
Upper Noe Recreation Center		92.3%	97.8%	99.0%	95.4%	-0.5%
Walter Haas Playground		89.8%	95.3%	100.0%	93.7%	3.0%

**DISTRICT 9**

Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
24th/York Mini Park	89.5%		100.0%	100.0%	94.7%	-3.5%
Alioto Mini Park			88.0%	96.0%	92.0%	7.8%
Bernal Heights Recreation Center	76.8%		93.5%	100.0%	86.8%	-7.7%
Coleridge Mini Park	89.5%		100.0%	71.0%	87.5%	-7.3%
Coso/Precita Mini Park			93.3%	100.0%	96.7%	11.4%
Garfield Square		77.5%	93.5%	94.4%	85.7%	0.1%
Holly Park		94.9%	94.4%	98.9%	95.8%	3.2%
James Rolph Jr Playground		75.0%	89.9%	90.4%	82.6%	-6.4%
Jose Coronado Playground			100.0%	98.7%	99.3%	10.1%
Juri Commons		92.9%	90.9%	80.5%	89.3%	-1.1%
Mission Rec Center			87.1%	97.5%	92.3%	-5.9%
Mullen/Peralta Mini Park				84.6%	84.6%	-4.3%
Palega Recreation Center			94.0%	100.0%	97.0%	9.0%
Parque Ninos Unidos			97.4%	90.7%	94.0%	1.0%
Precita Park			91.5%	94.0%	92.7%	1.8%
Prentiss Mini Park	94.3%		97.1%	93.1%	94.7%	-0.7%
St Mary's Rec Center			96.9%		96.9%	8.6%

**DISTRICT 10**

Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Adam Rogers Park	75.0%		88.7%	75.7%	78.6%	3.3%
Bay View Playground			92.2%	90.8%	91.5%	6.7%
Esprit Park			90.6%	100.0%	95.3%	-1.4%
Gilman Playground			91.8%	78.0%	84.9%	3.5%
Herz Playground			86.9%	79.6%	83.2%	7.6%
Hilltop Park	66.1%		81.5%	100.0%	78.4%	16.5%
India Basin Shoreline Park		85.1%	94.4%	94.2%	89.7%	8.4%
Jackson Playground		69.1%	90.4%	93.3%	80.5%	-15.4%
John McLaren Park			72.7%	82.2%	77.5%	0.9%
Joseph Lee Recreation Center		100.0%	98.5%	100.0%	99.6%	3.2%
Kelloch Velasco Mini Park			94.7%	98.3%	96.5%	8.6%
Little Hollywood Park			98.0%	89.3%	93.6%	20.3%
Louis Sutter Playground			96.2%	96.4%	96.3%	11.2%
McKinley Square		70.4%	100.0%	96.9%	84.4%	-8.8%
Palou/Phelps Park		69.6%	86.1%	85.2%	77.6%	5.5%



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Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Potrero Del Sol Park	64.4%		88.8%	82.7%	75.1%	-7.7%
Potrero Hill Recreation Center	63.3%		82.5%	85.9%	73.7%	-14.4%
Selby/Palou Mini Park	78.6%		83.7%		81.1%	-1.0%
Silver Terrace Playground		88.7%	95.8%	86.1%	89.8%	7.7%
Utah/18th Mini Park		69.0%	91.2%	81.8%	77.7%	-19.5%
Visitacion Valley Greenway			100.0%	97.6%	98.8%	5.6%
Visitacion Valley Playground			92.2%	93.4%	92.8%	6.1%
Youngblood Coleman Playground	76.2%		83.5%	87.2%	80.8%	12.8%

**DISTRICT 11**

Park Name	CON Q1 July- Sept	CON Q2 Oct- Dec	RPDQ1 July- Sept	RPD Q2 Oct- Dec	2010-11 MID- YEAR	Change 2009-10
Alice Chalmers Playground	78.2%			100.0%	89.1%	-3.9%
Brooks Park				81.6%	81.6%	-14.8%
Cayuga Playground	84.8%		82.2%	100.0%	87.9%	3.5%
Cayuga/Lamartine Mini Park		81.3%	96.6%	77.8%	84.2%	6.1%
Crocker Amazon Playground		80.9%	88.6%	67.7%	79.5%	-5.3%
Excelsior Playground		82.6%	80.2%	68.8%	78.5%	-3.3%
Head/Brotherhood Mini Park			43.6%	98.0%	70.8%	-5.8%
Lessing/Sears Mini Park			81.4%	89.8%	85.6%	11.7%
Merced Heights Playground			85.1%	86.7%	85.9%	-3.3%
Minnie & Lovie Ward Rec Center	69.0%		90.6%	76.5%	76.3%	-15.9%
Randolph/Bright Mini Park			93.1%	68.3%	80.7%	-0.2%

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## APPENDIX D: PARK SERVICE AREAS

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The following table provides information about Rec Park's Park service areas (PSAs) and includes applicable districts, neighborhoods, manager names, number of parks, 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 PSA has a manager that directs parks and field staff for the PSA. PS managers are the liaison to the capital planning division for that area.

PSA	Districts	PS Manager	Neighborhoods	Number of Parks	Number of Acres	Number of FTEs
1	1, 2, 3	Marianne Bertuccelli	Marina, North Beach, Richmond	56	424.77	43
2	3, 5, 6, 10	Steven Cismowski	Civic Center, Western Addition	46	76.59	32
3	9, 10, 11	Robert Watkins (Acting)	Bay View, Crocker	30	496.18	34
4	4, 7, 11	Ronnie Scott	Lake Merced, Stern Grove	41	967.65	23
5	7, 8, 11	Kristin Bowman	Balboa, Buena Vista	43	261.45	27
6	6, 8, 9, 10	Eric Andersen	Bernal, Mission	32	89.01	24
7	Golden Gate Park	Gloria Koch-Gonzalez	Golden Gate Park	2	1053.08	93

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## **APPENDIX E: FY 2009-10 RECOMMENDATIONS**

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

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

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

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

### **2. Utilize score data to concentrate resources on low-**

### **performing parks**

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

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

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

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

Rec Park should improve inter-divisional communication by:

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

#### **4. Consider revising the staff schedules**

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

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

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

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

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

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

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

Rec Park should consider the following quality control activities:

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



evaluation criteria and how to apply the standards during an evaluation.

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