

PARK MAINTENANCE STANDARDS:

**Fiscal Year 2014-15
Annual Report**



November 24, 2015



**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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Julius Kahn Playground

EXECUTIVE SUMMARY

This report contains a summary and analysis of park evaluations performed between July 1, 2014 and June 30, 2015 and recommendations for improving the park evaluation and maintenance program. This is the first year that the Controller's Office and Recreation and Park Department (RPD) staff evaluated parks based on new park standards, which build on the previous standards to provide greater clarity, reduce evaluator interpretation, and allow for deeper analysis of the results.

Highlights

Ten years after the development of the original park maintenance standards, the park evaluation program passed a major milestone in fiscal year 2014-15 with the implementation of revised park evaluation standards. The new standards were the results of two years of concerted intradepartmental effort, involving review and feedback by front-line custodial and gardener staff, as well as manager and administrator input. The new standards provide a greater level of detail about park maintenance which will allow RPD to better understand common successes and challenges in a variety of park features and provide more complete information to the public.

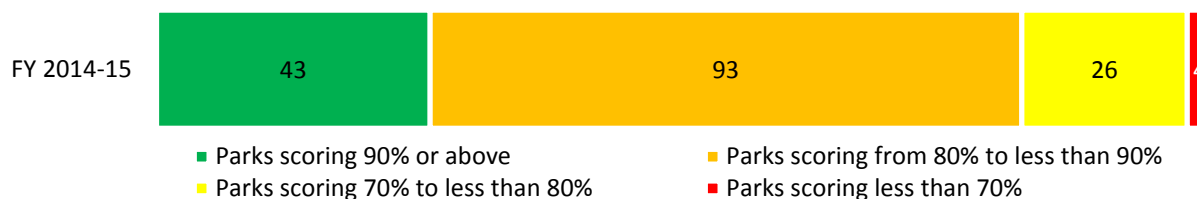


Mountain Lake Park

The citywide average park score for fiscal year 2014-15 was 85.2 percent. While it is not possible to directly compare this citywide average with prior years, both departments expected scores to be lower than in prior years since the new standards are more objective and comprehensive.

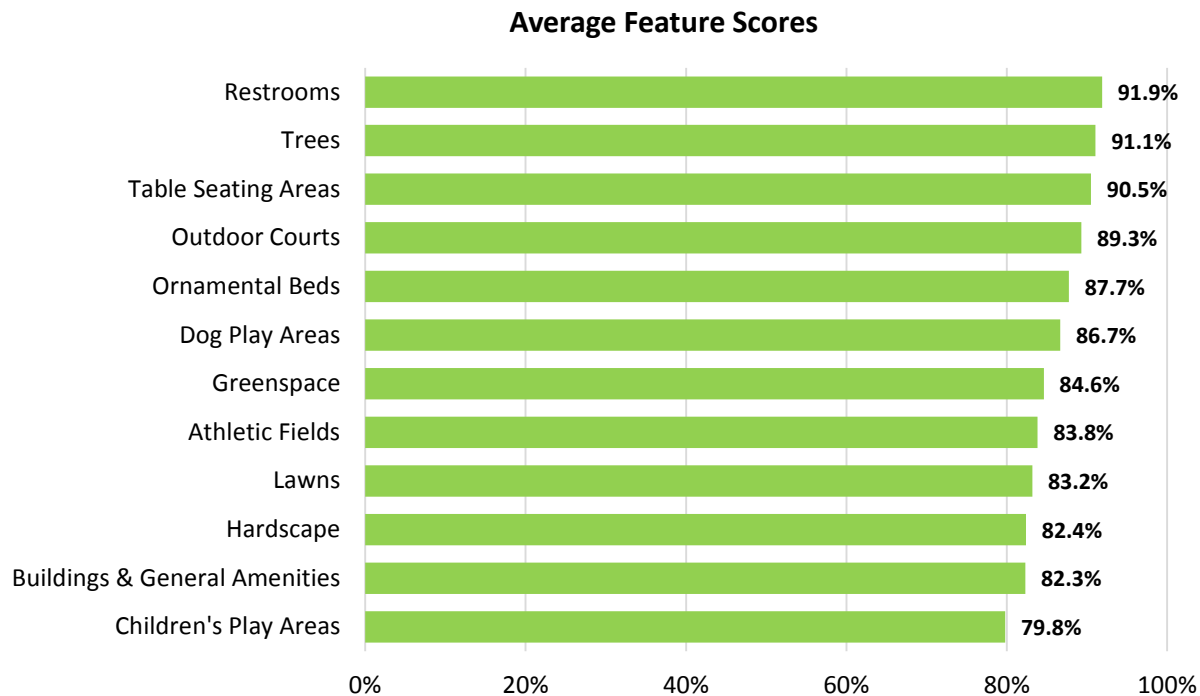
RESULTS

- The citywide annual park evaluation score was 85.2 percent. Most parks scored between 80 and 90 percent with 43 parks scoring above 90 percent and only 4 parks scoring below 70 percent. In general, a score of 85 percent means a park is well maintained and in good condition.



- District 2 (87.5 percent) had the highest average district score, while District 11 (78.1 percent) had the lowest average district score. There is a 9.4 percent spread between the highest and lowest scoring district.
- The highest scoring park was Cabrillo Playground in District 1 and the lowest scoring park was Gilman Playground in District 10. Nine of the ten high scoring parks had recent capital improvements as part of the 2008 and 2012 Clean and Safe Neighborhood Parks Bonds.

- Restrooms (91.9 percent) were the highest scoring feature and Children's Play Areas (79.8 percent) were the lowest scoring. Children's Play Areas' most common issues included concerns such as sand and rubber surfacing not meeting the standards, as well as paint and graffiti issues.



RECOMMENDATIONS

The report includes four recommendations for RPD to improve the park maintenance standards program and park maintenance generally by incorporating evaluation data into its operational planning. Specifically, RPD should:

1. Continuously assess RPD's use of park evaluation data to improve park maintenance activities and develop new reports based on the implementation of the new standards.
2. Use evaluation data to strategically plan for improvements to consistently low-performing parks, regions, or certain facilities or features. RPD should also review the parks that experience the greatest changes in park scores and identify the maintenance or management approaches that worked to improve scores.
3. Continue to provide quarterly outreach to staff in the form of trainings, newsletters, brown bag sessions, or other means to provide current information, refresh staff understanding of the evaluation guidelines, answer questions about the evaluation process, and provide feedback about the park evaluation program.
4. Dedicate resources to update the maps and features list for each evaluated site. Some maps are more than eight years old.

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1. BACKGROUND

This is the tenth annual report on the condition of the City's parks, which provides results from evaluations in fiscal year (FY) 2014-15. This report discusses the Recreation and Park Department's (RPD) efforts to use the standards and results to inform operational decisions, and includes recommendations to improve the City's performance in these areas.

FY 2014-15 was a transition period for park evaluations, as the City implemented new, revised standards to improve data collection and more accurately report current park maintenance levels. RPD and the Controller's Office jointly implemented the new standards in July 2014. Staff worked closely to finalize the new standards, redesign the evaluation forms, and apply appropriate weighting and scoring metrics to park scores. RPD and the Controller's Office anticipated that the new standards would lower park scores in FY 2014-15 as a result of the new rigorous standards and weighting methodology. See Appendix A for more information about the new standards implementation.

Methodology and data collection

Park scores are based on performance standards for 12 categories of park features:

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

Evaluation criteria include questions about graffiti, paint, fencing, litter and debris, drainage, surface quality and much more. For a complete list of features, elements, and associated criteria, see Appendix A.

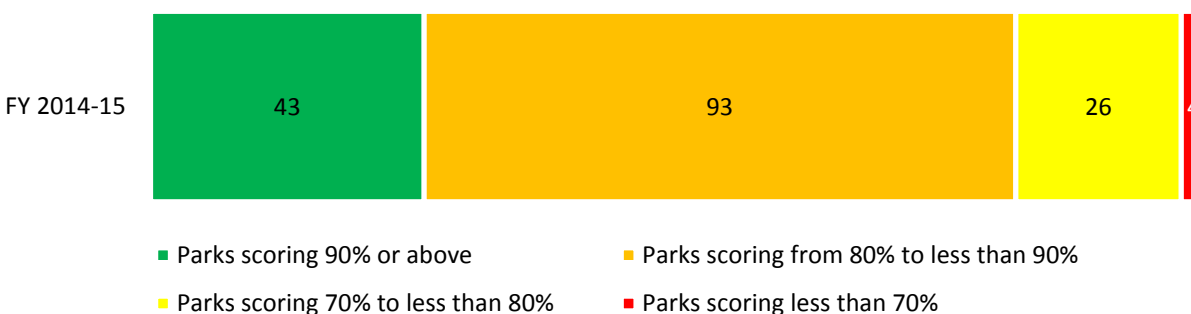
The park scores in this report are a combination of RPD and the Controller's Office's evaluation efforts. Each park is evaluated once a year by the Controller's Office and four times per year by RPD staff. A park's annual final score is the average of all available RPD and Controller's Office evaluation scores. See Appendix C for detailed scores. This year's results are based on 975 evaluations of 166 parks and are the first using the new standards.

2. PARK EVALUATION RESULTS

Citywide Results

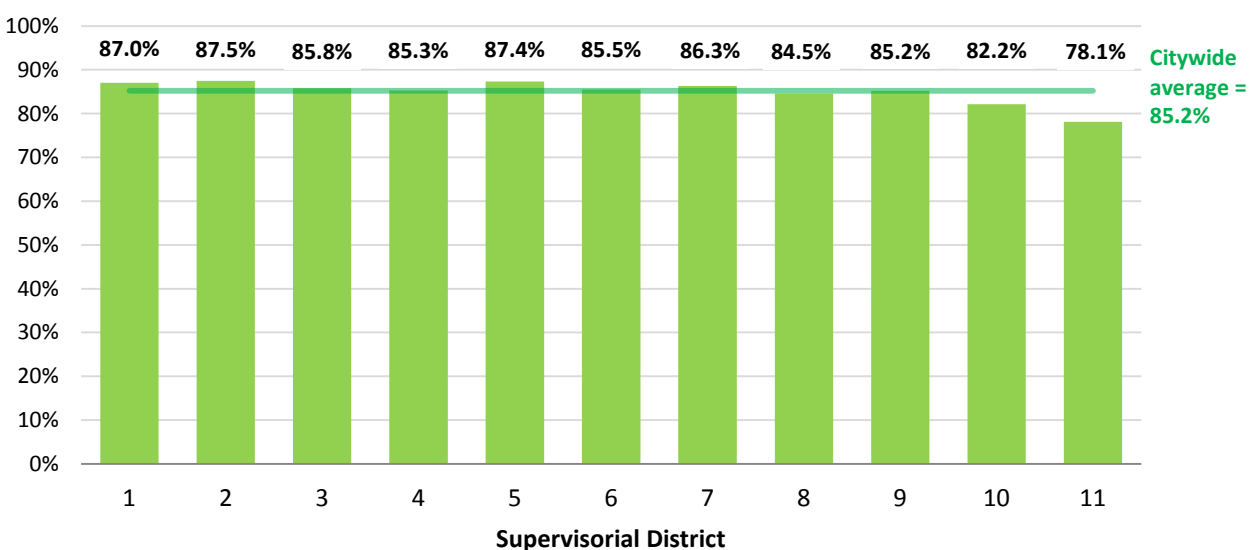
The citywide average park score for fiscal year FY 2014-15 is 85.2 percent. A score of 85 percent generally indicates a well maintained park. Park scores ranged from a high of 99.0 percent (Cabrillo Playground in District 1) to 57.3 percent (Gilman Playground in District 10). The majority of parks (93) scored between 80 percent and 90 percent. Only four parks scored below 70 percent, which is two percent of all evaluated parks. In the highest range, 43 parks scored above 90 percent.

Exhibit 1 Four out of Five Parks Scored Above 80 Percent



Two historically low-performing supervisorial districts scored 82.2 percent (District 10) and 78.1 percent (District 11) compared to the highest scoring district at 87.5 percent (District 2).

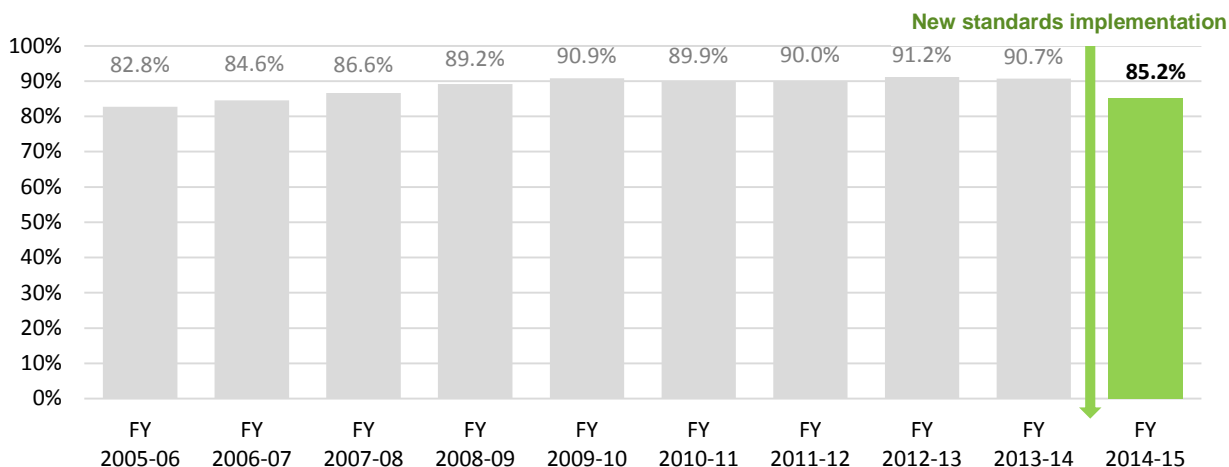
Exhibit 2 Average Citywide Park Score in FY 2014-15 is 85.2 Percent



Due to the evaluation standards changing, there is not a direct comparison between this year's scores and the previous years. Since the inception of the park evaluation program, citywide scores had increased until reaching the 90-91 percent average for the last five years through FY 2013-14.

RPD and the Controller’s Office anticipated that scores would decrease in FY 2014-15 based on the new standards, which include more comprehensive questions, clearer language reducing evaluator subjectivity, and a strict scoring and weighting methodology.

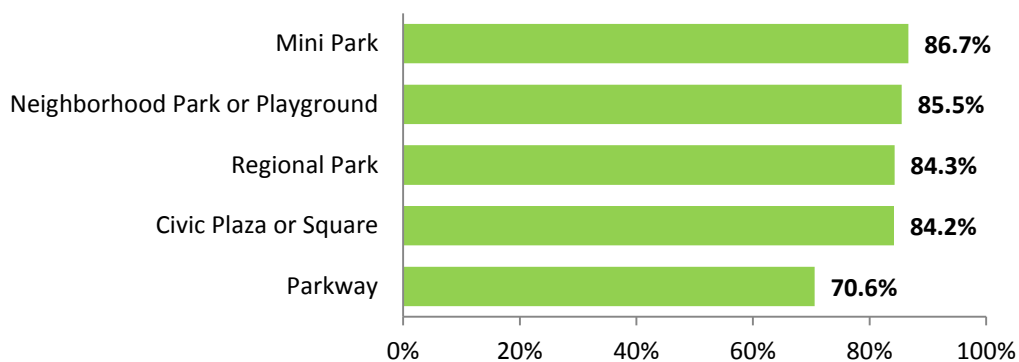
Exhibit 3 *Average Citywide Park Score in FY 2014-15 Lower after New Standards Implementation*



After professional best practice research conducted by the RPD planning staff, the park evaluation program has from its inception distinguished park properties based on their acreage, types of facilities, and the size of geographical area that the park supports and from which it draws users. Park types in this report include the following:

- Civic Plaza or Square
- Mini Park
- Neighborhood Park or Playground
- Parkway
- Regional Park

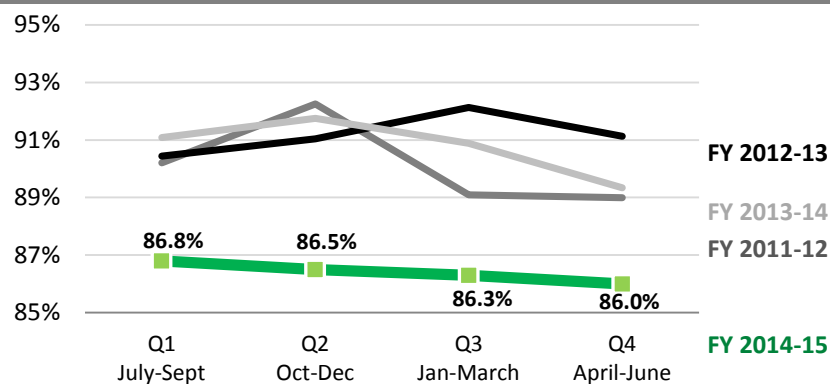
As shown in Exhibit 4, the highest scoring park type was mini parks. Mini parks are the smallest of the park types, usually 0.5 acre or smaller and are typically landscaped with few facilities. The most common park type is neighborhood parks or playgrounds, which has the second highest score by park type. A neighborhood park or playground is typically 0.5 acre to 30 acres in size, serves a single neighborhood, and contains a range of facilities such as a play structure area, outdoor court and/or athletic field. They are larger than a mini park, but smaller than a regional park like Golden Gate Park which is designed to accommodate a variety of individuals including city residents, regional visitors, and tourists.

Exhibit 4 Parks Scores Are Generally Similar by Park Type

The lowest scoring park type were parkways, which are landscaped areas developed along a public right of way to provide greenspace and trees rather than specific activity areas such as courts, fields, and playgrounds. Because there are only two parkways, Lower Great Highway and Park Presidio Boulevard, issues found at either of these sites will substantially affect the overall park type score.

FY 2014-15 was the first year that RPD and the Controller's Office weighted scores based on park type. The purpose of this weighting is to more accurately report scores based on public uses. For more information on how parks were weighted and scored, see Appendix A.

Each quarter RPD evaluates all parks and the Controller's Office evaluates one quarter of all parks. Scores are calculated for each park evaluated within the quarter and averaged to show an overall citywide quarterly score. In past years, peaks and valleys were evident that corresponded to low usage in winter and high usage during the summer months. In FY 2014-15, the quarterly scores remain fairly flat throughout the year. It is unknown yet if the quarterly trend this year is a result of the revised standards or other factors (such as drought conditions which may have enabled year-long use of some features.)

Exhibit 5 Citywide Results by Quarter

Highest and Lowest Scoring Parks

Highest and lowest scoring parks are distributed throughout the City. However, more of the highest scoring parks are in District 1, while more of the lowest scoring parks are in District 10 and 11— seven of ten on the lowest scoring list. Fulton Playground and Richmond Recreation Center continue to have high scores. There are also new additions to the high scoring list that have had recent capital improvements such as Father Alfred Boeddeker Park, which had a large-scale renovation that reopened in December 2014. In addition, Cabrillo Playground reopened in 2013 after repair and renovation of the children’s play areas, picnic area and courts, as well as upgrades to the park infrastructure and landscape funded by the 2008 Clean and Safe Neighborhood Parks Bond.

Nine of the ten highest scoring parks were recently renovated as part of the 2008 or 2012 Clean and Safe Neighborhood Parks Bonds. (Muriel Leff Mini Park was not renovated.)

Exhibit 6 Top Ten Highest Scoring Parks

Park Name	District	PSA	Park Type	Score
Cabrillo Playground	01	PSA 1	Neighborhood Park or Playground	99.0
Father Alfred E. Boeddeker Park	06	PSA 2	Neighborhood Park or Playground	98.8
Betty Ann Ong Chinese Recreation Center	03	PSA 1	Neighborhood Park or Playground	98.0
Lafayette Park	02	PSA 1	Neighborhood Park or Playground	97.5
Richmond Recreation Center	01	PSA 1	Neighborhood Park or Playground	97.0
Fulton Playground	01	PSA 1	Neighborhood Park or Playground	96.8
Sunset Playground	04	PSA 4	Neighborhood Park or Playground	95.9
Sunnyside Conservatory	07	PSA 5	Mini Park	95.7
Palega Recreation Center	09	PSA 3	Neighborhood Park or Playground	95.4
Muriel Leff Mini Park	01	PSA 1	Mini Park	95.2

Consistently lower scoring parks include Gilman Playground, Bay View Playground, and Park Presidio Boulevard. For the second year in a row, Gilman Playground is the lowest scoring park; however, RPD has begun to actively address key issues at that site. Renovation of the children’s play areas at Gilman Playground is in progress, with completion anticipated in February 2016. The ten lowest scoring parks have not been recently renovated with the exception of Little Hollywood Park, which had a recent renovation on the upper part of the park, though the renovated section was closed off during last fiscal year and therefore was not evaluated.

Exhibit 7**Top Ten Lowest Scoring Parks**

Park Name	District	PSA	Park Type	Score
Gilman Playground	10	PSA 3	Neighborhood Park or Playground	57.3
Bay View Playground	10	PSA 3	Neighborhood Park or Playground	58.3
Park Presidio Boulevard	01	PSA 1	Parkway	61.1
Alice Chalmers Playground	11	PSA 3	Neighborhood Park or Playground	63.1
Merced Heights Playground	11	PSA 4	Neighborhood Park or Playground	72.6
Washington Square	03	PSA 1	Civic Plaza or Square	72.7
Cayuga-Lamartine Mini Park	08	PSA 5	Mini Park	73.0
Rolph Nicol Playground	07	PSA 4	Neighborhood Park or Playground	73.6
Little Hollywood Park	10	PSA 3	Neighborhood Park or Playground	74.5
Brooks Park	11	PSA 4	Neighborhood Park or Playground	74.8

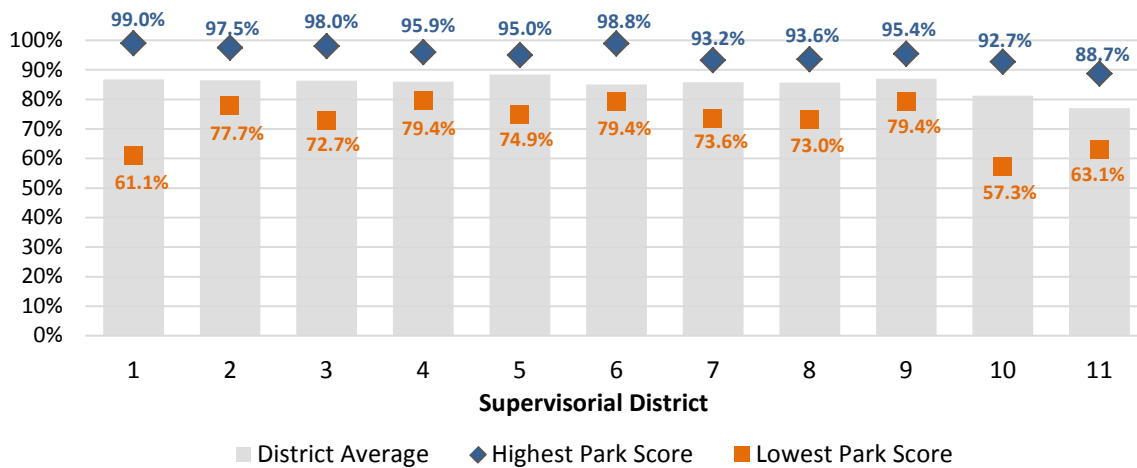
Exhibit 8

Eight of the Ten Highest Scoring Parks are in West and Northeast Sections of San Francisco While Eight of the Ten Lowest Scoring Parks are in the South and Southeast Sections

**District Results**

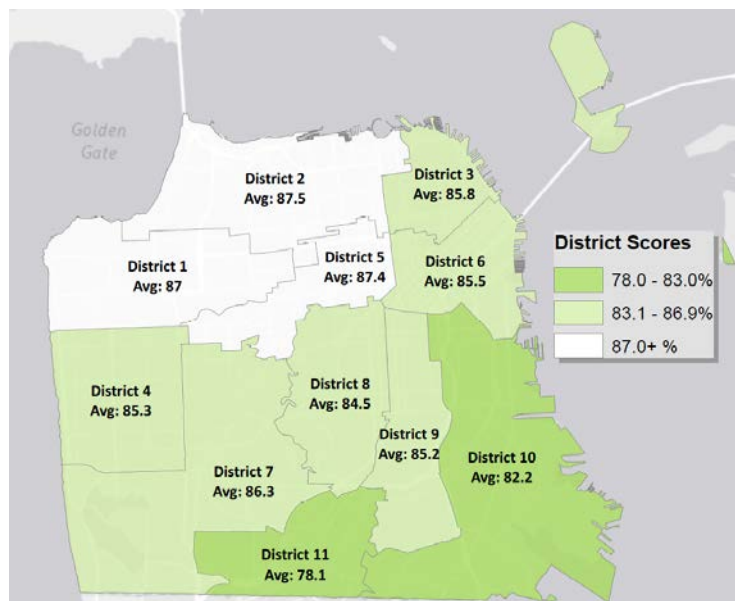
District 2 had the highest district score at 87.5 percent, followed closely by District 5 with 87.4 percent. District scores range from 78.1 percent in District 11 to 87.5 percent in District 2. There is a 9.4 point spread between the highest and lowest scoring district.

Exhibit 9 *Highest and Lowest Scoring Parks in Each Supervisorial District*



The greatest difference in individual park scores within a district occurred in District 1, with a nearly 38 point spread between the highest (Cabrillo Playground) and lowest (Park Presidio Boulevard) scoring park as shown in Exhibit 10. District 10, a historically low scoring district in the south-eastern portion of the City, also has more than a 30 point difference between the highest and lowest scoring park. The lowest citywide park score is in District 10, Gilman Playground (57.3 percent); District 10's highest scoring park is Esprit Park (92.7 percent) in the Dogpatch neighborhood. In District 11, Cayuga Playground in the Outer Mission is the highest scoring park at 88.0 percent, and Alice Chalmers Playground in the Crocker Amazon neighborhood is the lowest scoring park at 63.1 percent.

Exhibit 10 *District 2 Has the Highest District Average, District 11 the Lowest*

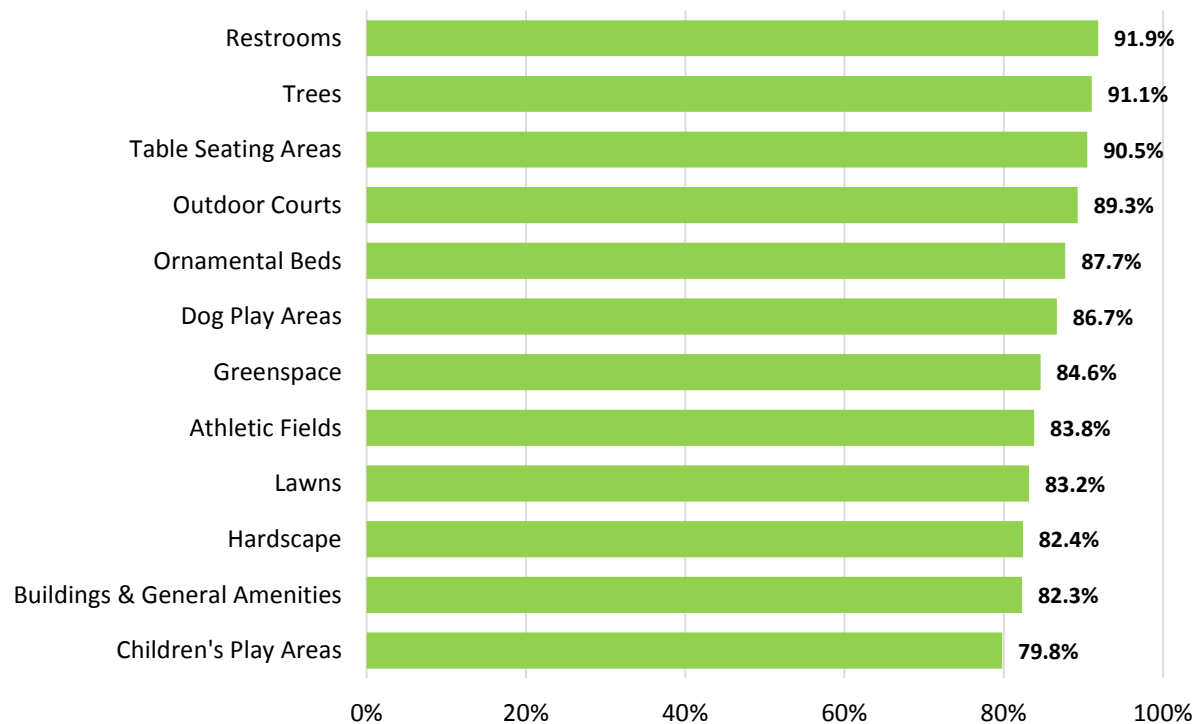


Features Results

Restrooms have the highest citywide average feature score, at 91.9 percent. Children's Play Areas (CPAs) have the lowest at 79.8 percent. The three lowest scoring park features were CPAs, Hardscape, and Buildings and General Amenities. These features are also typically the most often used at a park site and can be costly to maintain, upgrade or replace. The highest scoring features were Table Seating Areas, Trees, and Restrooms, which may be due to a variety of factors such as volume of use and consistent maintenance.



Exhibit 11 Average Feature Scores



Restrooms

Restrooms, with a high score of 91.9 percent, are well-maintained at most parks based on the scoring criteria, which includes questions regarding general cleanliness (odor, filth, spillage, litter/debris etc.), supplies, and accessibility. Restrooms scored very well for proper signage, except for the posted hours which were noted as a commonly failed criterion. In a very small number (0.2 percent of all bathrooms evaluated) evaluators found a hypodermic needle, condom, dead animal, feces (outside of the toilet), feces-filled bag or piece of broken glass. The most common issue evaluators found during evaluations was litter (five pieces of litter or debris) just under eight percent of the time.

Exhibit 12 Restrooms: Least and Most Frequently Found Issues

Restroom issues found LEAST frequently	
Litter & Debris	<ul style="list-style-type: none">1 hypodermic needle, condom, dead animal, feces (outside of toilet), feces-filled bag or piece of broken glass is present
Signage	<ul style="list-style-type: none">1 sign is located where it cannot be seen by users who need its information1 sign has text that is illegible, unanchored or upside down

Restroom issues found MOST frequently	
Litter & Debris	<ul style="list-style-type: none">5 pieces of litter or debris (of any size) are present (anywhere, on floor, wall, ceiling, etc.)
Signage	<ul style="list-style-type: none">hours of operation are not posted
Vandalism	<ul style="list-style-type: none">1 ink graffiti
Supplies	<ul style="list-style-type: none">all dispensers are out of paper towels

Lawns

Lawns scored an overall 83.2 percent citywide. This score may be due to the historic drought conditions; watering has been limited leading to brown or bare spots, rated in the “turf condition” element. Very few failed “drainage” criteria were found, which also may be due to the drought conditions. Other than turf condition, the most common failed criteria had to do with “surface quality” -- mounds and holes.



Exhibit 13 Lawns: Least and Most Frequently Found Issues

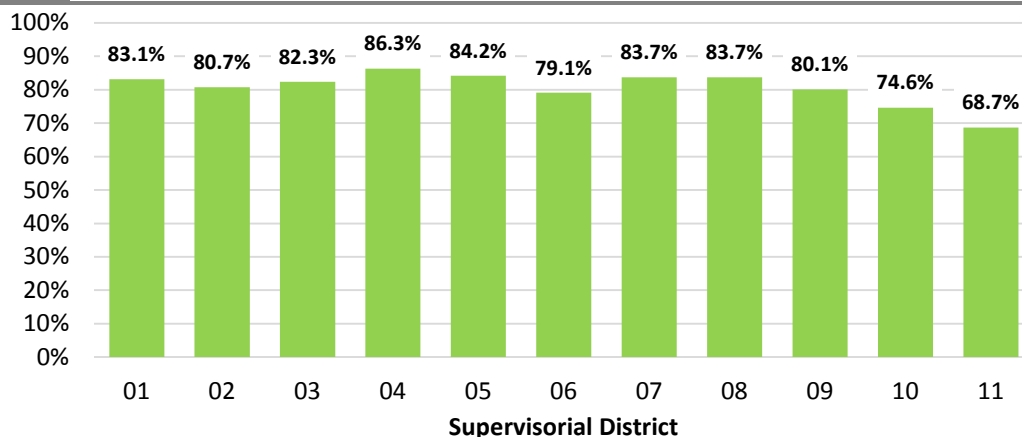
Lawn issues found LEAST frequently	
Drainage	<ul style="list-style-type: none">access to another Feature is prevented due to lawn turf saturation1 pool of standing water is 5 feet wide and longaccess to a Lawn area is prevented due to lawn turf saturation
Litter & Debris	<ul style="list-style-type: none">1 large abandoned item
Surface Quality	<ul style="list-style-type: none">1 tire rut 4-1/2" deep

Lawn issues found MOST frequently	
Turf Condition	<ul style="list-style-type: none"> • 5 bare spots 11 inches wide and long • at 1 location all turf within ten feet is entirely brown
Surface Quality	<ul style="list-style-type: none"> • 1 hole 4-1/2" wide and 2" deep, or larger • 1 mound created by a gopher or other animal rises 2 inches above the surrounding turf
Mowing	<ul style="list-style-type: none"> • there is 1 location where all Lawn turf within ten feet is more than 4 ½ inches high

Children's Play Areas

Children's Play Areas was the lowest scoring feature with 79.8 percent. There is a wide distribution of scores, with some CPAs scoring very high at 100 percent (Hayes Valley Playground (District 5) and Betty Ann Ong Chinese Recreation Center (District 3)), and some very low scores ranging from 11 percent to 20 percent (such as Excelsior Playground (District 11), Bay View Playground (District 10) and Crocker Amazon Playground (District 11)). Maintenance for playground equipment, fencing, sand, rubber surfacing, litter, paint, and signage needs the greatest improvement amongst all features. Two districts had significantly low CPA scores, District 10 (74.6 percent) and District 11 (68.7 percent).

Exhibit 14 *Children's Play Area Scores by Supervisorial District*



The lowest scoring playground was the school-age play area at District 11's Excelsior Playground (11.1 percent) where the evaluations found issues in every element evaluated (equipment, litter/debris, paint, rubber surfacing, sand, and weeds) except for seating.

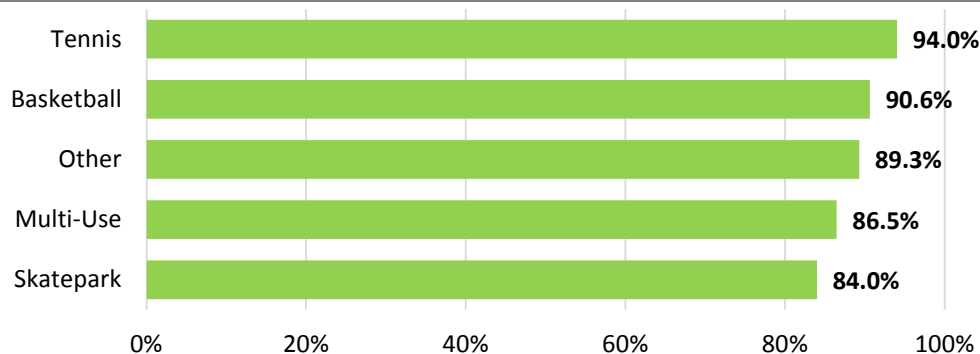
Exhibit 15 *Children's Play Areas: Least and Most Frequently Found Issues*

Children's Play Areas issues found LEAST frequently	
Fencing	<ul style="list-style-type: none">missing fencing or chain link results in an opening 4 1/2 inches wide or larger1 fence pole is unstable or leans 8 1/2 inches or more from vertical
Signage	<ul style="list-style-type: none">1 sign pole is unstable, unanchored or upside down
Seating	<ul style="list-style-type: none">1 leg of a bench, chair or table is broken, missing, or unanchored

Children's Play Areas issues found MOST frequently	
Sand	<ul style="list-style-type: none">top of sand is 6 inches or more below an adjacent curb or surface, in any locationsand is only 6 inches or less deep, in any location
Paint	<ul style="list-style-type: none">2 strips of peeling, chipped or missing paint, each 4 1/2" long and 1" wide
Rubber Surfacing	<ul style="list-style-type: none">1 wear spot is 4-1/2 inches long and wide and 1/2 inch deep

Outdoor Courts

The revision of the standards made it possible for the first time, to report scores for each type of outdoor court evaluated, such as basketball, tennis, bocce, skateparks, multi-purpose/use, volleyball, golf cages, racquetball and more. Of all the various types of courts, tennis courts scored the highest with 94 percent. The lowest were the skateparks with 84 percent, though it should be noted that with only five skateparks, any criteria issue found at any site has a comparatively large negative impact on the combined skatepark score. Overall, Outdoor Courts scored 89.3 percent, which is the third highest feature score.

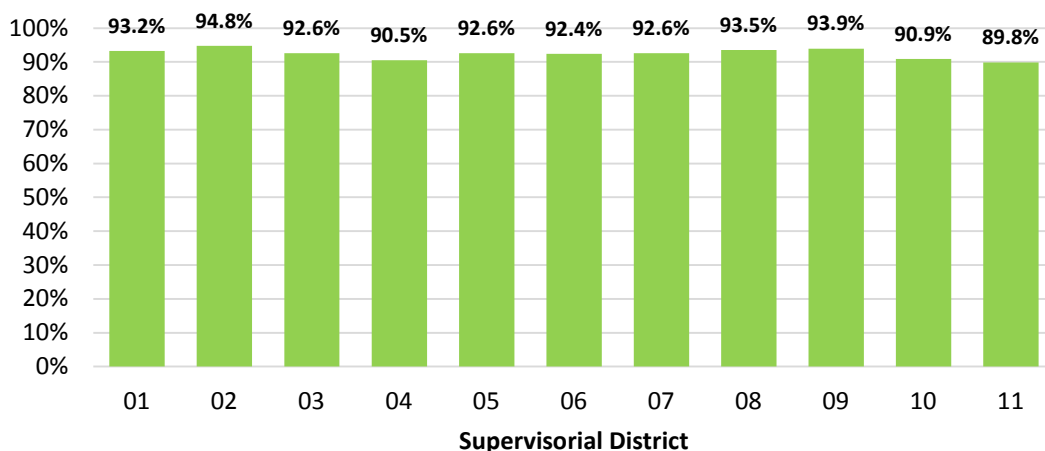
Exhibit 16 *Tennis Courts Scored Highest of All Outdoor Court Types*

The citywide average tennis court score is 94 percent, which is considered to be an indicator of good outdoor court maintenance. The highest scoring district for tennis courts was District 6 with 98.3 percent. District 11 was the lowest scoring district for tennis courts, with 75.5 percent. The most common failing criteria for all courts are surface quality issues such as holes and cracks in the court surface.

Cleanliness

Overall, cleanliness scores averaged at 92.6 percent citywide, which shows that few parks exhibited dirty drinking fountains, filth/grime, spillage, odor, vermin, needles, glass, feces, litter, debris, large abandoned items etc. As in past years, District 10 and 11 scored lower than the other districts, both overall and in scoring by separate features. The lowest scoring park for cleanliness was Bay View Playground (District 10) with an average of 71.9 percent.

Exhibit 17 *Cleanliness and Litter & Debris Scores by Supervisorial District*

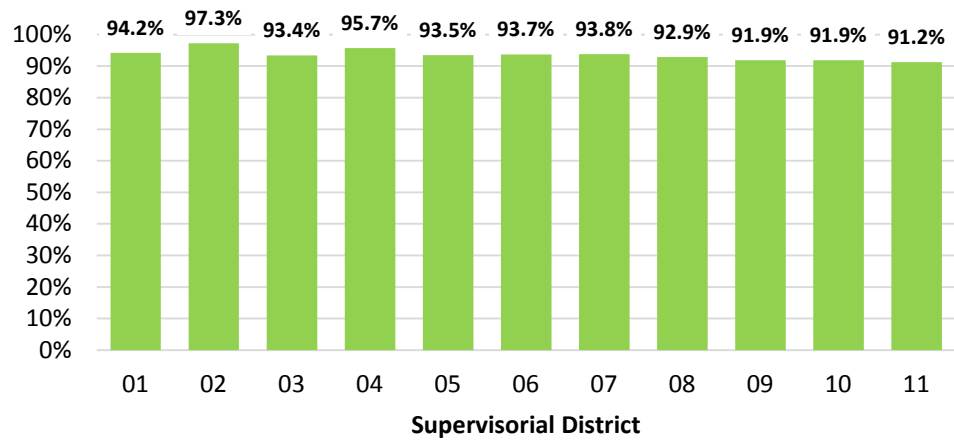


Graffiti

The revised standards have expanded the various types of graffiti-related “vandalism” that are evaluated so that the presence of ink graffiti, painted graffiti, and stickers are all reported. Non-graffiti vandalism is reported under other elements in order to assess maintenance success according to the type of infrastructure (court structure, retaining wall, planting, etc.) that is damaged.

The citywide score for graffiti vandalism was 93.6 percent, meaning that 93.6 percent of criteria evaluated in the graffiti element were free of graffiti issues. Every feature, except lawns and ornamental beds, is rated for graffiti. District 2 had the least graffiti, with a 97.3 percent vandalism score. District 11 scored lowest, but its graffiti vandalism score was above 90 percent which is considered a performance indicator of graffiti eradication. Citywide, just over five of every six graffiti observations were for ink or paint graffiti, as opposed to sticker graffiti.

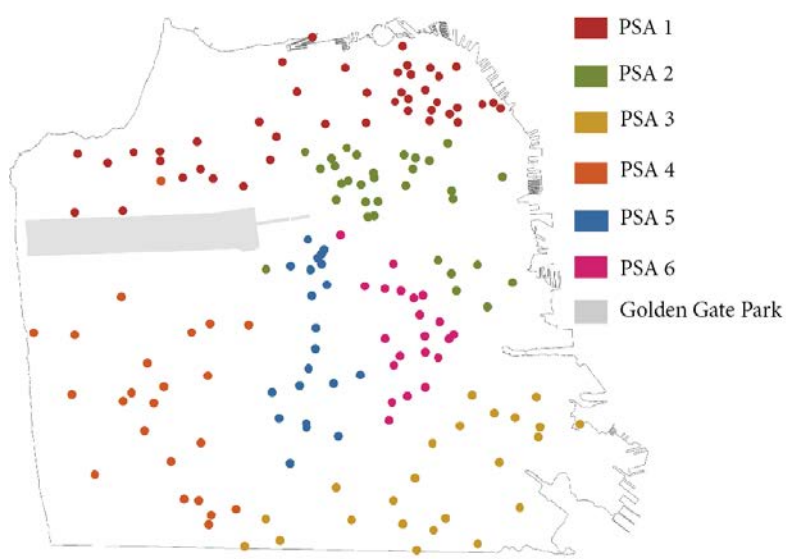
Exhibit 18 *Graffiti Scores by Supervisorial District*



3. RECREATION AND PARKS DEPARTMENT OPERATIONS

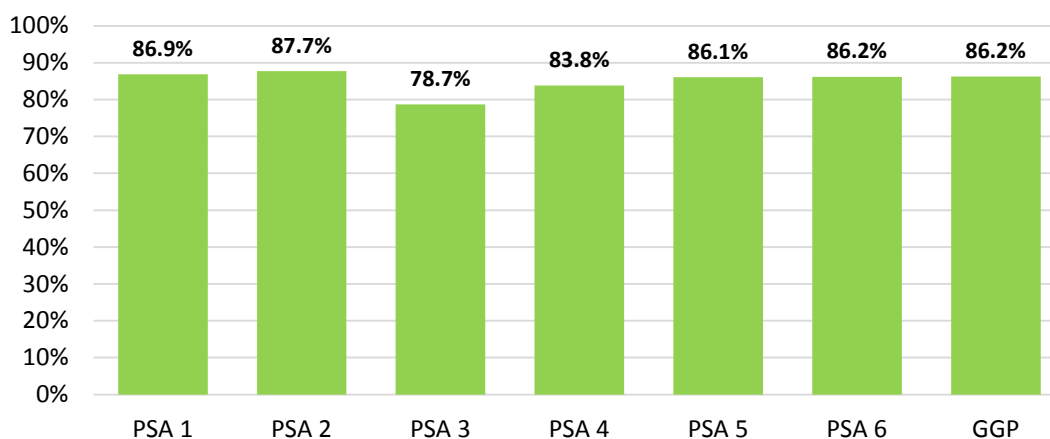
Recreation and Park Department staff and resources for park maintenance are organized into seven regions – Golden Gate Park plus six Park Service Areas (PSAs). Each PSA/region has a manager who directs horticultural and custodial activities and serves as the main point of contact for the region. Each PSA/region has multiple park services and custodial supervisors. PSAs/regions are not geographically defined, but the properties in each region are in proximity to each other, as shown in the exhibit at right.

Exhibit 19 *PSA/Region Map*



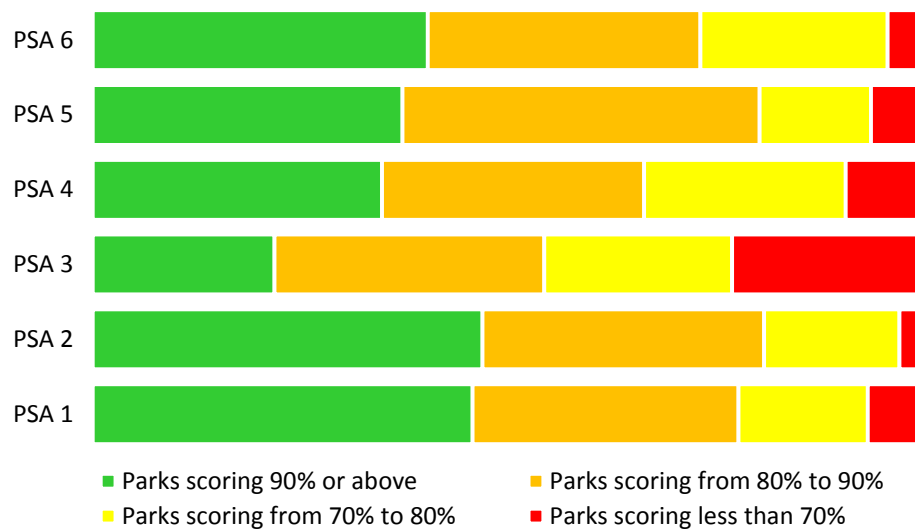
Source: Rec Park

Exhibit 20 *Citywide Average by Park Service Area (PSA)/Region*



Large parks are broken down into segments for evaluations, for better data collection and consistency between evaluators. RPD and Controller's Office staff performed 975 park and park section evaluations in FY 2014-15. The chart in Exhibit 21 shows the distribution of each of the 975 evaluation scores by region (PSA).

Exhibit 21 ***Distribution of Individual Park Scores, by Region (PSA)***

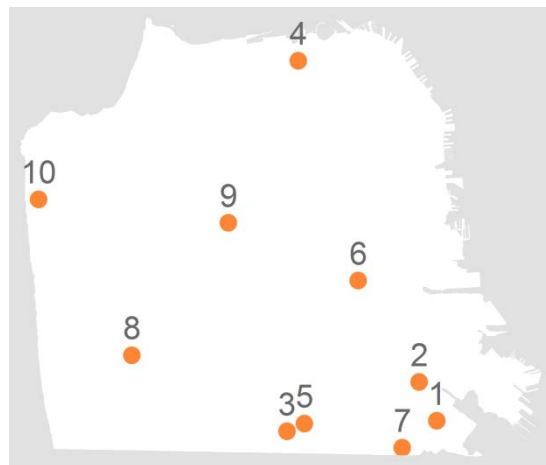


The feature scores presented on the next pages include analysis new to this year’s report. The revision to the standards made it possible to identify how many criteria – individual questions – fail for a feature at a park. The percent of criteria failed is determined by the number of criteria marked as observed at the park divided by the total number of criteria answered for that park.

Children's Play Areas

Children's Play Areas (CPAs) had the lowest average feature score. The parks with the most failed CPA criteria were in Districts 10 and 11 and included Gilman Playground (D10), Bay View Playground (D10) and Crocker Amazon Playground (D11). This indicates needed maintenance in the lowest scoring districts specifically for the lowest scoring features. The main drivers of the low scoring CPAs in the list shown below were sand, rubber surfacing, and paint maintenance issues.

Exhibit 22 Lowest Scoring CPAs



ID	Park Name
1	Gilman Playground
2	Bay View Playground
3	Crocker Amazon Playground (West) – Geneva Moscow CPA
4	Moscone Recreation Center -CPA 1
5	Crocker Amazon Playground (East)
6	Garfield Square
7	Little Hollywood Park
8	Rolph Nicol Playground
9	Grattan Playground
10	Golden Gate Park – Sec 6 (Beach Chalet)

The issues found most and least frequently at the lowest scoring children's play areas listed above include:

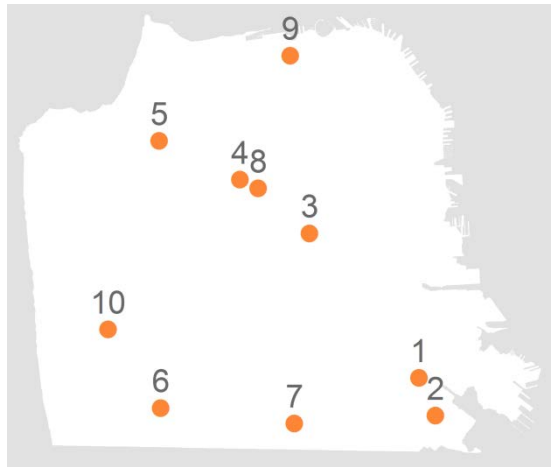
Issues found LEAST frequently in lowest scoring CPAs	
Fencing	<ul style="list-style-type: none"> 1 fence pole is unstable or leans 8 1/2 inches or more from vertical missing fencing or chain link results in an opening 4 1/2 inches wide or larger
Seating	<ul style="list-style-type: none"> 1 leg of a bench, chair or table is broken, missing, or unanchored
Rubber Surfacing	<ul style="list-style-type: none"> 1 object is protruding from rubber which might cause tripping
Equipment	<ul style="list-style-type: none"> 1 bolt, screw or other fastener is loose or missing
Signage	<ul style="list-style-type: none"> 1 sign pole is unstable, unanchored or upside down

Issues found MOST frequently in lowest scoring CPAs	
Sand	<ul style="list-style-type: none"> top of sand is 6 inches or more below an adjacent curb or surface, in any location sand is only 6 inches or less deep, in any location
Rubber Surfacing	<ul style="list-style-type: none"> 1 wear spot is 4-1/2 inches long and wide and 1/2 inch deep 1 vertical drop of 1/2 inch between seams
Vandalism	<ul style="list-style-type: none"> 1 painted graffiti
Paint	<ul style="list-style-type: none"> 2 strips of peeling, chipped or missing paint, each 4 1/2" long and 1" wide

Lawns

Some lawns scored very well, not failing any criteria, including Cabrillo Playground (D1), Fay Park (D3), Palega Recreation Center (D9), Lafayette Park (D2), Father Alfred E. Boeddeker Park (D6), Golden Gate Park section 2 Whiskey Hill and Golden Gate Park section 6 North Lake (D1). The lawns with the most failing criteria were both in District 10 and include Bay View and Gilman playgrounds. Bay View Playground was by far the lowest scorer for lawns with 32.5 percent of criteria failing.

Exhibit 23 Lowest Scoring Lawns



ID	Park Name
1	Bay View Playground
2	Gilman Playground
3	Mission Dolores Park
4	Golden Gate Park - Sec 1 (Panhandle)
5	Park Presidio Boulevard
6	Merced Heights Playground
7	Crocker Amazon Playground (West)
8	Buena Vista Park (Perimeter)
9	Moscone Recreation Center
10	Pine Lake Park

The issues found most and least frequently at the lowest scoring lawns listed above include:

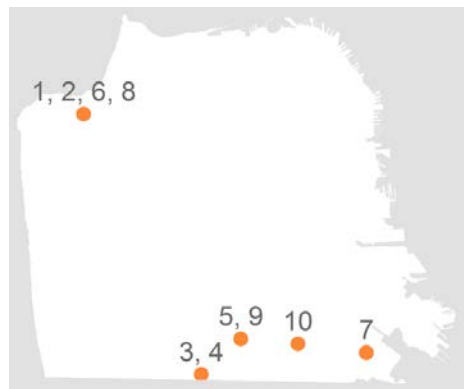
Issues found LEAST frequently in lowest scoring Lawns	
Drainage	<ul style="list-style-type: none"> access to a Lawn area is prevented due to lawn turf saturation access to another Feature is prevented due to lawn turf saturation 1 pool of standing water is 5 feet wide and long

Issues found MOST frequently in lowest scoring Lawns	
Turf Condition	<ul style="list-style-type: none"> 1 bare spot 5 feet wide and long, or larger 5 bare spots 11 inches wide and long
Litter and Debris	<ul style="list-style-type: none"> 10 "small" pieces of litter lie within ten feet of you in any direction (litter less than 1 inch long)

Outdoor Courts

Six of the ten lowest scoring outdoor courts are in the south-eastern areas, districts 10 and 11. Four of the ten worst courts are located at the DuPont Courts site. All of the DuPont Courts tennis courts are in the list of most failed; however, as of Summer 2015, the courts were being completely redone. Of the ten lowest scoring courts, seven are tennis courts and three are basketball courts. The most failed criteria for the lowest scoring courts were surface quality, weeds and paint as shown below.

Exhibit 24 Lowest Scoring Outdoor Courts



ID	Park Name	Court
1	DuPont Courts	Tennis 1
2	DuPont Courts	Tennis 2
3	Alice Chalmers Playground	Basketball
4	Alice Chalmers Playground	Tennis
5	Excelsior Playground	Tennis
6	DuPont Courts	Tennis 4
7	Gilman Playground	Basketball
8	DuPont Courts	Tennis 3
9	Excelsior Playground	Basketball
10	John McLaren Park (Mansell Entrance)	Tennis 4

The issues found most and least frequently at the lowest scoring outdoor courts listed above include:

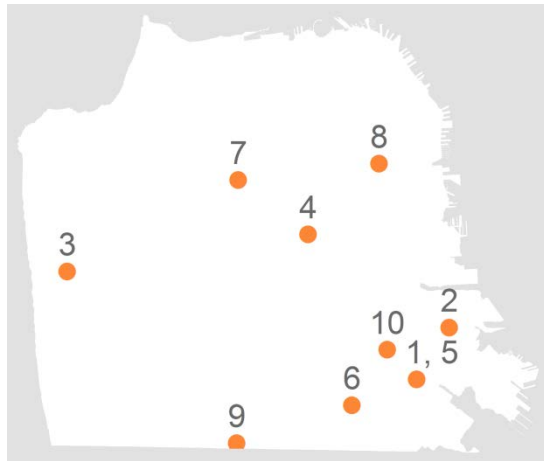
Issues found LEAST frequently in lowest scoring Outdoor Courts	
Equipment	<ul style="list-style-type: none"> 1 golf cage astroturf pad missing or damaged 1 horseshoe stake missing
Stairways and Ramps	<ul style="list-style-type: none"> 1 handrail is unusable, unanchored or unstable 1 step is broken or unstable
Structures	<ul style="list-style-type: none"> 1 court structure is unstable or unanchored
Signage	<ul style="list-style-type: none"> 1 sign is unanchored or upside down

Issues found MOST frequently in lowest scoring Outdoor Courts	
Surface Quality	<ul style="list-style-type: none"> play area has 1 crack 1/2" wide or larger play area has 1 hole 1/2" wide and deep
Weeds	<ul style="list-style-type: none"> court has 3 strips of continuous weeds that are each 11 inches long court has weeds which impede use
Seating	<ul style="list-style-type: none"> 1 seat slat missing, broken or unanchored
Paint	<ul style="list-style-type: none"> 1 five-foot section of play line is missing or fails to clearly delineate whether a ball or player would be in or out of bounds

Restrooms

Restrooms scored the highest of all 12 features; however, there are a number of sites where the restrooms scored well below average. Many of the low scoring restrooms are in the central and south eastern parts of the City as shown below. As shown in the table below, the parks with the lowest restroom scores are Bay View Playground, Youngblood Coleman, and West Sunset playgrounds as well as Mission Dolores Park. The most common issues seen at the lowest scoring restrooms were graffiti, litter, and cleanliness issues. Signage issues passed the most and saw the least number of failed criteria.

Exhibit 25 *Lowest Scoring Restrooms*



ID	Park Name	Restroom
1	Bay View Playground	Male
2	Youngblood Coleman Playground	Clubhouse Male
3	West Sunset Playground	Ball Field 2 Male
4	Mission Dolores Park	Clubhouse Female
5	Bay View Playground	Female
6	John McLaren Park (Mansell Entrance)	Male
7	Golden Gate Park - Sec 1 (Panhandle)	Male
8	Victoria Manalo Draves Park	Male
9	Alice Chalmers Playground	Male
10	Silver Terrace Playground	Clubhouse Female

The issues found most and least frequently at the lowest scoring restrooms listed above include:

Issues found LEAST frequently in lowest scoring Restrooms	
Signage	<ul style="list-style-type: none"> 1 sign is located where it cannot be seen by users who need its information 1 sign has text that is illegible, unanchored or upside down restroom gender is not indicated by a sign
Structures	<ul style="list-style-type: none"> use of a restroom area is impeded by damage to a door, floor area, partition, or wall

Issues found MOST frequently in lowest scoring Restrooms	
Vandalism	<ul style="list-style-type: none"> 1 ink graffiti
Waste Receptacles	<ul style="list-style-type: none"> no trash can is inside the restroom
Litter and Debris	<ul style="list-style-type: none"> 5 pieces of litter or debris (of any size) are present (anywhere, on floor, wall, ceiling, etc.) DO NOT evaluate leaves.
Cleanliness	<ul style="list-style-type: none"> filth or spillage is on 1 fixture (a toilet, sink, diaper changing station, or waste receptacle) filth or spillage is on the restroom floor

4. RECOMMENDATIONS

1. *Recommendation:* Continuously assess RPD's use of park evaluation data to improve park maintenance activities and develop new reports based on the implementation of the new standards.

RPD and CSA staff evaluate almost every park each quarter, providing substantial data on park conditions. The new standards provide comprehensive data on evaluation results, including identifying common issues that can be addressed through park maintenance operations. RPD should make an effort to evaluate the relationship between any changes in park scores and the reporting of results and accompanying recommendations to park managers, and should consider tracking the relationship between changes in parks scores and capital improvements/renovations as well as departmental policy changes resulting from the communication of evaluation results.

2. *Recommendation:* Use evaluation data to strategically plan for improvements to consistently low-performing parks, regions, or certain facilities or features. RPD should also review the parks that experience the greatest changes in park scores identify approaches the maintenance or management approaches that worked to improve scores.

RPD should continue to review park scores quarterly and adjust its strategic plan for improving low-performing parks. RPD should distribute quarterly reports for internal evaluation purposes. These reports can be reviewed at Executive Staff and Parks & Open Spaces manager meetings with the aim of reallocating custodian, gardener, and structural maintenance resources to low-scoring parks. Additionally, RPD should use the data to identify the strategies that were successful and those less successful to appropriately track and understand what efforts should be considered to improve park maintenance standards.

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

3. *Recommendation:* RPD should continue to provide quarterly outreach to staff in the form of trainings, newsletters, brown bag sessions, or other means to provide current information, refresh staff understanding of the evaluation guidelines, answer questions about the evaluation process, and provide feedback about the park evaluation program.

Park evaluation results will be stronger if evaluators have the same understanding of what is evaluated and how to appropriately apply the standards. Quarterly training opportunities for both existing and new staff provide an opportunity for questions, concerns, and the dissemination of information.

4. *Recommendation:* RPD should continue their effort and dedicate resources to update the map and features list for each evaluated park.

RPD staff provide a park map and list of features in each park packet for the evaluators to understand where they should evaluate and what features are located at each park. This information is out of date on many evaluation forms and should be updated to reflect current conditions. We understand that RPD began undertaking this effort in 2013 and has remapped some recently renovated properties. We recommend that RPD continue to prioritize this effort by ensuring necessary resources are dedicated to this process, as it benefits the evaluators and the public. An updated map would make the evaluations more accurate and data more reliable for analysis.

APPENDIX A: METHODOLOGY

Park evaluations: Then and now

In November 2003, San Francisco voters passed Proposition C establishing the City Services Auditor (CSA) in the Controller's Office. City Charter Appendix F, Section 102 mandates that CSA work with the Recreation and Park Department (RPD) on the following:

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

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

FY 2014-15 Park Evaluation Standards Revision

The revised standards cover 12 broad features ranging from lawns to restrooms and testing specific elements such as cleanliness, plant health, and playground conditions. RPD originally evaluated all parks twice per year, but increased the frequency to all parks once per quarter in October 2007. CSA evaluates all parks once per year. All supervisory and management staff at RPD and all staff at CSA City Performance perform evaluations.

Each park has a different set of features to be evaluated. Each feature is evaluated as to whether the condition of various "elements" meet the performance standard set for them. For example, the performance standard for the "mowing" element requires that turf be less than 4.5 inches high. If an evaluator reviews a certain area of lawn and finds sufficient turf that is taller than the 4.5 inch standard then the evaluator would check the appropriate box to report that this condition exists. Each element is ultimately scored based on the conditions that are reported. (An un-mowed lawn results in the failure of the "mowing" element.) The San Francisco Park Maintenance Standards manual and evaluation form can both be found on the RPD website: <http://sfrecpark.org/about/park-maintenance-standard/park-maintenance-schedule-posting-system/schedule-compliance-checking/>

The FY 2014-2015 revised standards have reorganized the evaluated features in several ways: dispersing the evaluation of benches according to the location and use of that seating, subsuming the

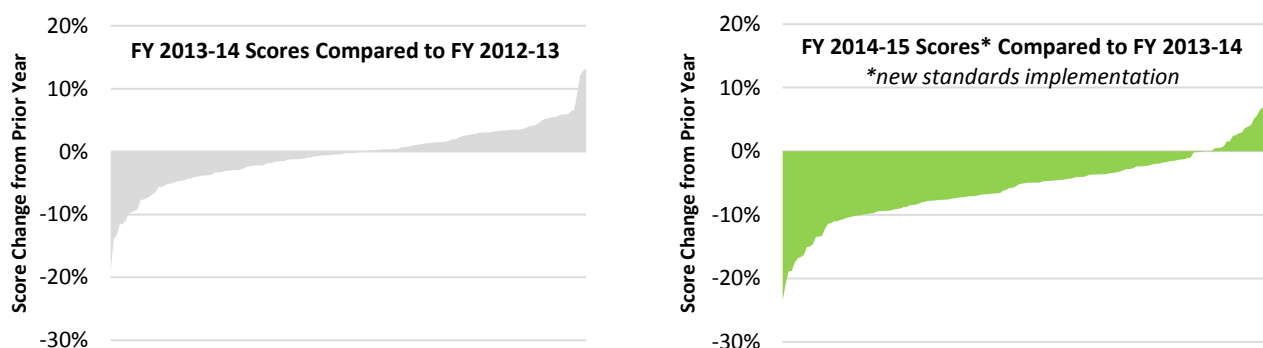
evaluation of waste receptacles into Buildings & General Amenities, and adding a new Table Seating Feature since picnic and other areas are frequently permitted and of high interest to the public. Evaluated elements have also been modified to more closely align with the reconfigured Features. Below is a table showing the features and associated elements.

Features

Elements	Features											
	Athletic Fields	Buildings & General Amenities	Children's Play Areas	Dog Play Areas	Greenspace	Hardscape	Lawns	Ornamental Beds	Outdoor Courts	Restrooms	Table Seating Areas	Trees
Cleanliness		X								X	X	
Curbs						X						
Drainage	X			X		X	X		X			
Equipment	X	X	X	X					X	X		
Fencing	X	X	X	X					X			
Infield Care	X											
Lighting & Ventilation										X		
Litter & Debris	X	X	X	X	X	X	X	X	X	X	X	X
Mowing	X						X					
No Mow Grass								X				
Paint	X	X	X			X			X	X	X	
Parking & Road Signs						X						
Plant Condition								X				
Potholes & Ridges						X						
Pruning & Edging	X				X		X	X				X
Retaining Walls		X										
Rubber Surfacing			X									
Sand			X									
Seating	X	X	X						X			
Signage	X	X	X	X	X				X	X		
Stairways & Ramps	X				X	X			X			
Structures	X	X							X	X	X	
Supplies										X		
Surface Quality	X			X		X	X		X			
Tree Condition												X
Turf Condition	X						X					
Vandalism	X	X	X	X	X	X			X	X	X	X
Vines												X
Waste Receptacles		X								X		
Water Features		X										
Weeds	X		X	X		X		X	X		X	X

The new standards were implemented beginning July 1, 2014. It is difficult to compare FY 2014-15 park scores to last year because FY 2014-15 scores are based on the above reconfigured features and elements, weighted by the park type, because the standards contain new questions that provide a more detailed and objective assessment of conditions, and because the coverage of evaluations has been expanded to include nearly all park assets and all publicly-accessible land to the curb of surrounding streets. The distribution of changes in score for each park compared to the prior year is shown below. Although changes in individual park scores from one year to the next can vary for a variety of reasons, some part of the change in distribution is likely due to the fact that the revised standards ask more questions about more things and thereby provide a more complete and nuanced view of the maintenance provided at San Francisco parks. As shown below, more parks scored lower in FY15 than in FY14, as you can see by the greater green area below the zero percent mark showing a greater amount of lower scores when comparing FY15 and FY14. There were fewer scores increasing between FY15 and FY14 as shown by the green above the zero percent mark compared to the gray above the zero percent mark showing the difference between FY14 and FY13 scores.

Exhibit A *More Parks Scored Lower in FY 2014-15 Based on New Standards Compared to Last Year*



Park Standards Scoring

As each park is differently configured and has a different set of facilities, a different set of features is to be evaluated at each site. 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 located within the park. A large park, for instance, might have extensive trees and greenspace and little else; while a small park could be filled with children's play areas, dog play areas, ornamental beds, outdoor courts, and many other features. Furthermore, when a park has multiple restrooms, each restroom will receive a full and completely separate evaluation of the restroom feature. Athletic fields, children's play areas, dog play areas and outdoor courts features are treated in the same way – each field, court, etc., will have a separate feature evaluation.

Each feature has a number of elements that are to be evaluated (cleanliness, litter, the integrity of park structures, paint condition, etc.). Elements may have a number of different criteria that are assessed (different questions specifying cleanliness of certain assets, amounts of litter, types of paint issues,

etc.). Each element is scored based on the threshold for passing that element's standard, as well as the number and type of criteria conditions that are reported.

All elements associated with a particular feature contribute to that feature's score. The "feature score" is simply determined by the number of passing elements divided by the total number of elements pertinent to the feature. Elements that were not evaluated or were marked as not applicable do not factor into the feature score. When a park has multiple features of the same type (e.g., multiple restrooms), the individual "feature scores" (for each restroom) will be average together to obtain an overall "feature score" (for restrooms at that site).

Overall park scores are calculated by taking the overall feature scores obtained by an evaluation and applying weights to them based on the type of park as shown in the table below.

Property Type	Athletic Fields Weighted	Buildings and General Amenities Weighted	CPA Weighted	DPA Weighted	Greenspace Weighted	Hardscape Weighted	Lawns Weighted	Ornamental Beds Weighted	Outdoor Courts Weighted	Restrooms Weighted	Table Seating Areas Weighted	Trees Weighted
Civic Plaza or Square	No	No	No	No	No	YES	YES	No	No	No	No	No
Mini Park	No	No	No	No	No	No	No	YES	No	No	No	No
Neighborhood Park or Playground	YES	No	YES	Yes	No	No	No	No	YES	No	No	No
Parkway	No	No	No	No	Yes	No	No	No	No	No	No	YES
Regional Park	No	No	No	No	No	No	No	No	No	No	No	No

For instance, all features that exist at a mini park are treated equally, except for Ornamental Beds. The Ornamental Beds are given twice the weight of any other feature, and so the Ornamental Beds feature score is factored in twice. For example, if, a hypothetical mini park had only three features (Hardscape, Lawns, and Ornamental Beds) and the Hardscape feature score was 85%, the Lawns feature score was 85%, but the Ornamental Beds score was 50%, the overall evaluation score would be the average of (85% + 85% + 50% + 50%), or 67.5%.

The scores in this report represent a combination of RPD and CSA evaluation scores. An evaluation site's annual score is the average of the evaluation scores for all RPD and CSA evaluations of the site that occurred during the year, weighting each evaluation score equally. For large parks divided into multiple evaluation sites, the site/subsection evaluation scores were averaged to get the overall park score. Appendix C includes the park scores for every evaluated park. For citywide, district and PSA scores, all pertinent evaluation scores were averaged to calculate the annual and quarterly scores. Appendix D includes quarterly park scores for each evaluating department with the overall annual average score for the park.



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

November 18, 2015

Ben Rosenfield, Controller
City Hall, 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield:

The Recreation and Parks Department (RPD) has carefully reviewed the Park Maintenance Standards Annual Report prepared by the City Services Auditor (CSA) for FY 2014-15, and concurs with its findings.

We are pleased with the performance of both the revised park maintenance standards and of RPD maintenance staff. Our staff efforts have sustained our overall annual score above the 85% threshold that demarks a 'well maintained park,' despite increased park usage, drought conditions and increased evaluation stringency. This is a remarkable accomplishment.

The revised standards are a milestone achievement, realized after significant effort and several years of rigorous research by both of our staffs. The new "first time" information presented by the report provides a deeper and more detailed look into park maintenance. The new metrics will aid us in strengthening the quality of existing parks and facilities and focusing new resources where they are most needed. Program data will also guide sustainable stewardship of public lands through enhanced staff training, partnership opportunities, and informing increased engagement with park users to improve park design and park use.

We welcome the continuous improvement opportunity presented by the revised standards and this report. We anticipate even greater data mining potential with the debut of the new park evaluation database, currently in development which will provide even greater value through accurate identification of resource needs, precise detail about park maintenance issues, and serve as a catalyst for refining our successful maintenance practices.

I thank CSA for their strong partnership, continual commitment to the improvement of the park evaluation program, and contribution to state-of-the-art data collection. Together, we are truly entering a new era of data-supported park management.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Philip A. Ginsburg".

Philip A. Ginsburg
General Manager

APPENDIX C: INDIVIDUAL PARK SCORES, FY 2014-15

Park	District	PSA	Park Type	Annual Park Score
10th Avenue-Clement Mini Park	01	PSA 1	Mini Park	88.2
24th Street-York Mini Park	09	PSA 6	Mini Park	89.4
Adam Rogers Park	10	PSA 3	Neighborhood Park or Playground	88.4
Alamo Square	05	PSA 2	Neighborhood Park or Playground	85.0
Alice Chalmers Playground	11	PSA 3	Neighborhood Park or Playground	63.1
Alice Marble Tennis Courts	02	PSA 1	Neighborhood Park or Playground	93.9
Alioto Mini Park	09	PSA 6	Mini Park	90.6
Allyne Park	02	PSA 1	Neighborhood Park or Playground	77.7
Alta Plaza	02	PSA 1	Neighborhood Park or Playground	83.9
Angelo J. Rossi Playground	01	PSA 1	Neighborhood Park or Playground	89.0
Aptos Playground	07	PSA 4	Neighborhood Park or Playground	87.5
Argonne Playground	01	PSA 1	Neighborhood Park or Playground	90.0
Balboa Park	11	PSA 5	Neighborhood Park or Playground	88.7
Bay View Playground	10	PSA 3	Neighborhood Park or Playground	58.3
Beideman-O'Farrell Mini Park	05	PSA 2	Mini Park	89.7
Bernal Heights Recreation Center	09	PSA 6	Neighborhood Park or Playground	84.8
Betty Ann Ong Chinese Recreation Center	03	PSA 1	Neighborhood Park or Playground	98.0
Broadway Tunnel West Mini Park	03	PSA 1	Mini Park	80.4
Brooks Park	11	PSA 4	Neighborhood Park or Playground	74.8
Buchanan Street Mall	05	PSA 2	Neighborhood Park or Playground	90.1
Buena Vista Park	08	PSA 5	Regional Park	81.6
Bush-Broderick Mini Park	02	PSA 2	Mini Park	94.5

Park	District	PSA	Park Type	Annual Park Score
Cabrillo Playground	01	PSA 1	Neighborhood Park or Playground	99.0
Carl Larsen Park	04	PSA 4	Neighborhood Park or Playground	88.7
Cayuga Playground	11	PSA 3	Neighborhood Park or Playground	88.0
Cayuga-Lamartine Mini Park	08	PSA 5	Mini Park	73.0
Coleridge Mini Park	09	PSA 6	Mini Park	94.0
Collis P. Huntington Park	03	PSA 1	Civic Plaza or Square	85.7
Corona Heights	08	PSA 5	Neighborhood Park or Playground	93.6
Coso-Precita Mini Park	09	PSA 6	Mini Park	86.2
Cottage Row Mini Park	05	PSA 2	Mini Park	93.3
Cow Hollow Playground	02	PSA 1	Neighborhood Park or Playground	89.8
Crocker Amazon Playground	11	PSA 3	Neighborhood Park or Playground	75.2
Douglass Playground	08	PSA 5	Neighborhood Park or Playground	82.8
Duboce Park	08	PSA 6	Neighborhood Park or Playground	85.8
DuPont Courts	01	PSA 1	Neighborhood Park or Playground	77.2
Esprit Park	10	PSA 2	Neighborhood Park or Playground	92.7
Eugene Friend Recreation Center	06	PSA 2	Neighborhood Park or Playground	83.9
Eureka Valley Recreation Center	08	PSA 5	Neighborhood Park or Playground	85.3
Excelsior Playground	11	PSA 3	Neighborhood Park or Playground	76.1
Father Alfred E. Boeddeker Park	06	PSA 2	Neighborhood Park or Playground	98.8
Fay Park	02	PSA 1	Neighborhood Park or Playground	95.0
Fillmore-Turk Mini Park	05	PSA 2	Mini Park	90.8
Franklin Square	10	PSA 2	Neighborhood Park or Playground	82.9

Park	District	PSA	Park Type	Annual Park Score
Fulton Playground	01	PSA 1	Neighborhood Park or Playground	96.8
Garfield Square	09	PSA 6	Neighborhood Park or Playground	81.4
George Christopher Playground	08	PSA 5	Neighborhood Park or Playground	88.2
Gilman Playground	10	PSA 3	Neighborhood Park or Playground	57.3
Glen Park	08	PSA 5	Regional Park	85.4
Golden Gate Heights Park	07	PSA 4	Neighborhood Park or Playground	88.7
Golden Gate Park	01	GGP	Regional Park	86.1
Golden Gate-Steiner Mini Park	05	PSA 2	Mini Park	93.7
Grattan Playground	05	PSA 2	Neighborhood Park or Playground	74.9
Hamilton Recreation Center	05	PSA 2	Neighborhood Park or Playground	90.2
Hayes Valley Playground	05	PSA 2	Neighborhood Park or Playground	95.0
Head-Brotherhood Mini Park	11	PSA 4	Mini Park	82.6
Helen Wills Playground	03	PSA 1	Neighborhood Park or Playground	87.0
Herz Playground	10	PSA 3	Regional Park	87.0
Hilltop Park	10	PSA 3	Neighborhood Park or Playground	79.6
Holly Park	09	PSA 6	Neighborhood Park or Playground	91.2
Hyde-Vallejo Mini Park	03	PSA 1	Mini Park	92.5
Ina Coolbrith Park	03	PSA 1	Mini Park	75.1
India Basin Shoreline Park	10	PSA 3	Neighborhood Park or Playground	78.8
J. P. Murphy Playground	07	PSA 4	Neighborhood Park or Playground	90.3
Jackson Playground	10	PSA 2	Neighborhood Park or Playground	92.0
James Rolph Jr. Playground	09	PSA 6	Neighborhood Park or Playground	79.4
Japantown Peace Plaza	05	PSA 2	Civic Plaza or Square	85.9

Park	District	PSA	Park Type	Annual Park Score
Jefferson Square	05	PSA 2	Neighborhood Park or Playground	81.1
Joe DiMaggio Playground	03	PSA 1	Neighborhood Park or Playground	78.2
John McLaren Park	09	PSA 3	Regional Park	77.1
Joost-Baden Mini Park	08	PSA 5	Mini Park	91.4
Jose Coronado Playground	09	PSA 6	Neighborhood Park or Playground	81.8
Joseph Conrad Mini Park	02	PSA 1	Mini Park	85.6
Joseph L. Alioto Performing Arts Piazza (Civic Center)	06	PSA 2	Civic Plaza or Square	80.6
Joseph Lee Recreation Center	10	PSA 3	Neighborhood Park or Playground	86.3
Julius Kahn Playground	02	PSA 1	Neighborhood Park or Playground	92.6
Junipero Serra Playground	07	PSA 4	Neighborhood Park or Playground	91.1
Juri Commons	08	PSA 6	Mini Park	80.5
Justin Herman-Embarcadero Plaza	03	PSA 1	Civic Plaza or Square	83.7
Kelloch Velasco Mini Park	10	PSA 3	Mini Park	78.2
Kid Power Park	09	PSA 6	Neighborhood Park or Playground	86.2
Koshland Park	05	PSA 2	Neighborhood Park or Playground	86.0
Lafayette Park	02	PSA 1	Neighborhood Park or Playground	97.5
Lake Merced Park	07	PSA 4	Regional Park	80.9
Laurel Hill Playground	02	PSA 1	Neighborhood Park or Playground	78.5
Lessing-Sears Mini Park	11	PSA 3	Mini Park	75.5
Lincoln Park	01	PSA 1	Regional Park	90.0
Little Hollywood Park	10	PSA 3	Neighborhood Park or Playground	74.5
Louis Sutter Playground	09	PSA 3	Regional Park	80.6
Lower Great Highway	04	PSA 4	Parkway	80.1
Margaret S. Hayward Playground	05	PSA 2	Neighborhood Park or Playground	86.2
Maritime Plaza	03	PSA 1	Civic Plaza or Square	93.4

Park	District	PSA	Park Type	Annual Park Score
McCoppin Square	04	PSA 4	Neighborhood Park or Playground	87.9
McKinley Square	10	PSA 2	Neighborhood Park or Playground	85.0
Merced Heights Playground	11	PSA 4	Neighborhood Park or Playground	72.6
Michelangelo Playground	02	PSA 1	Neighborhood Park or Playground	87.4
Midtown Terrace Playground	07	PSA 4	Neighborhood Park or Playground	90.9
Minnie & Lovie Ward Playground	11	PSA 4	Neighborhood Park or Playground	82.1
Miraloma Playground	07	PSA 5	Neighborhood Park or Playground	89.6
Mission Dolores Park	08	PSA 6	Neighborhood Park or Playground	79.5
Mission Playground	08	PSA 6	Neighborhood Park or Playground	87.7
Mission Recreation Center	09	PSA 6	Neighborhood Park or Playground	90.4
Moscone Recreation Center	02	PSA 1	Neighborhood Park or Playground	84.5
Mountain Lake Park	02	PSA 1	Neighborhood Park or Playground	86.6
Mt. Olympus	08	PSA 5	Neighborhood Park or Playground	86.1
Mullen-Peralta Mini Park	09	PSA 6	Mini Park	81.9
Muriel Leff Mini Park	01	PSA 1	Mini Park	95.2
Noe Valley Courts	08	PSA 5	Neighborhood Park or Playground	80.5
Page-Laguna Mini Park	05	PSA 2	Mini Park	89.0
Palace of Fine Arts	02	PSA 1	Civic Plaza or Square	88.4
Palega Recreation Center	09	PSA 3	Neighborhood Park or Playground	95.4
Palou-Phelps Mini Park	10	PSA 3	Mini Park	81.8
Park Presidio Boulevard	01	PSA 1	Parkway	61.1
Parkside Square	04	PSA 4	Neighborhood Park or Playground	83.1

Park	District	PSA	Park Type	Annual Park Score
Parque Ninos Unidos	09	PSA 6	Neighborhood Park or Playground	83.0
Patricia's Green	05	PSA 2	Mini Park	87.2
Peixotto Playground	08	PSA 5	Neighborhood Park or Playground	88.5
Pine Lake Park	04	PSA 4	Regional Park	79.6
Portsmouth Square	03	PSA 1	Neighborhood Park or Playground	87.8
Potrero del Sol Park	10	PSA 6	Neighborhood Park or Playground	86.8
Potrero Hill Recreation Center	10	PSA 2	Neighborhood Park or Playground	91.0
Precita Park	09	PSA 6	Neighborhood Park or Playground	87.0
Prentiss Mini Park	09	PSA 6	Mini Park	91.5
Presidio Heights Playground	02	PSA 1	Neighborhood Park or Playground	91.4
Randolph-Bright Mini Park	11	PSA 4	Mini Park	85.1
Raymond Kimbell Playground	05	PSA 2	Neighborhood Park or Playground	80.7
Richmond Playground	01	PSA 1	Neighborhood Park or Playground	94.0
Richmond Recreation Center	01	PSA 1	Neighborhood Park or Playground	97.0
Rochambeau Playground	01	PSA 1	Neighborhood Park or Playground	90.1
Rolph Nicol Playground	07	PSA 4	Neighborhood Park or Playground	73.6
Roosevelt & Henry Stairs	08	PSA 5	Mini Park	85.7
Saturn Street Steps	08	PSA 5	Mini Park	88.0
Selby-Palou Mini Park	10	PSA 3	Mini Park	84.9
Seward Mini Park	08	PSA 5	Mini Park	81.9
Sgt. John Macaulay Park	06	PSA 2	Mini Park	85.3
Sigmund Stern Recreation Grove	04	PSA 4	Regional Park	79.4
Silver Terrace Playground	10	PSA 3	Neighborhood Park or Playground	85.3
SoMa West Dog Park	09	PSA 6	Mini Park	89.7
SoMa West Skatepark	09	PSA 6	Mini Park	82.3

Park	District	PSA	Park Type	Annual Park Score
South Park	06	PSA 2	Neighborhood Park or Playground	79.4
South Sunset Playground	04	PSA 4	Neighborhood Park or Playground	85.7
St. Mary's Recreation Center	09	PSA 6	Neighborhood Park or Playground	89.3
St. Mary's Square	03	PSA 1	Civic Plaza or Square	84.8
States Street Playground	08	PSA 5	Neighborhood Park or Playground	80.0
Sue Bierman Park	03	PSA 1	Neighborhood Park or Playground	92.4
Sunnyside Conservatory	07	PSA 5	Mini Park	95.7
Sunnyside Playground	07	PSA 5	Neighborhood Park or Playground	93.2
Sunset Playground	04	PSA 4	Neighborhood Park or Playground	95.9
Telegraph Hill/Pioneer Park (Coit Tower)	03	PSA 1	Civic Plaza or Square	83.1
Tenderloin Recreation Center	06	PSA 2	Neighborhood Park or Playground	90.0
Turk-Hyde Mini Park	06	PSA 2	Mini Park	85.5
Union Square	03	PSA 2	Civic Plaza or Square	89.9
Upper Noe Recreation Center	08	PSA 5	Neighborhood Park or Playground	88.3
Utah-18th Street Mini Park	10	PSA 2	Mini Park	91.5
Victoria Manalo Draves Park	06	PSA 2	Neighborhood Park or Playground	87.0
Visitation Valley Greenway	10	PSA 3	Neighborhood Park or Playground	83.7
Visitation Valley Playground	10	PSA 3	Neighborhood Park or Playground	80.4
Walter Haas Playground	08	PSA 5	Neighborhood Park or Playground	84.6
Washington Square	03	PSA 1	Civic Plaza or Square	72.7
Washington-Hyde Mini Park	03	PSA 1	Mini Park	84.0
West Portal Playground	07	PSA 4	Neighborhood Park or Playground	84.4
West Sunset Playground	04	PSA 4	Neighborhood Park or Playground	87.8

Park	District	PSA	Park Type	Annual Park Score
Willie "Woo Woo" Wong Playground	03	PSA 1	Neighborhood Park or Playground	85.9
Woh Hei Yuen Park	03	PSA 1	Neighborhood Park or Playground	85.1
Yacht Harbor & Marina Green	02	PSA 1	Civic Plaza or Square	79.8
Youngblood Coleman Playground	10	PSA 3	Neighborhood Park or Playground	83.5

APPENDIX D: ALL PARK SCORES BY DISTRICT, FY 2014-15

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
District 1						
10th Avenue-Clement Mini Park	CON	90.0				88.2
	REC	97.1	76.6	91.1	86.2	
Angelo J. Rossi Playground	CON	92.6				89.0
	REC	81.3	97.1	84.9		
Argonne Playground	CON				81.5	86.2
	REC	86.1	92.5	84.8		
Cabrillo Playground	CON		100.0			99.0
	REC		99.4	96.6	100.0	
Golden Gate Park	CON	87.8	82.5	80.8	79.8	85.1
	REC	89.4	84.5	87.7	87.9	
Lincoln Park	CON		97.2			90.0
	REC	96.4	84.0	79.5	93.2	
Muriel Leff Mini Park	CON			92.8		95.2
	REC	97.2		93.0	97.6	
Park Presidio Boulevard	CON			60.0		61.1
	REC	49.2	65.6	54.9	75.8	
Richmond Playground	CON				88.3	94.0
	REC	98.4	95.7	95.8	92.0	
Richmond Recreation Center	CON				96.4	97.0
	REC	94.4	100.0	94.3	100.0	
Rochambeau Playground	CON				83.8	90.1
	REC	94.6	95.3	88.3	88.2	
District 2						
Alice Marble Tennis Courts	CON		87.8			93.9
	REC	88.7	97.0	96.3	100.0	
Allyne Park	CON	78.8				77.7
	REC	76.4	90.5	66.5	76.3	
Alta Plaza	CON	90.6				83.9
	REC	88.0	77.1	71.1	92.8	
Bush-Broderick Mini Park	CON		90.9			94.5
	REC	92.0	97.9	95.7	95.8	
Cow Hollow Playground	CON			90.1		89.8
	REC	100.0	96.8	79.5	82.4	
Fay Park	CON			100.0		95.0
	REC	96.7	100.0	78.1	100.0	
Joseph Conrad Mini Park	CON	86.5				85.6
	REC	85.2	97.2	64.4	94.8	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Julius Kahn Playground	CON		100.0			92.6
	REC	98.2		85.8	86.4	
Lafayette Park	CON	97.6				97.5
	REC	95.5	98.6	97.2	98.6	
Laurel Hill Playground	CON		88.1			78.5
	REC	74.9	68.6	80.4	80.3	
Michelangelo Playground	CON		87.3			87.1
	REC	86.8	92.4	82.0		
Moscone Recreation Center	CON	82.2				84.5
	REC	73.7	97.7			
Mountain Lake Park	CON			86.0		86.6
	REC	85.8	76.1	96.2	88.8	
Palace of Fine Arts	CON				86.7	88.4
	REC	100.0	100.0	70.6	84.9	
Presidio Heights Playground	CON		91.1			91.4
	REC	88.6	93.6	91.5	92.3	
Yacht Harbor & Marina Green (East)	CON		81.7			77.3
	REC	92.9	44.4	84.1	83.6	
Yacht Harbor & Marina Green (West)	CON			76.2		82.3
	REC	80.7	90.9	84.9	78.9	
District 3						
Betty Ann Ong Chinese Recreation Center	CON		96.7			98.0
	REC	100	100.0	95.5	98.0	
Broadway Tunnel West Mini Park	CON			82.8		80.4
	REC	74.1	87.5	59.2	98.3	
Collis P. Huntington Park	CON		78.6			85.7
	REC	82.7	94.0	94.4	78.5	
Helen Wills Playground	CON	89.5				87.0
	REC	91.5	81.7	83.3	89.2	
Hyde-Vallejo Mini Park	CON	92.1				90.7
	REC	98.0	91.7	81.0		
Ina Coolbrith Park	CON				76.5	74.8
	REC	71.7	63.7		87.4	
Joe DiMaggio Playground ¹	CON		92.2			78.2
	REC		92.2	54.2	74.1	
Justin Herman-Embarcadero Plaza	CON			76.5		83.7
	REC	86.1	90.1	91.8	74.1	

¹ Closed for construction in Q1, accessible areas evaluated all other quarters

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Maritime Plaza	CON	84.8				93.4
	REC	100.0	100.0	100.0	82.1	
Portsmouth Square	CON	87.2				87.8
	REC	98.8	81.9	83.7	87.3	
St. Mary's Square	CON		71.9			84.8
	REC	83.2	93.8	76.1	98.9	
Sue Bierman Park	CON			88.1		92.4
	REC	95.6	100.0	97.1	81.0	
Telegraph Hill/Pioneer Park (Coit Tower)	CON	76.5				83.1
	REC	85.6	86.8	83.4		
Union Square	CON		73.4			89.9
	REC	86.8	95.2	97.1	97.1	
Washington Square	CON				56.9	74.1
	REC	88.4		80.7	70.2	
Washington-Hyde Mini Park	CON			82.2		84.0
	REC	63.0	94.4	96.7	83.6	
Willie "Woo Woo" Wong Playground	CON	86.9				85.9
	REC	77.1	87.4	88.0	90.3	
Woh Hei Yuen Park	CON		87.0			85.1
	REC	85.5	100.0	67.1	85.8	
District 4						
Carl Larsen Park	CON			90.6		88.7
	REC	79.0	100.0	80.4	93.6	
Lower Great Highway	CON			73.7		80.1
	REC	85.3	68.0	88.4	85.1	
McCoppin Square	CON		82.1			87.9
	REC	88.0	95.8	82.2	91.5	
Parkside Square	CON	72.0				83.1
	REC	91.6	95.8	71.6	84.5	
Pine Lake Park	CON			81.0		79.6
	REC	92.1	69.4	80.4	75.2	
Sigmund Stern Recreation Grove	CON	98.7				79.4
	REC	52.5	78.2	78.5	89.3	
South Sunset Playground	CON			73.1		85.7
	REC	80.6	99.2	85.6	90.0	
Sunset Playground	CON		89.7			95.9
	REC	98.1	100.0	99.3	92.4	
West Sunset Playground	CON			73.1		87.8
	REC		93.8	93.8	90.6	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
District 5						
Alamo Square	CON		78.5			85.0
	REC	79.6	92.1	90.6	84.2	
Beideman-O'Farrell Mini Park	CON				94.3	89.7
	REC	88.8	94.4	71.0	100.0	
Buchanan Street Mall	CON	78.2				90.1
	REC	92.1	88.5	93.7	97.8	
Cottage Row Mini Park	CON	81.9				93.3
	REC	89.8	97.6	100.0	97.2	
Fillmore-Turk Mini Park	CON	72.0				90.8
	REC	94.0	92.9	95.2	100.0	
Golden Gate-Steiner Mini Park	CON		84.2			93.7
	REC	95.2	100.0	91.7	97.6	
Grattan Playground	CON		61.2			74.9
	REC	80.7	64.4	73.5	94.7	
Hamilton Recreation Center	CON		86.3			90.2
	REC	95.9	91.5	84.2	93.2	
Hayes Valley Playground	CON			89.3		95.0
	REC	92.4	99.2	96.9	97.2	
Japantown Peace Plaza	CON		85.1			85.9
	REC	84.8	87.6	82.5	89.6	
Jefferson Square	CON	75.9				81.1
	REC		83.7	79.0	85.9	
Koshland Park	CON			86.3		86.0
	REC	87.6	75.6	91.3	89.3	
Margaret S. Hayward Playground	CON	77.3				86.2
	REC	87.9	93.0		86.6	
Page-Laguna Mini Park	CON			86.1		89.0
	REC	96.7	86.8	82.8	92.6	
Patricia's Green	CON			81.4		87.2
	REC	85.1	97.9	90.0	81.5	
Raymond Kimbell Playground	CON		87.5			80.7
	REC	74.0	80.3	83.7	77.7	
District 6						
Eugene Friend Recreation Center	CON			75.9		83.9
	REC	98.3	75.5	75.2	94.6	
Father Alfred E. Boeddeker Park ²	CON				100.0	98.8
	REC			98.2	98.3	

² Closed for construction Q1 and Q2

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Joseph L. Alioto Performing Arts Piazza (Civic Center)	CON			71.0		80.6
	REC	73.1	93.4	72.4	93.0	
Sgt. John Macaulay Park	CON	66.8				85.3
	REC		95.2	87.9	91.3	
South Park	CON			66.5		79.4
	REC	85.9	73.2	86.5	84.9	
Tenderloin Recreation Center	CON		80.6			89.3
	REC	98.1		88.4	89.9	
Turk-Hyde Mini Park	CON	57.7				85.5
	REC	93.9	96.6	83.2	96.1	
Victoria Manalo Draves Park	CON	90.8				87.0
	REC	84.7	87.2	84.3	87.9	
District 7						
Aptos Playground	CON				81.0	87.5
	REC	94.5	99.0	83.1	79.7	
Golden Gate Heights Park	CON			85.9		88.7
	REC	84.1	90.4	89.6	93.3	
J. P. Murphy Playground	CON	86.0				90.3
	REC	92.3	99.6	87.2	86.4	
Junipero Serra Playground	CON				83.7	88.9
	REC	95.9		94.4	81.5	
Lake Merced Park	CON				65.7	80.9
	REC	91.2	83.7	75.2	88.7	
Midtown Terrace Playground	CON	86.5				90.9
	REC	93.3	91.2	95.1	88.2	
Miraloma Playground	CON			96.4		89.6
	REC	88.9	80.7	89.3	92.9	
Rolph Nicol Playground	CON				64.9	73.6
	REC	75.7	86.5	78.6	62.2	
Sunnyside Conservatory	CON				84.0	95.7
	REC	98.0	100.0	100.0	96.7	
Sunnyside Playground	CON			92.2		93.2
	REC	95.2	96.0	90.3	92.6	
West Portal Playground	CON			81.0		84.4
	REC	92.3	82.8	77.7	88.2	
District 8						
Buena Vista Park	CON		82.9			81.6
	REC	81.5	87.1	88.3	67.9	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Cayuga-LaMartine Mini Park	CON				72.6	73.0
	REC	92.5	48.6	78.2		
Corona Heights	CON				88.9	93.6
	REC	96.9	98.0	94.7	89.6	
Douglass Playground	CON			90.7		82.8
	REC	76.1	77.9	81.9	87.2	
Duboce Park	CON				78.6	85.8
	REC	93.2	89.3	88.3	79.8	
Eureka Valley Recreation Center	CON	88.2				85.3
	REC	87.6	70.1	83.8	96.6	
George Christopher Playground	CON	86.7				88.2
	REC	85.0	83.5	94.7	91.2	
Glen Park	CON		83.4			85.3
	REC	77.3	84.8	85.2	95.7	
Joost-Baden Mini Park	CON				86.7	91.4
	REC	98.0	90.0	91.0		
Juri Commons	CON	75.4				80.5
	REC	89.4	81.9	83.2	72.5	
Mission Dolores Park	CON			65.5		81.1
	REC	86.3	72.4	100.0		
Mission Playground	CON	84.2				87.7
	REC	87.7	80.3	94.5	91.6	
Mt. Olympus	CON				87.3	86.1
	REC	67.0	93.8	100.0	82.3	
Noe Valley Courts	CON			85.3		80.5
	REC	63.3	86.7	78.6	88.5	
Peixotto Playground	CON		90.4			88.5
	REC	94.1	77.8	86.3	93.9	
Roosevelt & Henry Stairs	CON		93.0			85.7
	REC	74.7	91.8	83.3	85.6	
Saturn Street Steps	CON		81.7			88.0
	REC	94.6	94.3	72.0	97.5	
Seward Mini Park	CON		86.0			81.9
	REC	85.3	73.2	69.7	95.1	
States Street Playground	CON	65.3				80.0
	REC	74.2	89.4	84.5	86.5	
Upper Noe Recreation Center	CON		87.4			89.5
	REC	96.6		91.9	82.2	
Walter Haas Playground	CON		82.5			84.7
	REC	92.2		86.9	77.1	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
District 9						
24th Street-York Mini Park	CON	82.5				89.4
	REC	98.2	84.5	92.5		
Alioto Mini Park	CON			90.0		90.6
	REC	96.0	97.2	79.2		
Bernal Heights Recreation Center	CON			93.1		84.8
	REC	95.5	78.6	60.1	96.6	
Coleridge Mini Park	CON	90.2				94.0
	REC	98.3	96.4	98.0	86.9	
Coso-Precita Mini Park	CON	72.2				86.2
	REC	87.8	91.7	79.2	100.0	
Garfield Square	CON	80.2				81.4
	REC	79.4	82.1	83.7		
Holly Park	CON	89.6				91.2
	REC	93.5	92.5	85.3	95.2	
James Rolph Jr. Playground	CON			70.5		79.4
	REC	77.9	91.6	77.5		
John McLaren Park (26 Acres)	CON			75.5		80.0
	REC	91.9	90.0	85.0	57.6	
John McLaren Park (Jerry Garcia Section)	CON			98.4		77.9
	REC	66.1	84.2	77.3	63.5	
John McLaren Park (Mansell Entrance)	CON				73.6	74.7
	REC	54.6	63.7	92.9	88.5	
John McLaren Park (Sunnydale to Reservoir)	CON				64.0	75.9
	REC	84.3	83.3	73.1	74.9	
Jose Coronado Playground	CON			81.9		77.9
	REC	87.0	66.8	75.9		
Kid Power Park	CON			93.8		86.2
	REC	87.1	92.0	84.8	73.3	
Louis Sutter Playground At McLaren Park	CON				76.9	80.6
	REC	82.1	92.8	72.1	78.8	
Mission Recreation Center	CON		86.7			90.4
	REC	87.5	94.1	92.2	91.7	
Mullen-Peralta Mini Park	CON		73.1			81.9
	REC	100.0	93.8		60.7	
Palega Recreation Center	CON				93.7	95.4
	REC	94.6	97.2	98.8	92.5	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Parque Ninos Unidos	CON		75.2			83.0
	REC	86.6	69.6	86.3	97.1	
Precita Park	CON	86.8				85.5
	REC	93.3	84.8	77.0		
Prentiss Mini Park	CON			92.9		91.5
	REC	87.9	84.7	98.0	94.3	
SoMa West Dog Park ³	CON				83.3	89.7
	REC		97.2	78.3	100.0	
SoMa West Skatepark ⁴	CON				78.2	82.6
	REC	86.5	78.3	86.2	83.7	
St. Mary's Recreation Center	CON			94.3		89.3
	REC	78.2	95.2	83.1	95.6	
District 10						
Adam Rogers Park	CON		95.7			88.4
	REC	93.3		84.6	79.9	
Bay View Playground	CON				46.0	58.3
	REC	46.6	87.8	67.7	43.1	
Esprit Park	CON		90.4			92.7
	REC	94.4	97.2	91.1	90.1	
Franklin Square	CON		77.7			82.9
	REC	92.4	88.9	81.8	73.6	
Gilman Playground	CON				50.7	57.3
	REC	52.6	86.4	51.0	45.6	
Herz Playground	CON			85.7		87.0
	REC	97.0	87.6	86.5	78.1	
Hilltop Park	CON		65.9			79.6
	REC	90.3	79.0	87.0	76.1	
India Basin Shoreline Park	CON				69.0	78.8
	REC	86.1	70.5	90.8	77.5	
Jackson Playground	CON	92.5				92.0
	REC	91.9	97.6	96.6	81.3	
Joseph Lee Recreation Center	CON		92.0			86.3
	REC	97.0	81.3	84.7	76.7	
Kelloch Velasco Mini Park	CON	76.9				78.2
	REC	75.4	69.3	86.5	83.1	
Little Hollywood Park	CON				61.2	74.5
	REC	89.2	68.6	79.9	73.7	

³ Recently opened and regular maintenance routines were not yet established so evaluations did not commence until Q2

⁴ Recently opened and regular maintenance routines were not yet established so evaluations did not commence until Q2

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
McKinley Square	CON	84.8				85.0
	REC	89.3	85.7	76.1	88.9	
Palou-Phelps Mini Park	CON		82.4			82.1
	REC	95.2	75.8		74.9	
Potrero del Sol Park	CON			76.9		86.8
	REC	83.4	95.4	91.5		
Potrero Hill Recreation Center	CON		77.3			91.0
	REC	97.8	87.3	93.4	99.0	
Selby-Palou Mini Park	CON				82.9	84.9
	REC	90.1	85.0	98.6	67.9	
Silver Terrace Playground	CON				86.2	85.3
	REC	83.6	89.7	81.9	85.0	
Utah-18th Street Mini Park	CON		85.6			91.5
	REC	100.0	93.3	100.0	78.7	
Visitation Valley Greenway	CON	74.8				83.7
	REC	87.6	94.4	86.5	75.3	
Visitation Valley Playground	CON	67.5				80.4
	REC	93.0	90.6	74.8	76.3	
Youngblood Coleman Playground	CON				74.3	83.5
	REC	86.6	89.1	83.8	83.7	
District 11						
Alice Chalmers Playground	CON	55.8				63.1
	REC	66.0	62.9	37.8	92.8	
Balboa Park	CON		85.0			88.7
	REC	87.0	82.7	100.0		
Brooks Park	CON			77.3		74.8
	REC	79.7	68.0	75.5	73.6	
Cayuga Playground	CON	83.9				88.0
	REC	95.4	90.6	94.8	75.2	
Crocker Amazon Playground	CON			69.0		75.2
	REC	46.7	84.8	87.2	88.5	
Excelsior Playground	CON	81.5				76.1
	REC	93.1	82.6	58.8	64.6	
Head-Brotherhood Mini Park	CON			87.1		82.6
	REC	74.2	92.7	65.4	93.5	
Lessing-Sears Mini Park	CON	56.3				77.4
	REC	81.4	85.1		86.9	
Merced Heights Playground	CON				63.8	72.6
	REC	82.8	73.7	64.4	78.2	

Park Name	Dept.	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)	Average
Minnie & Lovie Ward Playground	CON				79.1	82.1
	REC	91.6	84.0	73.0	82.7	
Randolph-Bright Mini Park	CON			91.5		85.1
	REC	92.7	92.1	71.3	77.8	