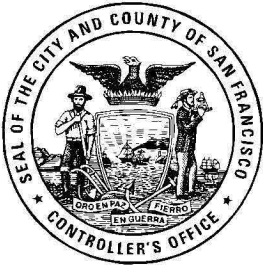
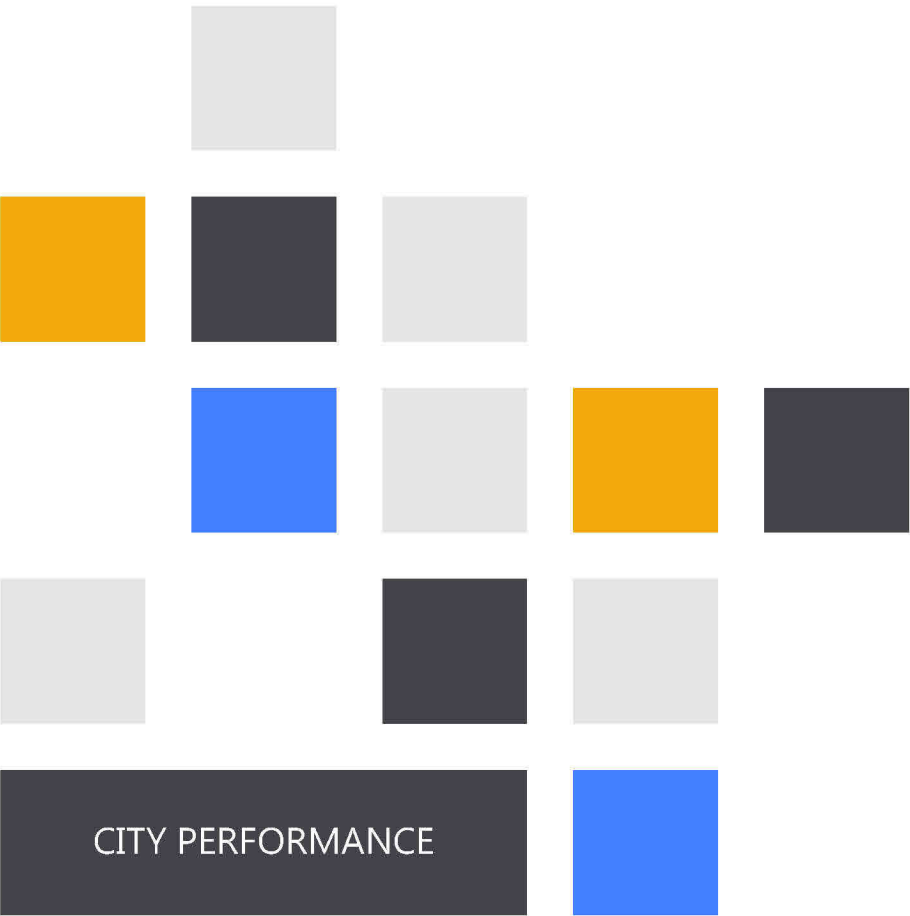


Park Maintenance Standards

Annual Report | 2018



November 2018

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



About City Performance

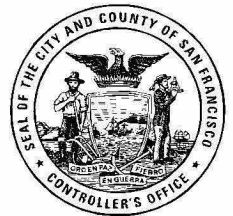
The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

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

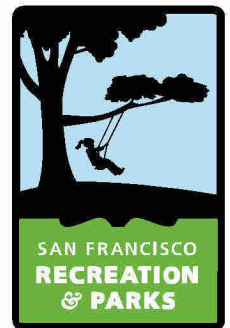
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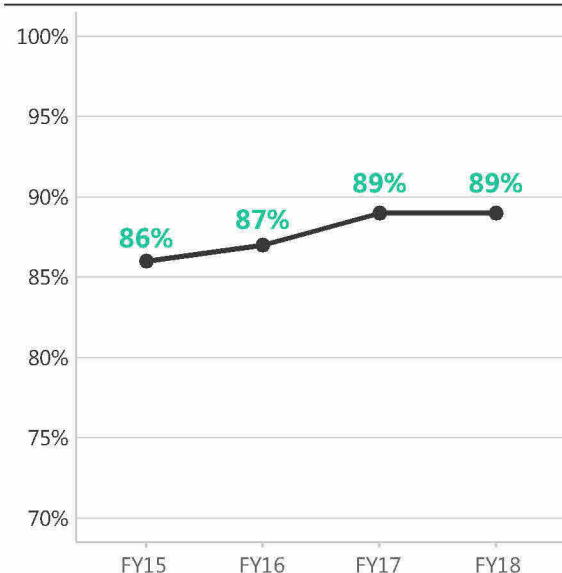
Summary

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. Based on the results of evaluations through fiscal year 2017-2018 (FY18), this is the thirteenth annual report on the condition of the City's parks.

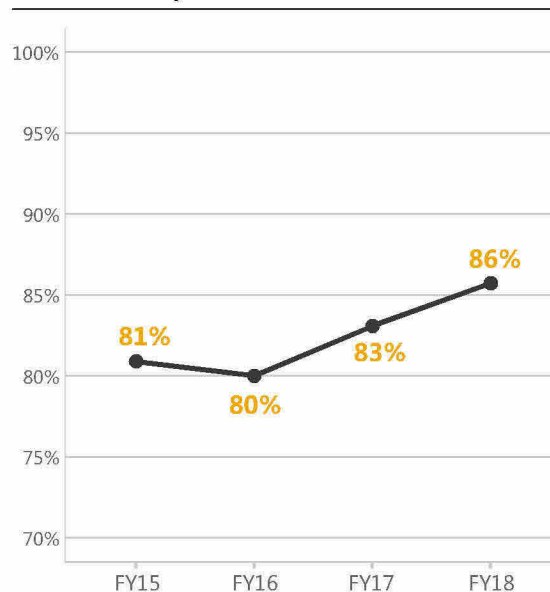
Results

- After increasing for two years in a row, **the citywide average park score remained steady at 89%** in FY18.
- The results show a **significant increase in the minimum park score** over the last few years; in 2015, the lowest-scoring park received a score of 60% while in 2018 the lowest score was 11 percentage points higher (71%).
- **Children's play areas (CPAs) remain the lowest-scoring park feature** for the fourth year in a row.
- RPD organizes its park maintenance and staff into seven regions, known as Park Service Areas, or PSAs. Although it consistently has one of the lowest average scores among the PSAs, **the score for PSA 3 increased by four percentage points over last year**. RPD attributes this to a re-organization of the staff in this area, the introduction of a third supervisor, and its emphasis on equity when allocating maintenance resources.
- **Supervisor Districts 5, 10, and 11 scored the lowest this year for both cleanliness and graffiti.**

Annual Citywide Park Scores by Fiscal Year



PSA 3 Scores by FY



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Introduction

Background

Under an amendment approved by voters in 2003, Appendix F of the City Charter requires the City Services Auditor Division (CSA) of the Controller's Office to work in cooperation with the Recreation and Parks Department (RPD) to establish objective and measurable park maintenance standards, and to assess on an annual basis the extent to which the City's parks meet those standards. In accordance with Appendix F, this document is the thirteenth annual report on the condition of the City's parks; it is based on the results of evaluations through fiscal year 2017-18 (FY18). In addition to presenting the results of the latest evaluations, the report considers how park conditions have changed in recent years and it aims to uncover the main drivers of changes in park conditions in order to inform RPD's operational decisions.

Parks Standards Overview

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

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

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

For ease of evaluation, several of the 166 parks that are evaluated are subdivided into multiple evaluation sites. In FY17, RPD evaluated each site once per quarter, and CSA evaluated each site once over the course of the entire year. In FY18, RPD and CSA combined their efforts so each site was evaluated once per quarter. This year's results are based on a combined total of 641 completed evaluations.

In an effort to improve data collection and more accurately assess park maintenance levels, the City revised its evaluation standards in FY15. Therefore, this report does not include data prior to FY15.

Methodology Change

While no park standards have changed since the FY15 revisions, the park maintenance scores included in this report are based on an updated scoring methodology. As a result, the scores presented here may be slightly different than scores shown in previous reports. The scoring methodology changed in two ways:

- When calculating a park maintenance score, all features within that park are now equally weighted. Previously, certain features were weighted more heavily depending on several factors, including the type of park (e.g., regional or mini). After a thorough examination of these weights, CSA found that they were not objectively or consistently applied. Instead, an un-weighted average of all feature scores is more representative of a park's condition.

Introduction

- Maintenance scores are now calculated at a park-level, without averaging individual site evaluation scores. As described above, large properties are often subdivided into smaller, more manageable evaluation sites. Previously, site scores were averaged to calculate a score for the entire park. However, because parks were not evenly divided by geographical area nor by features, this scoring methodology may have skewed some scores. To eliminate this step, scores are now calculated for a park once: all feature scores within a park are calculated and then averaged to arrive at the park score.

All scores presented in this report (including scores from previous years) were calculated using the new methodology to allow for comparisons across years.

Proposition B (June 2016) and Park Evaluation Scores

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

With the passage of Proposition B in June 2016, voters again extended the Fund through 2046 and required the City to allocate to it a minimum amount from the City's General Fund each year starting in FY17. The department is working to balance the baseline funding among existing operational costs, inflationary increases and other uses. The goal is to carefully reallocate funding to help improve parks and park features that rank low in these evaluations due to deferred maintenance or other issues. In fact, RPD's five-year strategic plan for 2017-2021 outlines steps the department will take in the coming years to strengthen the quality of existing parks and facilities, including:

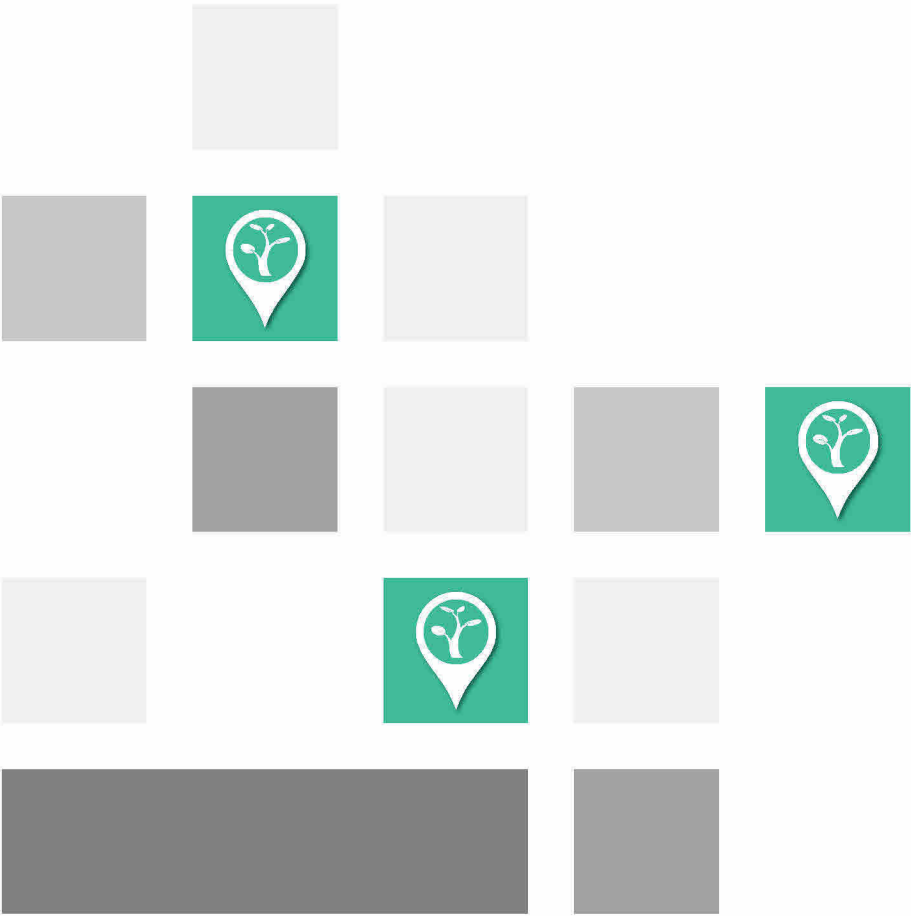
- developing and posting annual park maintenance objectives for all RPD parks, and
- prioritizing deferred maintenance renewals and discretionary capital resources in equity zone parks with failing park scores.

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

2008 and 2012 Clean and Safe Neighborhood Parks Bonds

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

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



PARK SCORES

In this section...

Annual Citywide Trends

- What is the citywide average park score for FY18? How does it compare to scores from prior years?

Highest and Lowest Scoring Parks

- Which parks had the highest average scores in FY18?
- Which parks had the lowest scores in FY18 and what factors influenced these scores?

Scores by Supervisor District

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

Scores by Park Service Area

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

Equity Zones

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

Changes in Park Scores

- How are park scores changing and what factors may have influenced these changes?
- How have park scores changed over the past four fiscal years?

Challenges and Opportunities

- What issues could RPD focus on to improve park scores?

Annual Citywide Trends

What is the citywide average park score for FY18? How does it compare to scores from prior years?

In fiscal year 2018, the average park maintenance score for all parks evaluated was 89%. A park maintenance score can be understood as the percent of park maintenance standards that the park met. Therefore, across the city, parks on average met about 89% of standards. This citywide average is equal to the FY17 average, both of which are higher than the prior two fiscal years (Figure 1).

While the citywide average score has inched up over the past few years, the minimum score has risen substantially and the spread of scores has consistently decreased. Specifically, the lowest score in FY18 (71%) is eleven percentage points higher than the minimum score in FY15 (Table 1). The shrinking standard deviation means that parks tend to be scoring closer to the average score and are less spread out. This can also be seen graphically in Figure 2.

Figure 2 shows the distribution of park scores each fiscal year, with the horizontal axis representing park scores, the vertical axis representing the number of parks at each score, and each dot representing one park in the respective fiscal year (shown on the right). The green lines reflect the average park score in each fiscal year. As mentioned above, these distributions show the increase in the minimum scores and the tightening of the scores around the mean. Though more research would be needed to determine the exact causes, these changes are likely influenced by ongoing capital improvements and RPD policies aimed at equitable resource allocation.

Figure 1 - Annual Citywide Park Scores by Fiscal Year

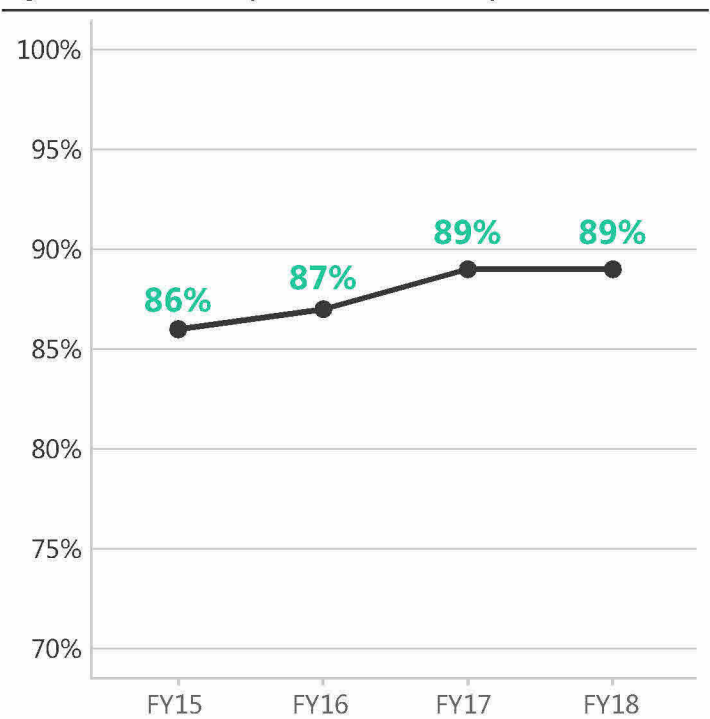
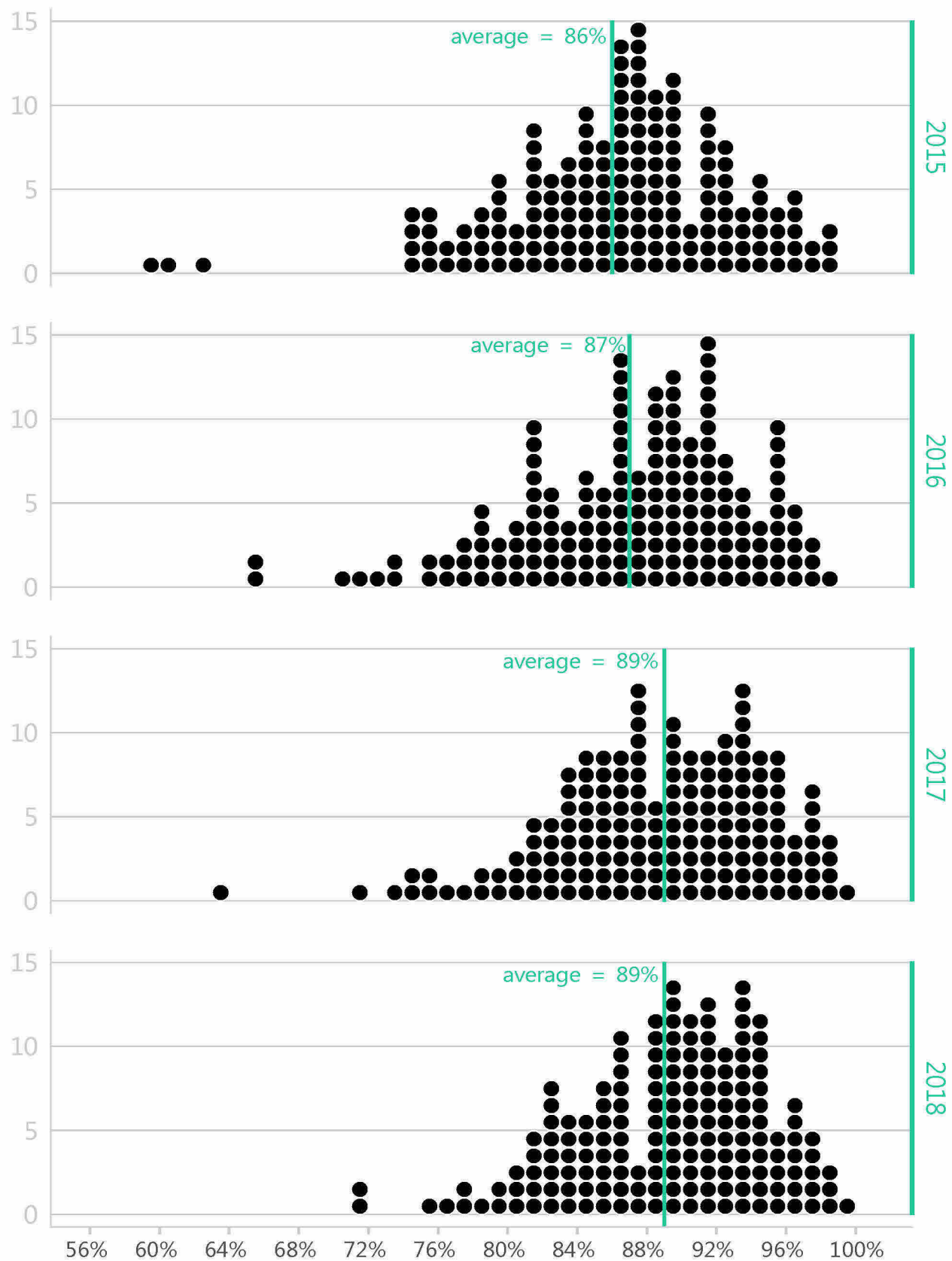


Table 1 - Fiscal Year Averages

	FY15	FY16	FY17	FY18
Average	86%	87%	89%	89%
Minimum	60%	65%	64%	71%
Maximum	99%	98%	99%	100%
Standard Deviation	6.69	6.44	6.17	5.49

Annual Citywide Trends

Figure 2 - Distribution of Park Scores by Fiscal Year



Highest and Lowest Scoring Parks

Which parks had the highest average scores in FY18?

Figure 3 shows the distribution of all park scores in FY18. Figure 4 and Table 2 show the location, scores, and rank of the ten highest- and lowest-scoring parks in FY18. The ten highest-scoring parks in FY18 received park maintenance scores between 97% and 99%. As they were in FY17, most of the high-scoring parks are located in the northern half of the city. However, unlike last year where a number of high-scoring parks were clustered in Supervisor District 3, this year half of the highest-scoring parks are in District 1.

Three of the top-scoring parks were also top-scoring parks last fiscal year: Cabrillo Playground, Fulton Playground, and Fay Park. Two of these, Fulton Playground and Cabrillo Playground, were renovated in 2012 and 2013, respectively, using 2008 Bond money.

Four of the top ten parks are recreation centers, which may be a result of recent capital investment in these facilities. Recreation centers also have a greater level of staff presence due to recreation staffing. While these staff do not perform maintenance, they do provide 'more eyes' on the park facilities than may exist at other locations.

Other, more individual and unique factors can also contribute to these high scores. For instance, the Utah-18th Mini Park is a very small park which, in addition to a few recent landscape improvements, has a strong community stewardship program to keep the park well-maintained.

Which parks had the lowest scores in FY18 and what factors influenced these scores?

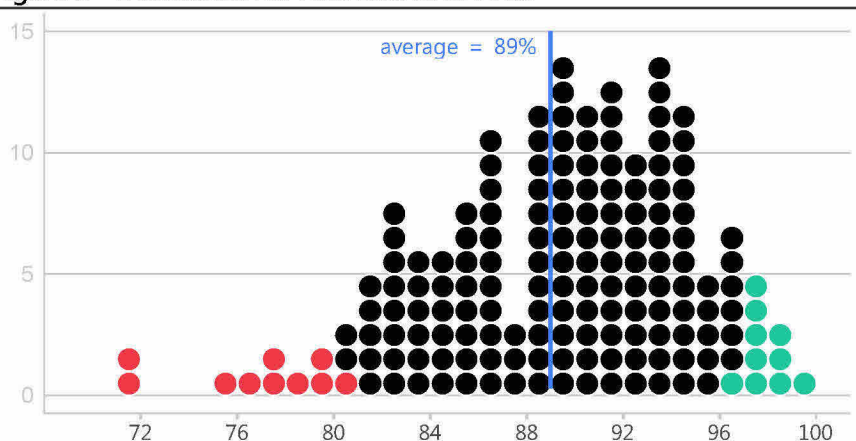
In contrast to the top-scoring parks, 80% of the lowest-scoring parks are in the southern half of the city. Three of these parks were also lowest-scoring parks last year: India Basin Shoreline Park, Alice Chalmers Playground, and Adam Rogers Park. India Basin Shoreline Park and Alice Chalmers Playground continue to struggle with outdated and difficult-to-maintain children's play areas (CPAs). Both CPAs consistently have issues with signage, and the Alice Chalmers CPA specifically has problems with the play area structures and sand. Adam Rogers Park has issues with litter in the greenspace of the park and the children's play area (related to the structures, weeds, sand, and rubber surfacing).

The CPA is the lowest-scoring park feature in seven of the ten lowest-scoring parks. These parks (in addition to Alice Chalmers Playground and India Basin Shoreline Park) include: Crocker Amazon Playground, Randolph-Bright Mini Park, Junipero Serra Playground, Little Hollywood Park, and Head-Brotherhood Mini Park. RPD reported that staffing shortages at Little Hollywood and India Basin Shoreline Park could have contributed to some of these parks' issues.

At Park Presidio Boulevard, the lowest-scoring park, evaluators noted litter on the greenspace and lawn every time the park was evaluated throughout the year.

Alice Chalmers was prioritized for renovation by the Let'sPlaySF! Initiative, with construction is set to begin in 2019. RPD expects the construction and improvements will result in a higher park maintenance score in coming years.

Figure 3 - Distribution of Park Scores in FY18



Highest and Lowest Scoring Parks

Figure 4 - Location of the Highest-Scoring and Lowest-Scoring Parks in FY18

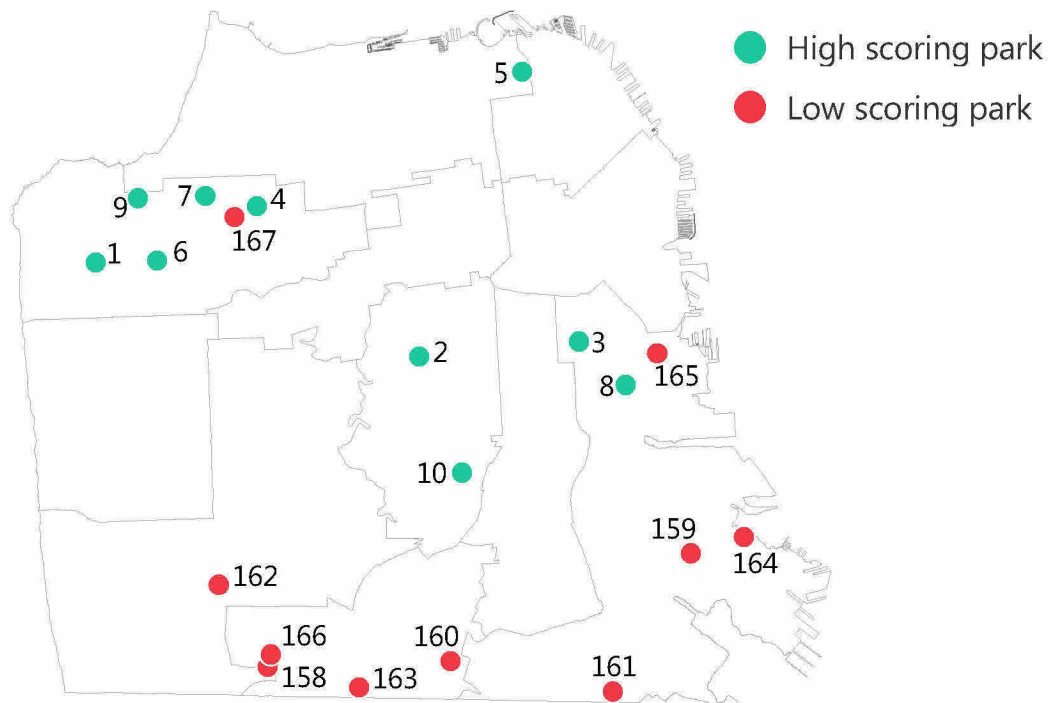


Table 2 - Highest-Scoring and Lowest-Scoring Parks in FY18

Rank	Park	Score	District	Rank	Park	Score	District
1	Cabrillo Playground	99.6%	1	158	Head-Brotherhood Mini Park	80.4%	11
2	Eureka Valley Recreation Center	98.4%	8	159	Adam Rogers Park	79.9%	10
3	Utah-18th Street Mini Park	98.3%	10	160	Crocker Amazon Playground	79.6%	11
4	10th Avenue-Clement Mini Park	98.1%	1	161	Little Hollywood Park	78.2%	10
5	Fay Park	97.8%	2	162	Junipero Serra Playground	77.4%	7
6	Fulton Playground	97.3%	1	163	Alice Chalmers Playground	77.4%	11
7	Richmond Recreation Center	97.2%	1	164	India Basin Shoreline Park	76.9%	10
8	Potrero Hill Recreation Center	97.1%	10	165	Esprit Park	75.6%	10
9	Dupont Courts	97.0%	1	166	Randolph-Bright Mini Park	71.7%	11
10	Upper Noe Recreation Center	96.6%	8	167	Park Presidio Boulevard	71.2%	1

Scores by Supervisor District

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

Figure 6 on the following page shows the distribution of park scores by supervisor district. Rather than displaying the distribution of scores using dots to represent individual parks as we did in previous figures, this chart smooths out the dots into a continuous curve. Thus, a particular district has more parks with scores where the curve is higher, and relatively fewer parks with scores where the curve is lower. In addition, this figure and Figure 6 to the right shade the supervisor districts based on the mean park score. The higher the average park score, the darker the color. Notable aspects of this chart include the following:

- Districts 1, 6, and 9 have the highest average park scores in FY18 (shown by the white lines in each district curve). District 1 also had the highest average score in FY17, while Districts 6 and 9 were not in the top three districts in FY17.
- Only three districts have an average park score less than the citywide average of 89%: Districts 7, 10, and 11. Districts 10 and 11 were also the lowest-scoring districts in FY17. District 11 has the lowest average score (83%), and it also has the lowest maximum park score among all the districts by far (91%).
- District 1 has the largest range in scores (the difference between the minimum and maximum score) because it contains both the highest-scoring park (Cabrillo Playground, 100%) and the lowest-scoring park (Park Presidio Boulevard, 71%).
- District 6 is among the highest-scoring districts and it has the smallest spread in its scores. In contrast, other districts like 10, 7, and 11 have much greater spreads. This could mean that some residents in these districts have vastly different experiences with their parks than other residents of the same district.

Figure 5 - Supervisor Districts

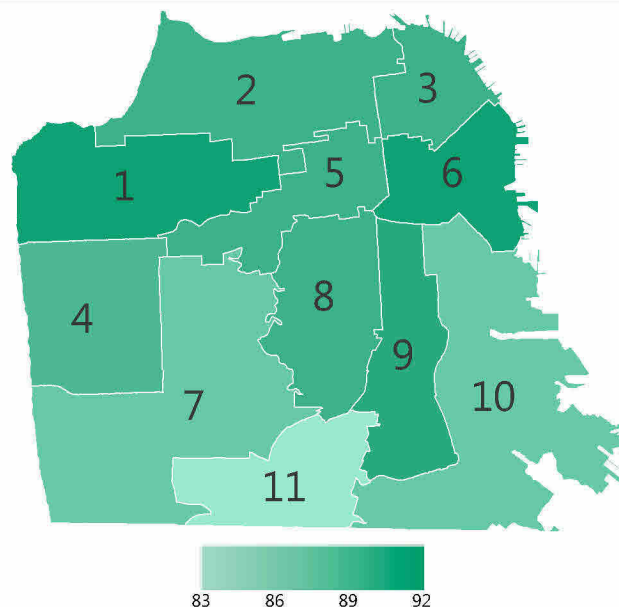
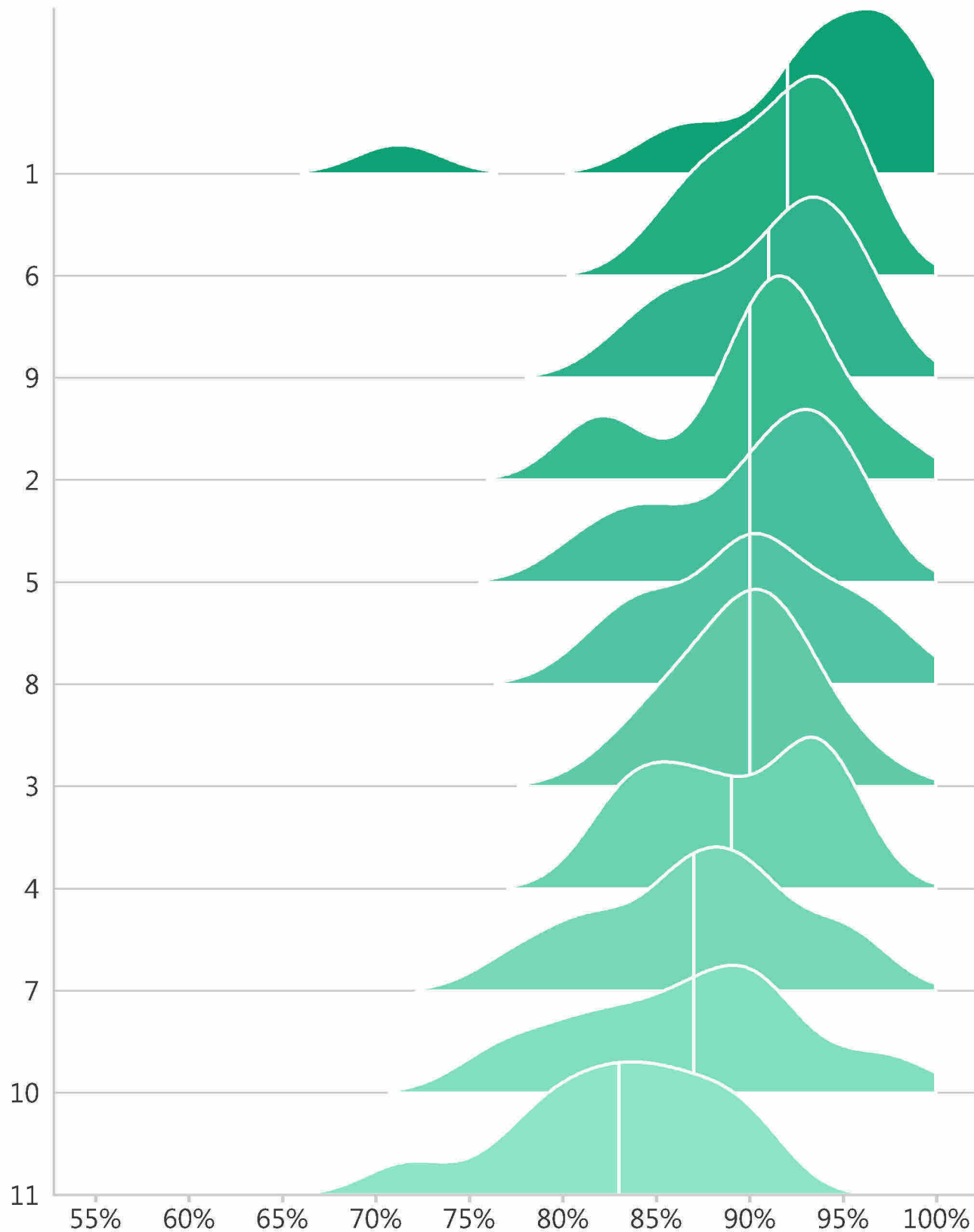


Table 3 - Distribution of Park Scores by Supervisor District

District	Number of Parks	Average Score	Maximum Score	Minimum Score	Difference
1	12	92%	100%	71%	29
6	8	92%	95%	86%	9
9	21	91%	96%	83%	13
3	18	90%	97%	83%	14
5	16	90%	96%	81%	15
8	21	90%	98%	81%	17
2	16	90%	98%	81%	17
4	9	89%	95%	83%	12
10	22	87%	98%	76%	22
7	11	87%	96%	77%	19
11	11	83%	91%	72%	19

Scores by Supervisor District

Figure 6 - Distribution of Park Scores by Supervisor District



Scores by Park Service Area

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

RPD organizes its park maintenance staff and resources into seven regions – Golden Gate Park (GGP) and six Park Service Areas (PSAs). Each PSA has a manager who directs horticultural and custodial activities and serves as the main point of contact for the region. PSAs are not geographically defined, but the properties in each region are in general proximity to each other, as shown below in Figure 7.

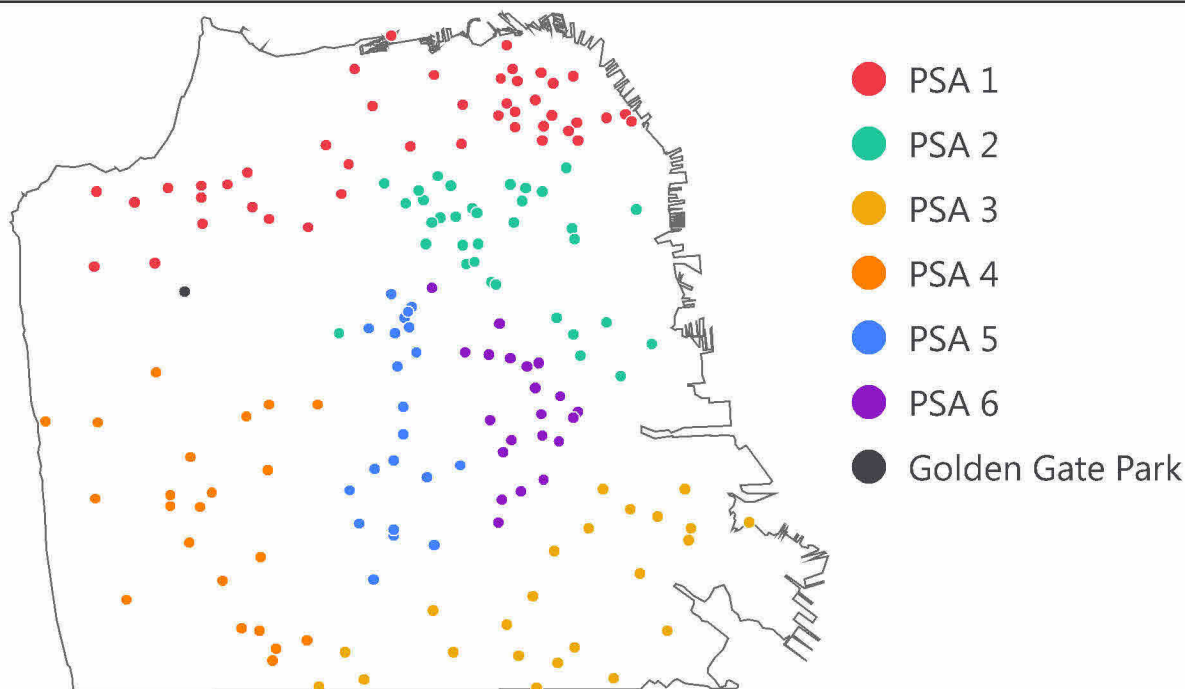
While the average PSA scores exist in a relatively narrow band between 86% and 91%, PSAs 1 and 6 are consistently among the highest (Figure 8 and Table 4). With an average score of 86%, PSA 3 and PSA 4 have the lowest average scores among the areas. PSA 3 lies in the southeast part of the city and comprises 23 parks in the Hunter's Point, Portola, Visitacion Valley, and Excelsior neighborhoods.

While PSA 3 still has one of the lowest average scores, this average is four percentage points higher than the FY17 average (Figure 8). This is the largest increase in average score among all the PSAs. RPD attributes this increase to a few factors. Primarily, the department has emphasized equity when allocating maintenance resources and all 23 parks in PSA 3 are designated as equity-zone parks (this is discussed further below). In addition, a re-organization of PSA 3 staff and the introduction of a second supervisor reduced the supervisory span of control for many of its parks and facilities. RPD believes this has resulted in better management focus and deployment of park maintenance resources. PSA 4 covers most of the southwest part of the city, containing Ingleside, Lake Merced, and the Sunset neighborhoods. In addition to PSAs 3 and 4, Golden Gate Park also has an average score below the citywide average of 89%.

Table 4 - Average Park Service Area Scores in FY18

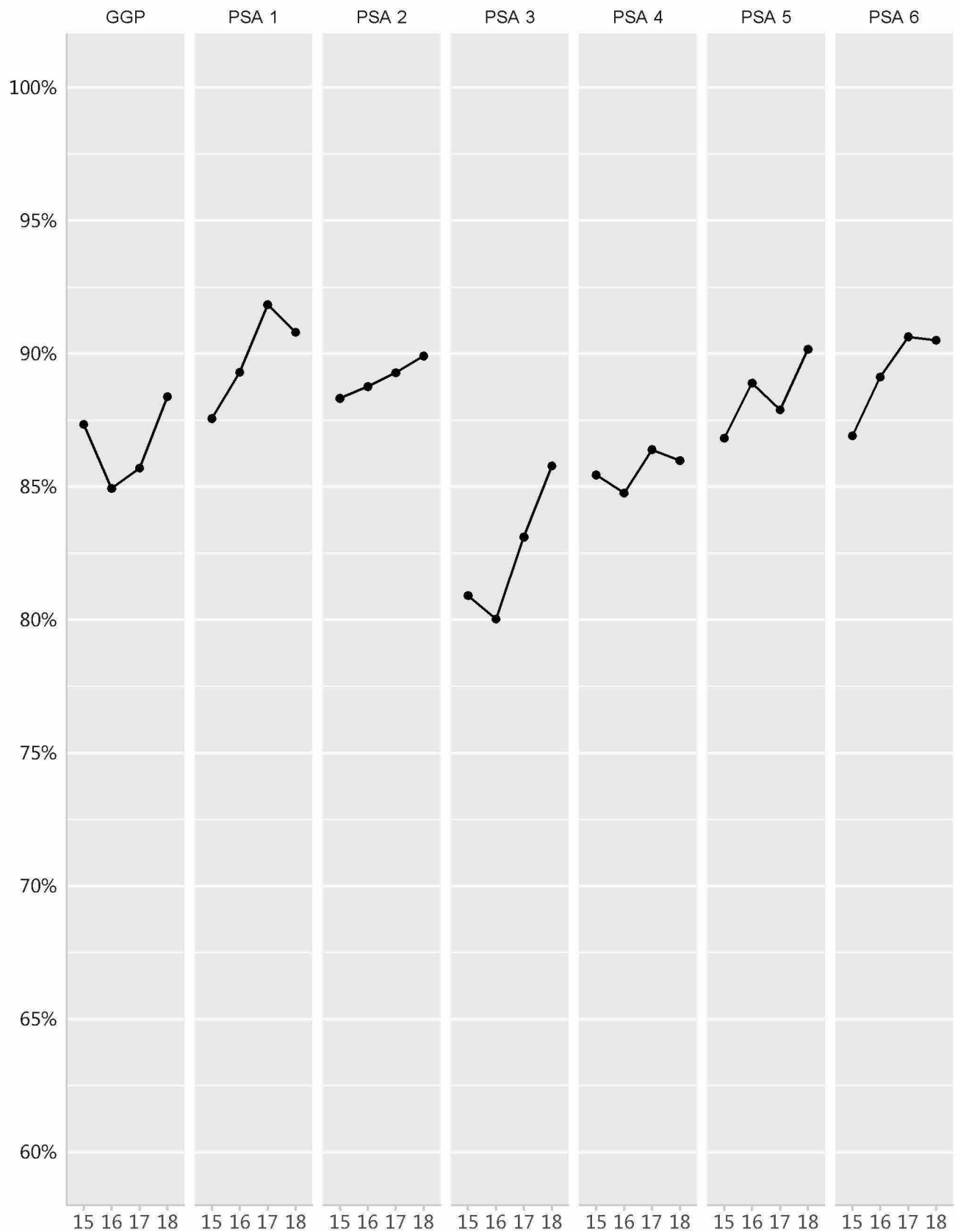
PSA	Average Score	Number of Parks
PSA 1	91%	44
PSA 6	90%	21
PSA 2	90%	34
PSA 5	90%	21
GGP	88%	1
PSA 3	86%	23
PSA 4	86%	22

Figure 7 - Map of Park Service Areas (PSAs) in FY18



Scores by Park Service Area

Figure 8 - Average Park Service Area Scores by Fiscal Year from FY15 through FY18



Equity Zones

What are “equity zones”?

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

The Department embraces socio-economic and geographic equity as a guiding principle and commits to expending the funds across its open space and recreational programs to provide park and recreational access to all of San Francisco’s diverse neighborhoods and communities.

To satisfy this mandate, RPD is required to:

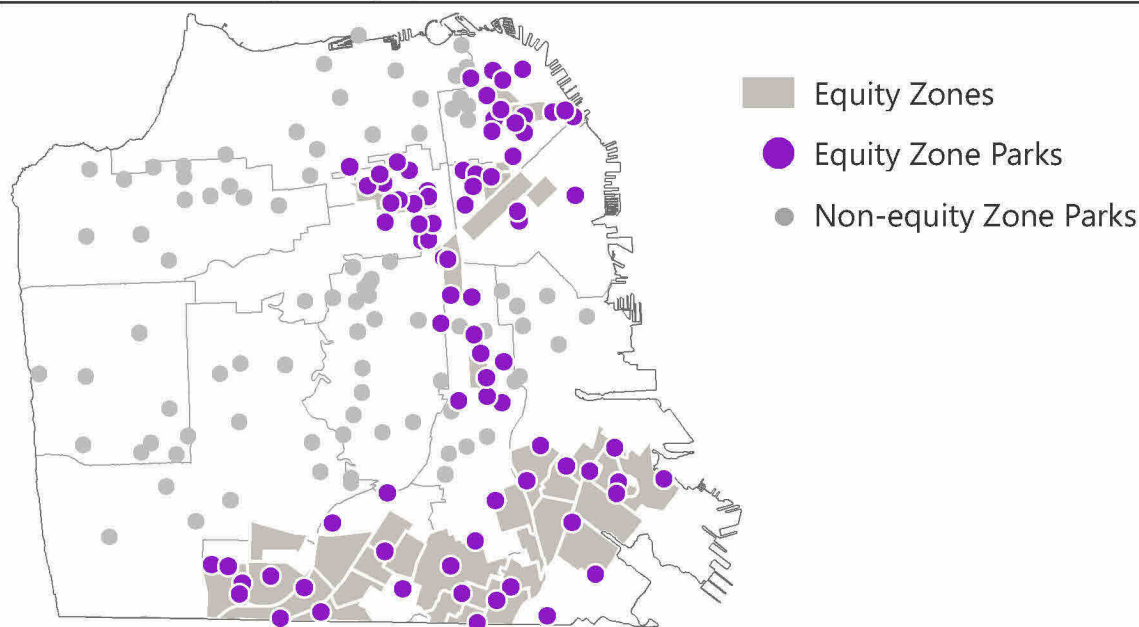
- develop and adopt a set of equity metrics in order to establish a baseline of existing Recreation and Park services and resources in low-income neighborhoods and disadvantaged communities compared to services and resources available in the City as a whole, and
- integrate the equity metrics into the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

In an August 2016 memo to the Parks, Recreation, Open Space Advisory Committee, RPD designated certain areas of the city as equity zones and identified the parks that serve those areas.

From FY17 to FY18, the equity zone designations changed slightly. In FY17, there were 71 parks designated as equity-zone parks, and in FY18 there were 81 equity-zone parks. Of the 81 equity-zone parks, 65 (80%) were also equity-zone parks last year. When the list of equity zone parks was revised, six parks were removed and sixteen were added.

A map of the equity zone parks is shown below (Figure 9) and a list of the parks is provided in Appendix B.

Figure 9 - Parks Serving RPD Equity Zones in FY18



Equity Zones

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

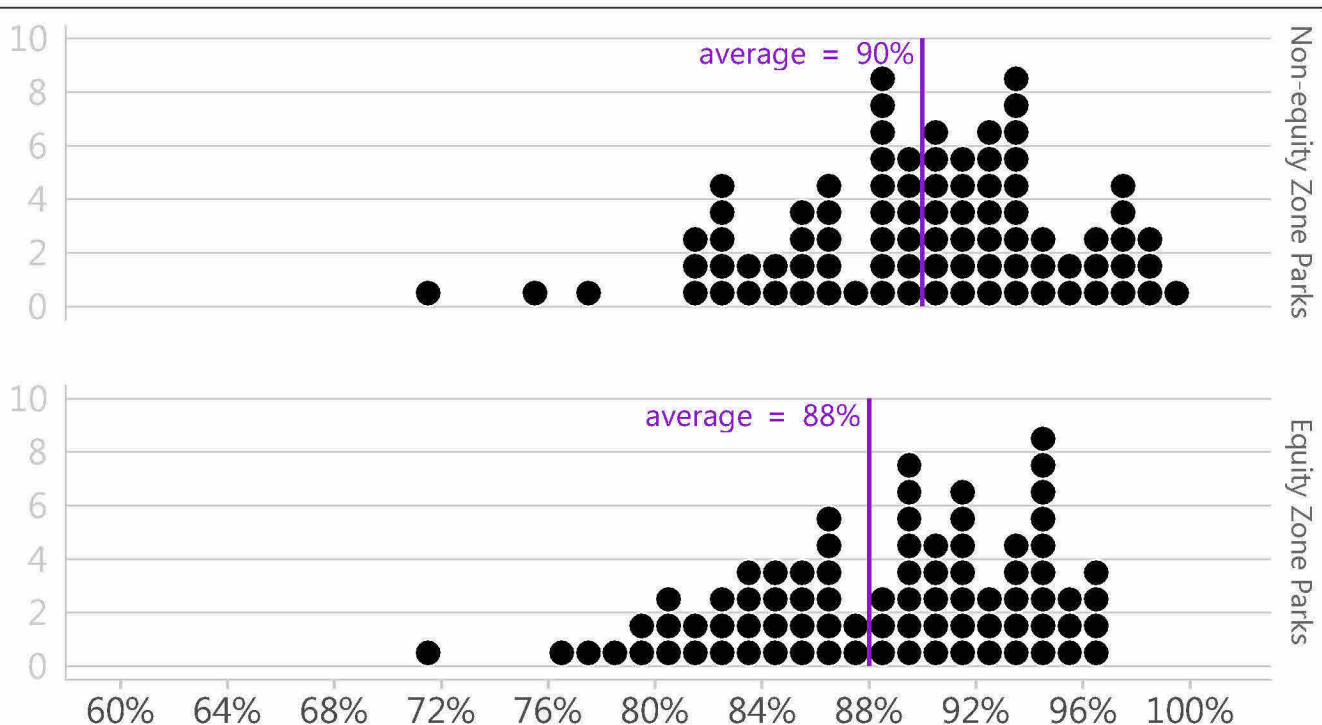
Figure 10 shows the distribution of scores for both equity zone and non-equity zone parks. As a group, the equity zone parks have an average score of 88%, which is two percentage points lower than the non-equity zone parks (90%).

While it is difficult to compare the difference between equity-zone parks and non equity-zone parks over time (because the equity zone designation changed slightly from FY17 to FY18), the shape of the distribution of equity-zone park scores changed dramatically between the two years. In FY17, there was a very large spread in equity-zone park scores (a very wide distribution). In contrast, the distribution of equity-zone park scores shown in Figure 10 is much more narrow and scores are closer to the mean. Additional years of data will be needed to determine if this trend continues, and if the difference in park scores between equity-zone and non equity-zone parks decreases as equity-zone park scores increase.

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

	Equity Zone Parks	Non-equity Zone Parks
Average	88%	90%
Minimum	72%	71%
Maximum	97%	100%
Standard Deviation	5.44	5.51
Count	81	86

Figure 10 - Distribution of Scores of Equity Zone and Non-Equity Zone Parks



Changes in Park Scores

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

The citywide average park score did not increase from the prior fiscal year, as shown in Figure 1 earlier in the report. However, Figure 1 doesn't reveal how individual park scores have changed in recent years. Figure 11 answers that question by displaying the change in score for each park from FY17 to FY18. The average percentage decrease for parks whose score decreased from the prior fiscal year was -4.3%; the average percentage increase for parks who score increased from the prior fiscal year was also 4.3%. The equal percentage increase and decrease explains how many individual parks changed, though the citywide average remained 89%.

Ninety-one out of 166 parks (55%) experienced an increase in score from FY17 to FY18. Seven of these parks increased by ten percentage points or more. These seven parks are highlighted in Table 6 below and appear in Figure 11 on the following page.

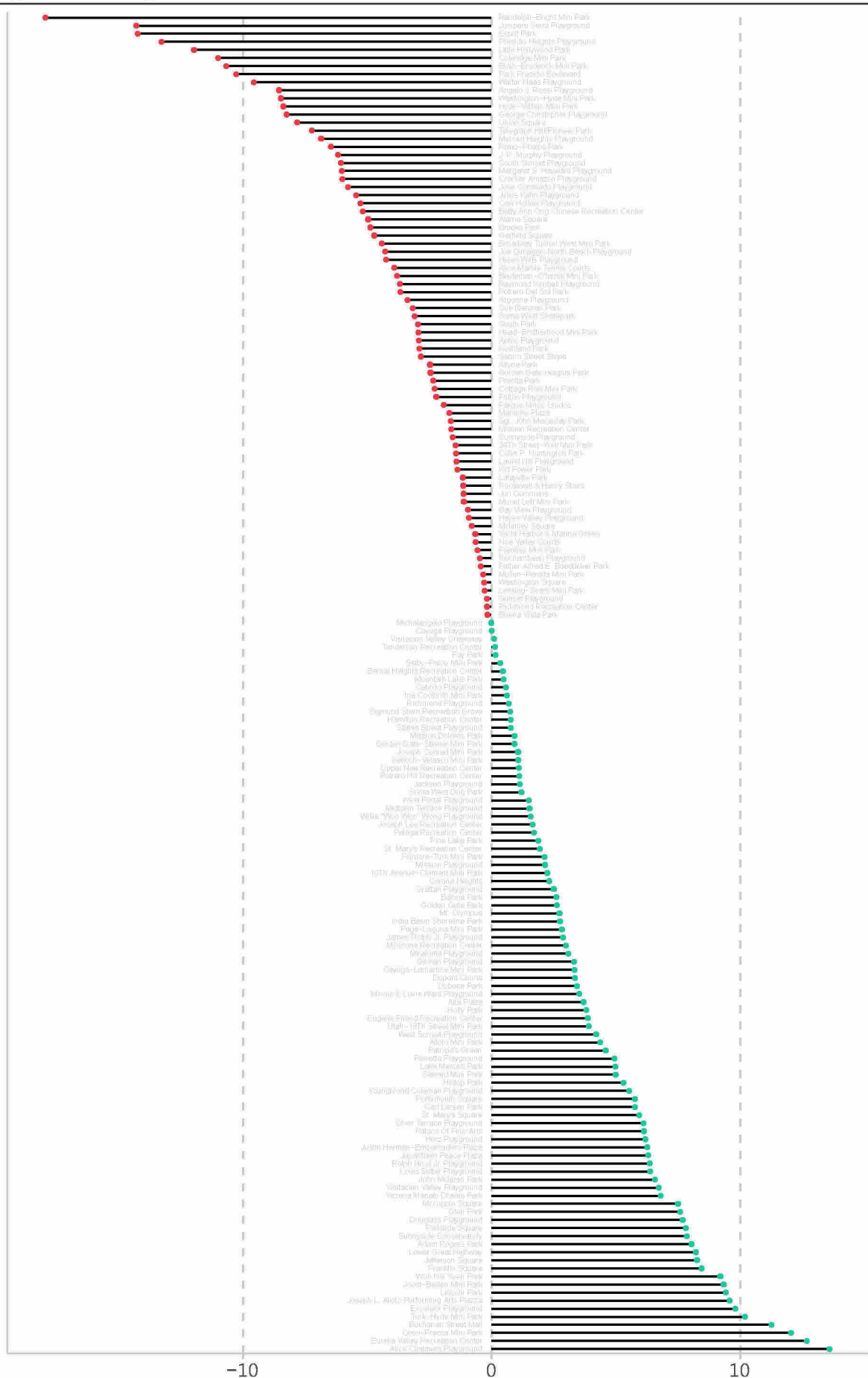
Table 6 - Largest Increases in Park Scores from FY17 to FY18

Park Name	FY17 Score	FY18 Score	Change
Alice Chalmers Playground	64%	77%	14
Eureka Valley Recreation Center	86%	98%	13
Coso-Precita Mini Park	84%	96%	12
Buchanan Street Mall	73%	85%	11
Turk-Hyde Mini Park	76%	86%	10
Excelsior Playground	77%	87%	10
Joseph L. Alioto Performing Arts Piazza	83%	93%	10

Alice Chalmers Playground remains a lowest-scoring park, as it was in FY17; however, in FY18, it achieved the highest score increase. The facility was recently renovated to introduce new fencing and new basketball and tennis courts. Every feature score increased from FY17, but the score for outdoor courts saw the largest change, increasing from 55% in FY17 to 83% in FY18. The lowest-scoring feature remains the children's play area, which, along with the restrooms, is scheduled for renovation with funds from the 2012 Bond.

Several other parks with large score increases were recently renovated. In particular, the department completed renovations of the two children's play areas at Joseph L. Alioto Performing Arts Piazza and a community-sponsored landscape project at Buchanan Street Mall. Further analysis of the data reveals the correlation between these improvement projects and the resulting park scores: for example, the features with the largest increases in score at Joseph L. Alioto Performing Arts Piazza were the children's play areas, while at Buchanan Street Mall, the largest increases occurred in the ornamental beds and trees.

Figure 11 - Changes in Park Scores from FY17 to FY18



Changes in Park Scores

Forty-five percent of all parks experienced a decrease in score to some degree, with eight dropping 10 percentage points or more. These eight parks are shown to the right in Table 7 and on the previous page in Figure 11.

Randolph-Bright Mini Park decreased 18 percentage points from FY17 to FY18. The features driving this drop were the children's play area (-33%) and lawns (-32%). The children's play

area at Randolph-Bright Mini Park was listed as a possible candidate for renovation with the 2012 Bond funds, but due to limited resources and competing priorities, was not ultimately chosen.¹ The department reports that the lawns at Randolph-Bright Mini Park do not have automatic irrigation, which may contribute to low scores: a closer look reveals that the elements which decreased in score were the mowing, surface quality, turf, and turf detailing elements. In fact, the turf element failed each of the four times it was evaluated during FY18, meaning it failed at least one of two possible failing criteria: "all-brown turf area 10 feet wide and long, or larger" or "bare area(s): 1 large area (5 feet wide and long, or larger) or 3 small areas (each 3 feet wide and long, or larger), where the field has exposed soil and no grass."

The score for Esprit Park decreased dramatically from FY17 to FY18. The lawns remain one of the largest factors in the score change, decreasing by 24% from FY17. RPD reports a large increase in patrons using the unfenced lawn with natural turf as an unofficial dog play area. The department is currently discussing how to address this issue, including the possibility of introducing an official dog play area separate from the lawn.

RPD reports staffing problems at Junipero Serra Playground and Little Hollywood Park: regularly-assigned gardeners were unavailable in FY18. Both parks were added to a general rotation of a mobile unit of gardeners, but received less full-time attention than in previous fiscal years.

How have park scores changed over the past four fiscal years?

Park scores may change from year to year due to differences in evaluators, construction projects, weather, and the month, day, or time each quarterly evaluation is completed, as each evaluation is a snapshot in time. Therefore, we also averaged the percentage-point change from year to year for each park to obtain an average annual change. For example, if a park score decreased three percent from FY15 to FY16; decreased ten percentage points from FY16 to FY17; and increased six percentage points from FY17 to FY18, then the average annual change is a decrease of two percent percentage points $([-2 + -10 + 6]/3 = -2)$. This analysis may minimize the degree of change in parks with volatile scores, but may reveal trends in overall quality over time. This alternative analysis may reveal the results of smaller-scale efforts that had long-term impacts, rather than only highlighting the results of dramatic renovation projects.

Table 7 - Largest Decreases in Park Score from FY17 to FY18

Park Name	FY17 Score	FY18 Score	Change
Randolph-Bright Mini Park	90%	72%	-18
Junipero Serra Playground	92%	77%	-14
Esprit Park	90%	76%	-14
Presidio Heights Playground	95%	82%	-13
Little Hollywood Park	90%	78%	-12
Coleridge Mini Park	97%	86%	-11
Bush-Broderick Mini Park	92%	82%	-11
Park Presidio Boulevard	81%	71%	-10
Walter Haas Playground	92%	83%	-10

¹See the 2014 Failing Playgrounds Task Force report (<http://sfrecpark.org/wp-content/uploads/Failing-Playgrounds-Final-Report1.pdf>) for more information.

Changes in Park Scores

The parks with the largest increases and decreases in average annual change are found below in Table 8. Figure 12 below shows all evaluated parks in the city and whether their average annual change was positive (light green triangles) or negative (light red triangles). Parks with the largest average annual increases are highlighted by large green triangles, while parks with the largest average annual decreases are marked with large red triangles.

Figure 12 - Largest Average Annual Changes in Park Score from FY15 through FY18

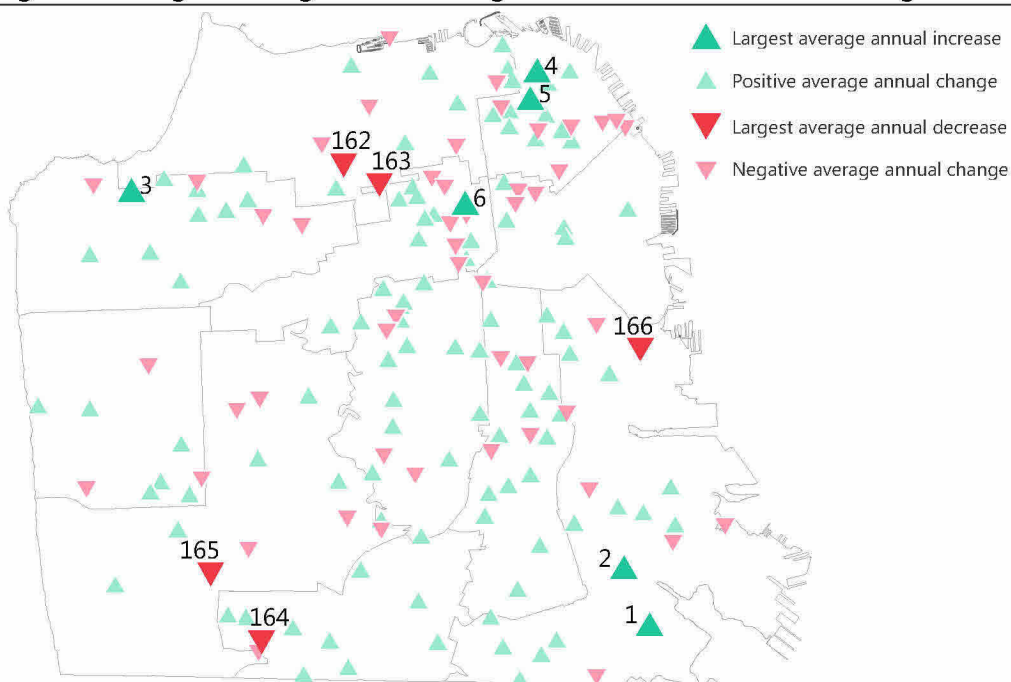


Table 8 - Largest Average Annual Increases and Decreases in Park Scores from FY15 through FY18

Rank	Park Name	Average Annual Change	Rank	Park Name	Average Annual Change
1	Gilman Playground	11.2	162	Presidio Heights Playground	-3.4
2	Bay View Playground	7.7	163	Bush-Broderick Mini Park	-4.4
3	Dupont Courts	6.8	164	Randolph-Bright Mini Park	-4.7
4	Joe Dimaggio North Beach Playground	5.9	165	Junipero Serra Playground	-5.5
5	Ina Coolbrith Mini Park	5.3	166	Esprit Park	-5.6
6	Jefferson Square	5.2			

Challenges and Opportunities

What issues could RPD focus on to improve park scores?

One goal of this report is to provide RPD with actionable information that it can use to improve park conditions. This year we look at which parks RPD should focus attention on in the coming fiscal year.

Figures 13 and 14 on the next page shows the five parks with the highest average annual unidirectional increase and the five with the largest average annual unidirectional decrease. "Unidirectional" describes scores which were increasing all four fiscal years or decreasing all four fiscal years. Parks with unidirectional score decreases could provide a glimpse into which parks are most "at risk" for score declines in future fiscal years, presenting an opportunity for proactive maintenance improvement plans.

Table 9 shows the elements at Bush-Broderick Mini Park with scores equal to or less than 50%. In this case, four out of the six elements are for Litter. Similar tables for the other four parks with the largest average unidirectional decrease are provided in Appendix A.

When planning improvements at the parks in Figure 14, it may also be helpful to consider past successes. Table 10 below shows the change in feature scores from FY15 through FY18 for the five parks in Figure 13 with the highest unidirectional increases. Changes of 30 percentage points or more are highlighted. On one hand, this data shows a concerted effort to increase scores across virtually every feature at Gilman Playground and this effort is clearly reflected in Figure 13. However, such comprehensive measures may not always be needed to keep scores moving upward. At Mission Dolores Park, for example, multiple features saw decreases from FY15 through FY18, though the overall park score continued to increase because of investments in other key areas.

Table 9 - Elements at Bush-Broderick Mini Park with Scores Equal to or Less Than 50%

Feature	Element	Score (% Passing)
Table Seating Areas	Graffiti	25%
Lawns	Litter	33%
Greenspace	Litter	50%
Ornamental Beds	Litter	50%
Ornamental Beds	Weeds	50%
Trees	Litter	50%

Table 10 - Change in Feature Scores from FY15 to FY18 at Parks with Unidirectional Increases

Feature	Gilman Playground	Dupont Courts	Mission Dolores Park	Cayuga-Lamartine Mini Park	Louis Sutter Playground
Athletic Fields	27%	N/A	N/A	N/A	10%
Buildings & General Amenities	42%	18%	18%	29%	30%
Children's Play Areas	56%	N/A	-26%	N/A	25%
Dog Play Areas	N/A	N/A	9%	N/A	N/A
Greenspace	N/A	N/A	35%	N/A	13%
Hardscape	30%	0%	17%	2%	33%
Lawns	46%	N/A	35%	N/A	21%
Ornamental Beds	16%	25%	3%	19%	6%
Outdoor Courts	37%	36%	N/A	N/A	2%
Restrooms	N/A	N/A	22%	N/A	-20%
Table Seating Areas	40%	N/A	-4%	N/A	21%
Trees	21%	20%	16%	0%	0%

Challenges and Opportunities

Figure 13 - Largest Unidirectional Score Increases from FY15 to FY18

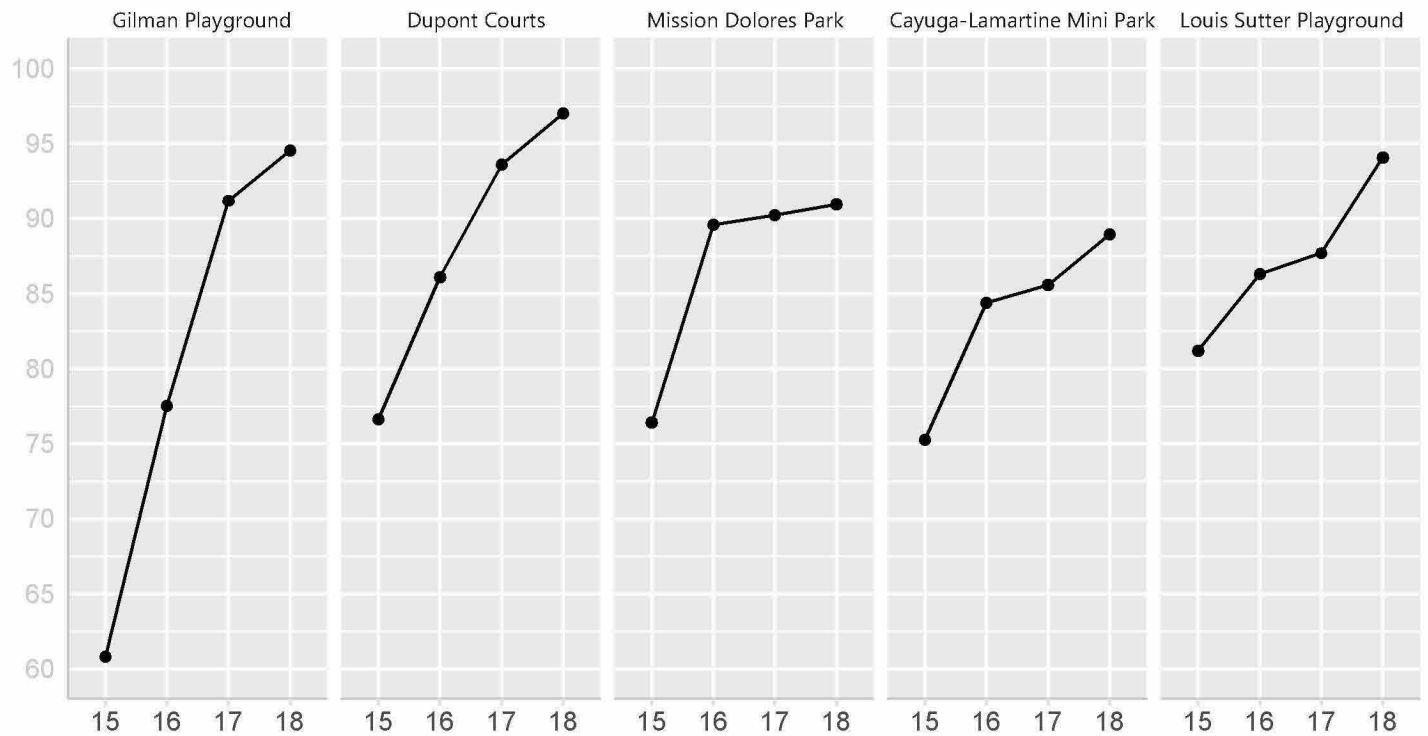
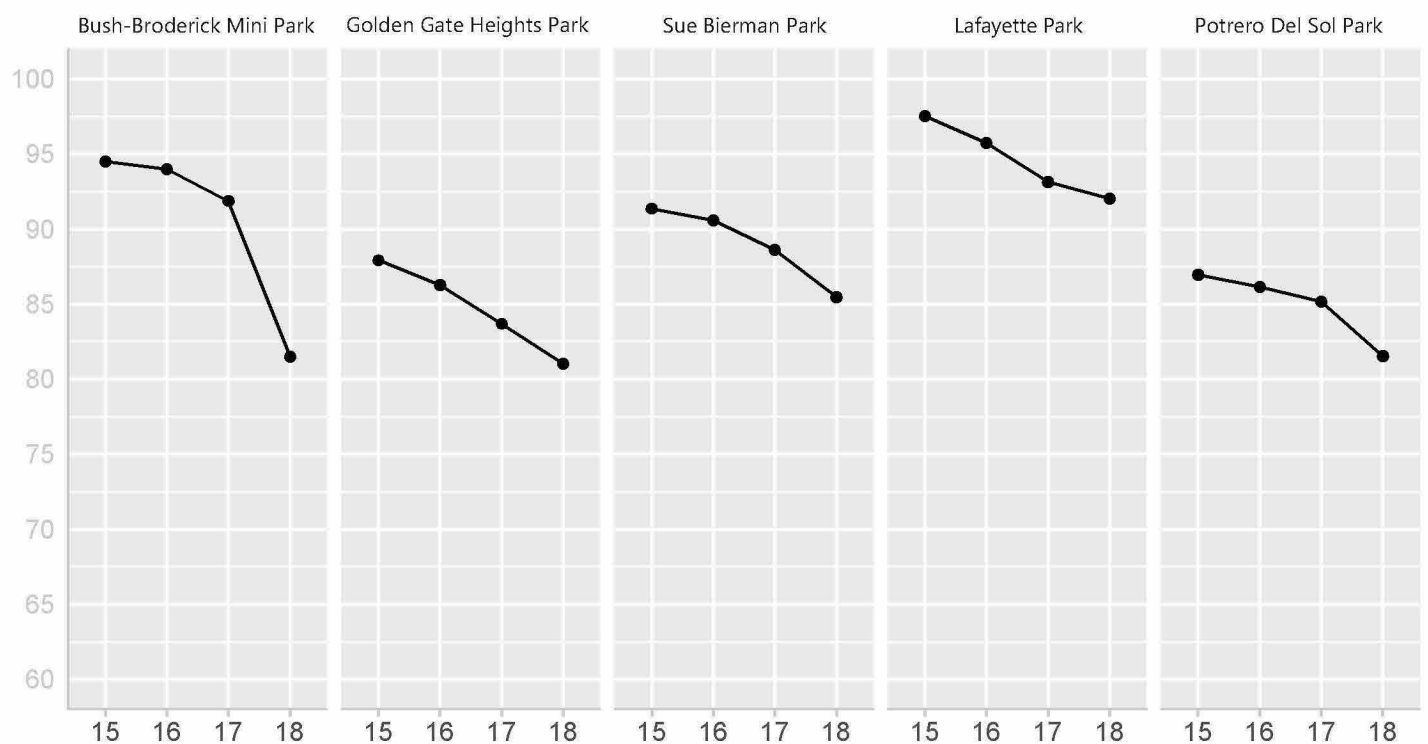
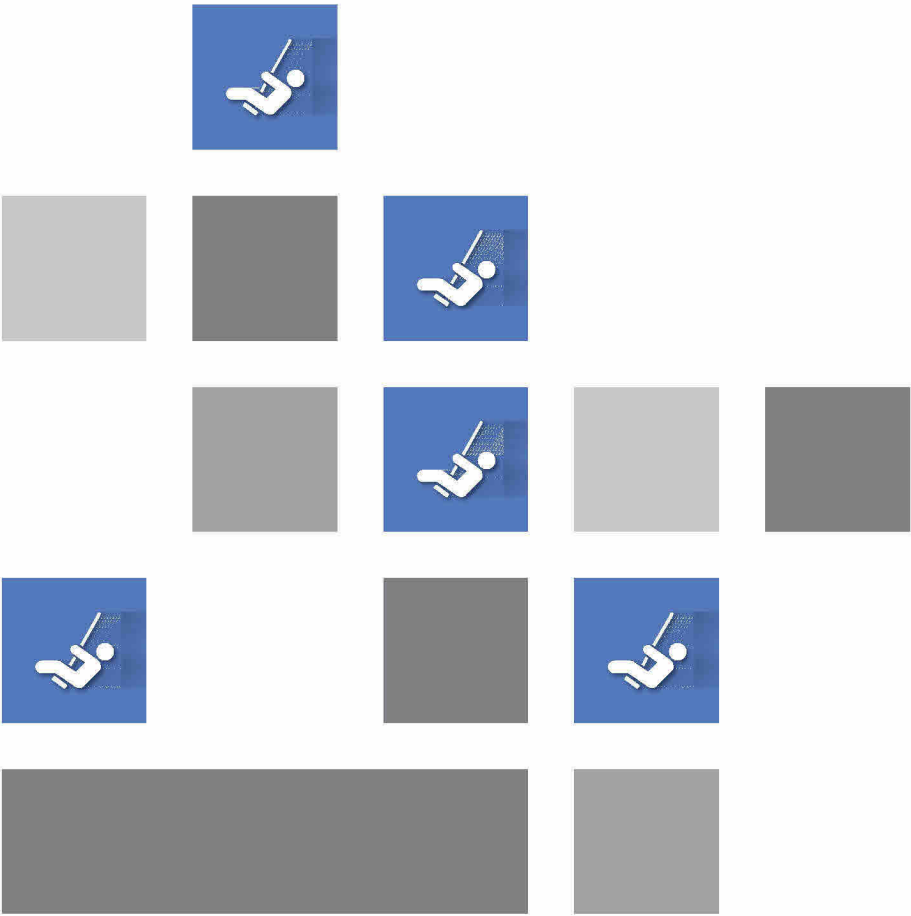


Figure 14 - Largest Unidirectional Score Decreases from FY15 to FY18





FEATURE SCORES

In this section:

Trends Across Features

- What are the citywide average feature scores for FY18? How do they compare to prior years?

Athletic Fields

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

Children's play areas

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

Dog Play Areas

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

Outdoor Courts

- How do outdoor courts score overall, and which score highest and lowest?
- Are there disparities in scores between different types of outdoor courts?

Restrooms

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

Trends Across Features

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

What are the citywide average feature scores for FY18? How do they compare to prior years?

Figure 15 on the next page shows the citywide average scores for all 12 features in FY15 through FY18, while Table 11 below shows the average, minimum, maximum, and standard deviation in scores for each feature in FY18. In FY18, trees score the highest with an average score of 92%, while CPAs are the lowest scoring feature, with an average score of 80%.

While the exact rank of each feature changes each year, some relative trends remain consistent: since FY15, trees have consistently been the highest-scoring feature and CPAs have consistently been the lowest. Additionally, lawns, buildings & general amenities, and athletic fields ranked among the six lowest-scoring features all four fiscal years, while restrooms, table seating areas, and ornamental beds consistently rank among the six highest-scoring features.

Table 11 - Average Feature Scores in FY18

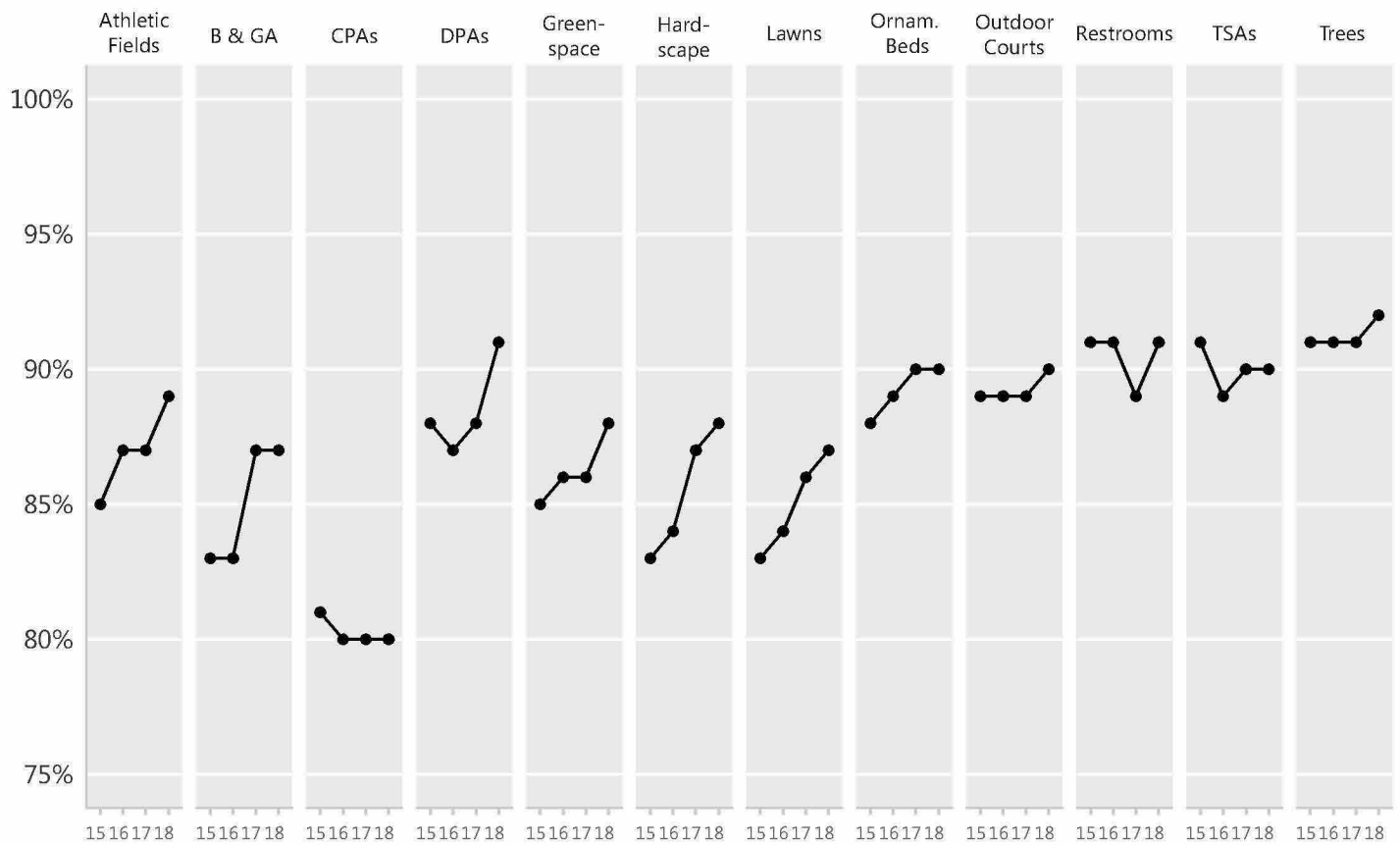
Feature	Average Score	Minimum Score	Maximum Score	Standard Deviation
Trees	92%	60%	100%	8.51
Dog Play Areas	91%	71%	100%	8.05
Restrooms	91%	50%	100%	10.37
Outdoor Courts	90%	61%	100%	8.40
Ornamental Beds	90%	63%	100%	8.85
Table Seating Areas	90%	48%	100%	11.01
Athletic Fields	89%	59%	100%	9.08
Greenspace	88%	46%	100%	11.69
Hardscape	88%	49%	100%	9.39
Buildings & General Amenities	87%	57%	100%	8.36
Lawns	87%	54%	100%	10.76
Children's Play Areas	80%	37%	100%	13.37

With regard to all four years of data, all features except two (CPAs and table seating areas) experienced an increase in average score from FY15 to FY18. Hardscape experienced the largest increase, rising from a score of 84% in FY15 to a score of 90% in FY18. Restrooms and table seating areas both experienced the same slight decrease, dropping a single percentage point from FY15 to FY18.

The average change in score for all features was a slight increase of one percentage point. Five of the 12 features (greenspace, lawns, trees, buildings & general amenities, and CPAs) did not change score. Table seating areas was the only feature to decrease (-1%), while the other six features increased by an average of two percentage points.

Trends Across Features

Figure 15 - Average Feature Scores by Fiscal Year from FY15 through FY18



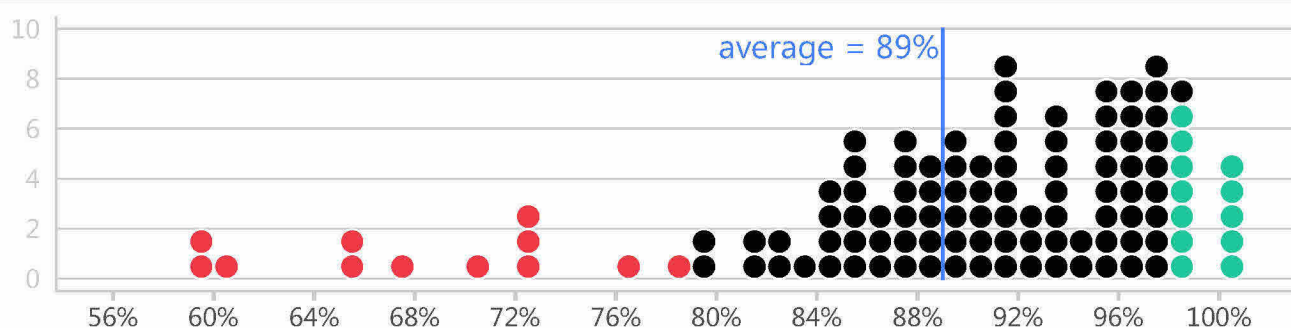
Athletic Fields

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

In FY18, 113 athletic fields were evaluated at 48 different parks. These fields range from traditional ones like soccer and softball to more uncommon ones for lawn bowling, discus throwing, croquet, and archery. Collectively, the athletic fields have a citywide average score of 89% in FY18.

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

Figure 16 - Distribution of Athletic Field Scores in FY18



Of the 12 highest-scoring athletic fields, three are in West Sunset Playground, which has six athletic fields, and four are in Golden Gate Park, which has 15 athletic fields. The West Sunset Playground received \$13.6 million dollars in funding from the 2012 Clean and Safe Neighborhood Parks Bond. In November of this fiscal year, the park re-opened its athletic fields to the public. The renovation included new sod for the playfields; upgrades to the irrigation system; updates to the field and court lighting; new bleacher seating; and additional storage, restrooms, and administrative space for field management. The park also received a dedicated mower, rather than participating in a rotation.

Of the 12 lowest-scoring athletic fields, five are at a single park: Crocker Amazon Playground, which has a total of 15 athletic fields. All three of the athletic fields at Sigmund Stern Recreation Grove are ranked among the 12 lowest-scoring parks, just as in FY17.

Table 12 - Highest-Scoring Athletic Fields in FY18

Rank/ID	Park Name	Feature Instance	Average Score
1	Hamilton Recreation Center	Multipurpose Field	100.0%
2	Palega Recreation Center	Multipurpose Field (Soccer)	100.0%
3	West Sunset Playground	Softball (Diamond 3)	100.0%
4	West Sunset Playground	Soccer (East)	100.0%
5	West Sunset Playground	Soccer (North)	100.0%
6	Eureka Valley Recreation Center	Softball	98.3%
7	Golden Gate Park	Soccer 3	98.3%
8	Golden Gate Park	Soccer 4	98.3%
9	Sunset Playground	Baseball	98.3%
10	Glen Park	Multipurpose Field	98.1%
11	Golden Gate Park	Soccer 5	98.1%
12	Golden Gate Park	Soccer 6	98.1%

Athletic Fields

RPD recently created a new specialized synthetic turf mobile unit to ensure the unique maintenance needs of the synthetic athletic fields would be properly met. Fields with synthetic turf must be replaced every 10 to 15 years and require specialized maintenance, such as the knowledge of how to tow a grooming machine, re-anchor the turf, and replace field lines that have peeled. Synthetic turf often greatly increases the usage of the fields as they are safer, better lit, and may be used during inclement weather. While comparing the average scores of natural turf athletic fields and synthetic turf fields is premature for this report, in FY19 the department will use evaluation scores to measure the performance of the newly created mobile unit.

Figure 17 - Location of Highest-Scoring and Lowest-Scoring Athletic Fields in FY18

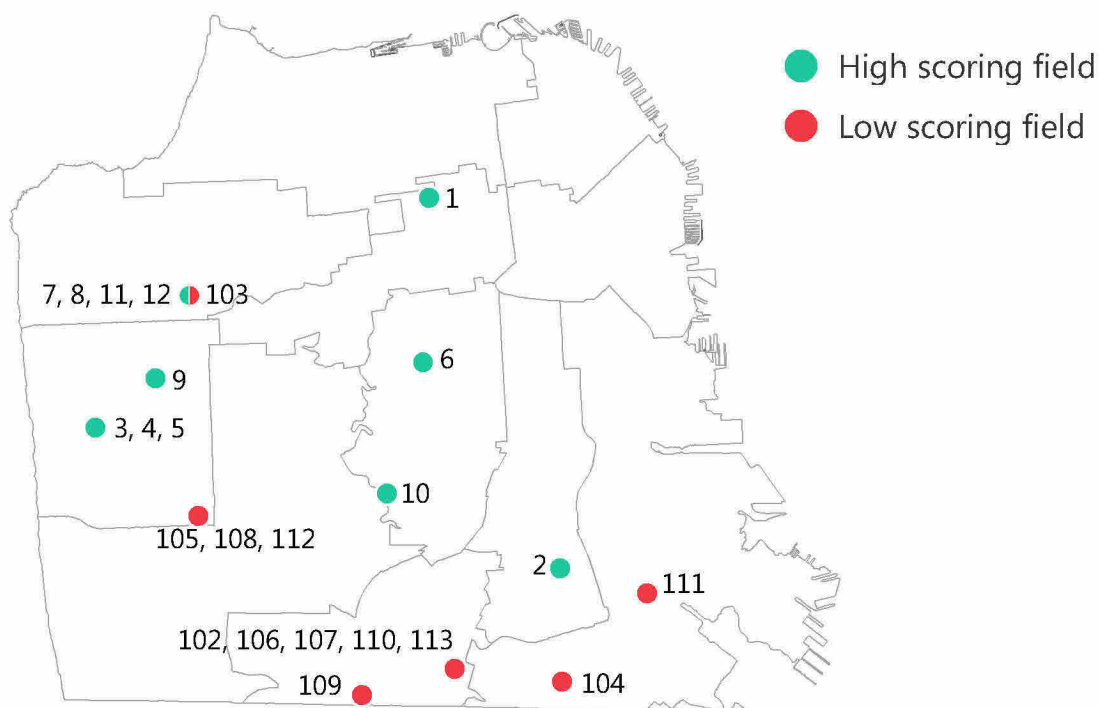


Table 13 - Lowest-Scoring Athletic Fields in FY18

Rank/ID	Park Name	Feature Instance	Average Score
102	Crocker Amazon Playground	Softball (Diamond 4)	78.3%
103	Golden Gate Park	Bowling Green 2 (Northwest)	76.6%
104	Visitation Valley Playground	Softball	72.7%
105	Sigmund Stern Recreation Grove	Golf Putting Green	72.6%
106	Crocker Amazon Playground	Multipurpose Field (North)	72.2%
107	Crocker Amazon Playground	Baseball (West - Diamond 5)	70.4%
108	Sigmund Stern Recreation Grove	Croquet (South)	67.3%
109	Alice Chalmers Playground	Softball	65.4%
110	Crocker Amazon Playground	Football	65.2%
111	Bay View Playground	Baseball	60.4%
112	Sigmund Stern Recreation Grove	Croquet (North)	59.4%
113	Crocker Amazon Playground	Softball (Diamond 3)	59.3%

Children's Play Areas

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

In FY18, 163 children's play areas (CPAs) were evaluated in 126 different parks. CPAs are the lowest-scoring feature this year, continuing the trend of the past three fiscal years. Figure 18 shows the distribution of scores and Figure 19 shows the location of the highest- and lowest-scoring instances. There continues to be a clear geographic distinction between the top and bottom CPAs. In FY17, none of the top-scoring CPAs were located in the southern half of the city and in FY18 there were only two. In addition, all but one of the lowest-scoring CPAs are located in the southern half of the city.

In FY17, the sand and rubber surfacing elements received the lowest average scores, at 63% and 64%, respectively. In FY18, rubber surfacing again had the lowest average score (61%), while structures and sand received the next-lowest average scores (73%). Rubber surfacing was the lowest-scoring element (or tied for that position) at seven of the 10 lowest-scoring CPAs. RPD is aware that the rubber surfacing at CPAs is in need of replacement and is considering other types of surfaces that will perform better, such as synthetic turf. The department additionally reports that sand management is being reviewed in partnership with a group of interested park users.

Figure 18 - Distribution of Children's Play Area Scores in FY18

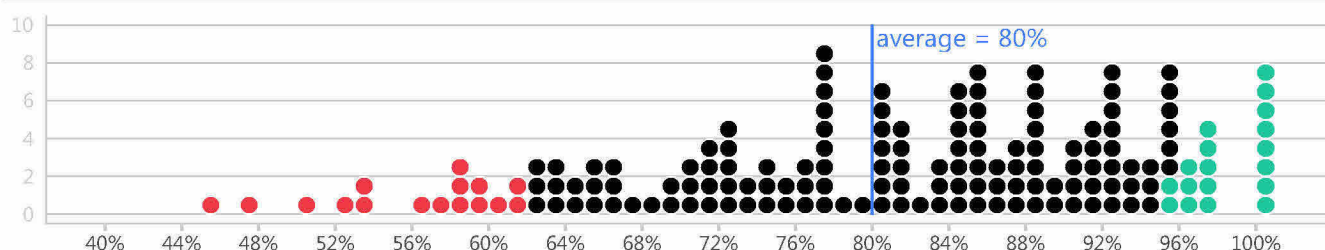


Table 14 - Highest-Scoring Children's Play Areas in FY18

Rank/ID	Park Name	Feature Instance	Average Score
1	10th Avenue-Clement Mini Park	CPA	100.0%
2	Cabrillo Playground	CPA (South - Tots)	100.0%
3	Eureka Valley Recreation Center	CPA	100.0%
4	Gilman Playground	CPA	100.0%
5	Joseph L. Alioto Performing Arts Piazza	Grove Street CPA (School Age)	100.0%
6	Joseph L. Alioto Performing Arts Piazza	McAllister Street CPA (Tots)	100.0%
7	Mission Playground	CPA (Valencia Street)	100.0%
8	Visitation Valley Greenway	CPA	100.0%
9	Collis P. Huntington Park	CPA	97.2%
10	Raymond Kimbell Playground	CPA	97.2%
11	Sunset Playground	CPA (East - Tots)	97.2%
12	Sunset Playground	CPA (West - School Age)	97.2%
13	Victoria Manalo Draves Park	CPA (North - Tots)	97.2%
14	Fulton Playground	CPA (Central - Tots)	96.9%
15	South Park	CPA (Southwest)	96.4%
16	Potrero Hill Recreation Center	CPA (Upper)	96.3%
17	Cabrillo Playground	CPA (North - School Age)	95.8%
18	Jackson Playground	CPA (West - School Age)	95.8%

Children's Play Areas

Of the eight CPAs that received 100%, four of them were recently renovated: 10th Avenue-Clement Mini Park, Cabrillo Playground, and both CPAs at the Joseph L. Alioto Performing Arts Piazza. The McAllister Street CPA (Tots) at the Joseph L. Alioto Performing Arts Piazza was the lowest-scoring CPA in FY17, revealing a remarkable improvement in score due to renovations.

Figure 19 - Location of Highest-Scoring and Lowest-Scoring CPAs in FY18

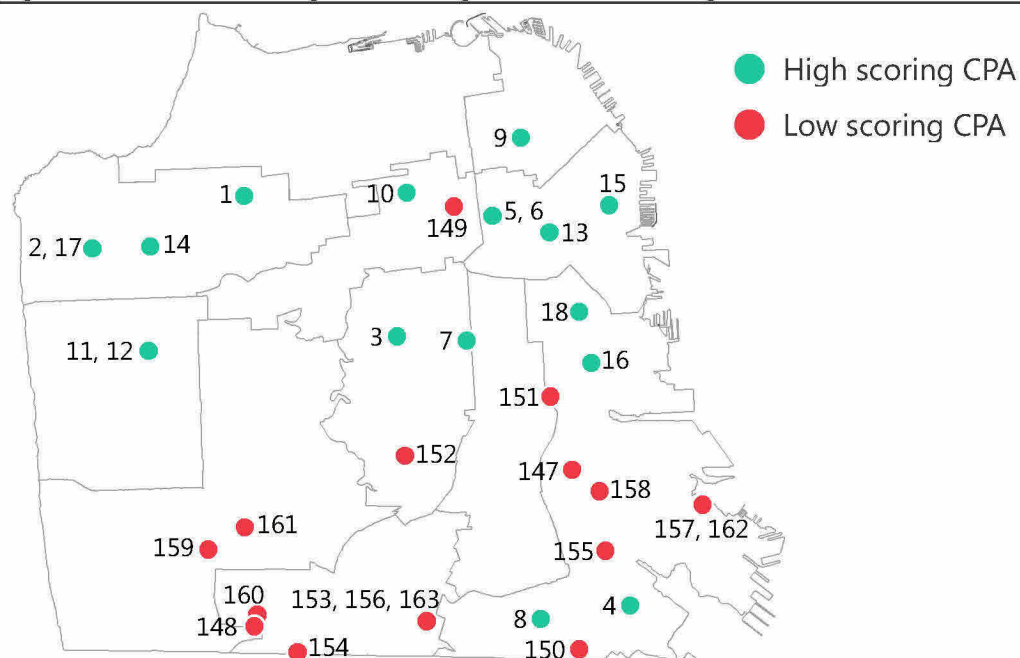


Table 15 - Lowest-Scoring Children's Play Areas in FY18

Rank/ID	Park Name	Feature Instance	Average Score
147	Selby-Palou Mini Park	CPA	61.9%
148	Head-Brotherhood Mini Park	CPA	61.6%
149	Margaret S. Hayward Playground	CPA	60.0%
150	Little Hollywood Park	CPA	59.4%
151	Potrero Del Sol Park	CPA	59.4%
152	Walter Haas Playground	CPA	58.9%
153	Crocker Amazon Playground	CPA (La Grande)	58.3%
154	Lessing-Sears Mini Park	CPA	58.3%
155	Bay View Playground	CPA	57.7%
156	Crocker Amazon Playground	CPA (Geneva-Moscow)	56.7%
157	India Basin Shoreline Park	CPA (Tots)	53.6%
158	Palou-Phelps Park	CPA (West - Tots)	53.1%
159	Junipero Serra Playground	CPA	52.5%
160	Randolph-Bright Mini Park	CPA	50.0%
161	Aptos Playground	CPA	47.0%
162	India Basin Shoreline Park	CPA (School Age)	45.8%
163	Crocker Amazon Playground	CPA (Italy Street)	37.0%

Dog Play Areas

Figure 21 - Location of Highest-Scoring and Lowest-Scoring DPAs in FY18

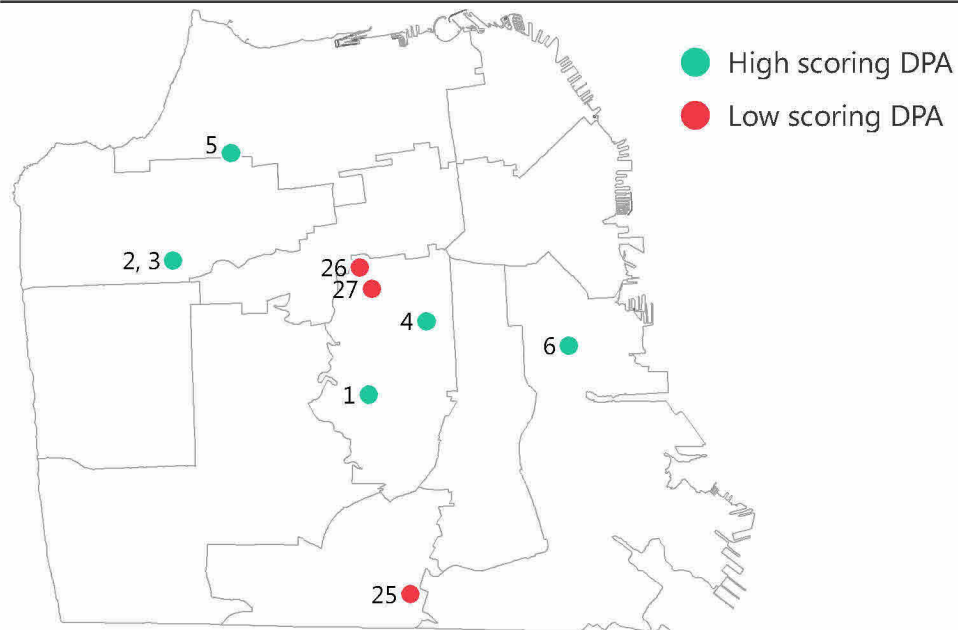


Table 16 - Highest-Scoring Dog Play Areas in FY18

Rank/ID	Park Name	Feature Instance	Average Score
1	Douglass Playground	Dog Play Area	100.0%
2	Golden Gate Park	Dog Play Area	100.0%
3	Golden Gate Park	Dog Play Area	100.0%
4	Mission Dolores Park	Dog Play Area (South)	100.0%
5	Mountain Lake Park	Dog Play Area	100.0%
6	Potrero Hill Recreation Center	Dog Play Area	100.0%

Table 17 - Lowest-Scoring Dog Play Areas in FY18

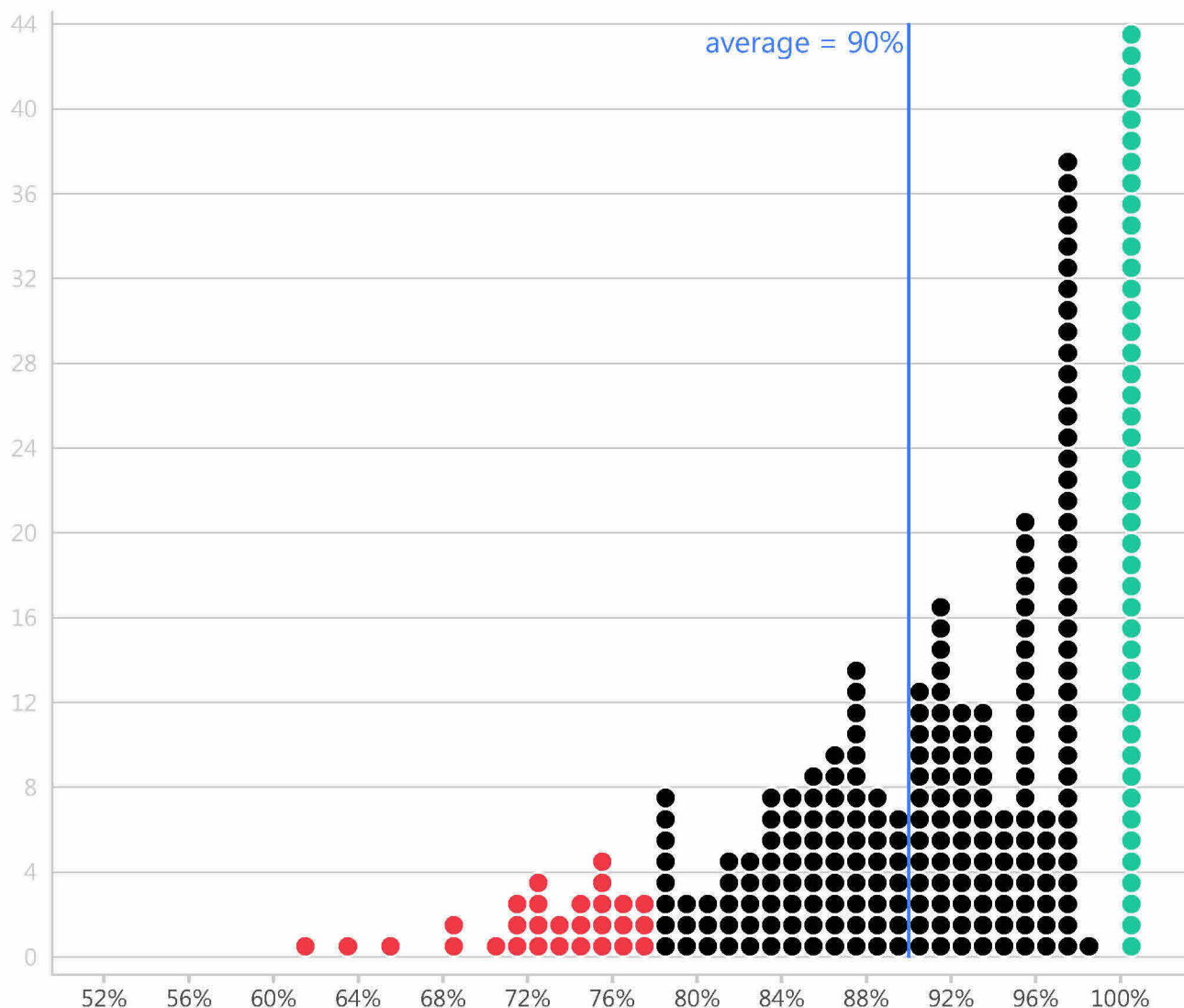
Rank/ID	Park Name	Feature Instance	Average Score
25	Crocker Amazon Playground	Dog Play Area	80.1%
26	Buena Vista Park	Dog Play Area	72.5%
27	Corona Heights	Dog Play Area	71.4%

Outdoor Courts

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

In FY18, 289 outdoor courts were evaluated at 97 different parks. Collectively, the City's courts have an average score of 90%. This represents a one percentage point increase from the average score in FY17. Figure 22 below shows the distribution of scores and Figure 21, on page 38 below, shows the location of the highest-scoring and lowest-scoring instances.

Figure 22 - Distribution of Outdoor Court Scores in FY18



Are there disparities in scores between different types of outdoor courts?

Table 18 on the next page investigates differences between court types, separating the most common courts (tennis and basketball) from the other court types. These other court types include unique courts that occur in no more than ten parks, such as bocce ball, multi-sport pavement, and fitness courts. Skate parks were not included in the "other" category, as they face disproportionate issues with graffiti, as discussed below on page 46, and RPD applies a unique maintenance policy. Tennis courts have the highest average score of 93%, with basketball courts receiving, on average, a score of 88%.

Outdoor Courts

Table 18 - Distribution of Outdoor Court Type Scores in FY18

Outdoor Courts Types	Average Score	Number of Courts	% of all Courts	# Ranked High	# Ranked Low
Tennis	93%	148	51%	29	6
Basketball	88%	93	32%	9	15
Other	88%	43	15%	6	6
Skatepark	82%	5	2%	0	2
Grand Total	90%	289	100%	44 (15%)	29 (10%)

Approximately half of all 289 courts are tennis courts, while 32% are basketball courts. Of all 289 courts, 15% are high-ranked (received all scores of 100%) and 10% are low-ranked. Table 18 above shows what percentage of all high-ranked and low-ranked courts are made up of each outdoor court type.

Table 19 - Proportions of Outdoor Court Types among the Highest- and Lowest-Scoring Courts in FY18

Court Type	Percentage among all High Rankings	Percentage among all Low Rankings
Tennis	66%	21%
Basketball	20%	52%
Other	14%	21%
Skatepark	0%	7%

If maintenance levels were similar among outdoor court types, we would expect proportionate representation in the high and low rankings from each court type. For example, as tennis courts make up 50% of all outdoor courts, we would expect 50% of all high-ranked courts and 50% of all low-ranked courts to be tennis. Instead, Table 19 shows that tennis courts are over-represented in the high rankings (66%), while under-represented in the low rankings (21%). Basketball courts make up 32% of all courts, but are under-represented in the high rankings (20%) and over-represented in the low rankings (52%).

The difference in average score between tennis courts and basketball courts is small. However, there is disproportionate representation in the high and low rankings, suggesting basketball courts are more often failing evaluations than tennis courts. Should RPD wish to ensure equal maintenance scores for all types of courts, the department should research further the discrepancy behind the maintenance scores of these two court types.

Two of the elements with the largest contribution to this disparity in scores between tennis and basketball are the equipment and paint elements. The average equipment score was 85%, but tennis courts scored 5% above the average and basketball courts scored 8% below. The average paint score was also 85%, but again, tennis courts scored consistently above the average while basketball courts scored below the average. The trends in these two elements suggest RPD should develop a maintenance plan focused on improving paint and equipment scores at basketball courts in order to reduce the disparity in scores between these two types of courts.

Different funding sources may also contribute to differences in average scores between court types. For example, RPD received a generous donation of \$864,000 from San Franciscans for Sports and Recreation to be used to re-surface 15 tennis courts in FY18. The department also uses funding from Proposition B, which voters passed in 2016 and dedicates funds to completing deferred maintenance projects, to complete court re-surfacing projects outside of a full capital improvement plan.

Outdoor Courts

Figure 23 - Location of Highest- and Lowest-Scoring Outdoor Courts in FY18

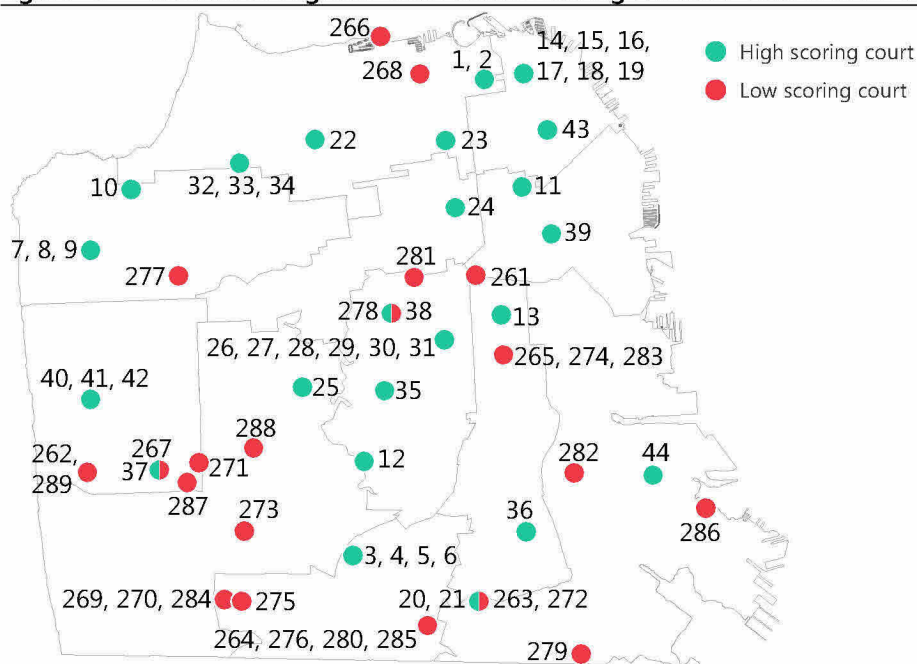


Table 20 - Highest-Scoring Outdoor Courts in FY18

Rank/ ID	Park Name	Feature Instance	Avg Score
1-2	Alice Marble Tennis Courts	Tennis (2 West Center; Practice Area)	100.0%
3-6	Balboa Park	Basketball; Tennis (2 West Center; 3 East Center; 4 East)	100.0%
7-9	Cabrillo Playground	Tennis; Basketball (Full Court; Half Court)	100.0%
10	Dupont Courts	Tennis 2	100.0%
11	Father Alfred E. Boeddeker Park	Basketball	100.0%
12	Glen Park	Tennis (West)	100.0%
13	In Chan Kaajal Park	Fitness Court	100.0%
14-19	Joe Dimaggio North Beach Playground	Tennis 2; Basketball (East Half Court; West Half Court); Fitness Court/4 Square Area; Volleyball (1 West; 2 East)	100.0%
20-21	John McLaren Park	Tennis 2; Basketball (Burrows/Peru Half Court)	100.0%
22	Julius Kahn Playground	Tennis 2	100.0%
23	Lafayette Park	Tennis 1 (West)	100.0%
24	Margaret S. Hayward Playground	Multi-Sport Court	100.0%
25	Midtown Terrace Playground	Basketball (Half Courts)	100.0%
26-31	Mission Dolores Park	Tennis (East 1, 2, 3 and West 4, 5, 6)	100.0%
32-34	Mountain Lake Park	Tennis (2 West Center; 3 East Center; 4 East)	100.0%
35	Noe Valley Courts	Tennis	100.0%
36	Palega Recreation Center	Tennis (West)	100.0%
37	Parkside Square	Tennis 2	100.0%
38	States Street Playground	Tennis (West)	100.0%
39	Victoria Manalo Draves Park	Basketball	100.0%
40-42	West Sunset Playground	Tennis (East; West); Volleyball	100.0%
43	Willie "Woo Woo" Wong Playground	Tennis	100.0%
44	Youngblood Coleman Playground	Tennis (East)	100.0%

Outdoor Courts

Table 21 - Lowest-Scoring Outdoor Courts in FY18

Rank/ID	Park Name	Feature Instance	Avg Score
261	Soma West Skatepark	Skatepark	77.8%
262	South Sunset Playground	Basketball (East)	77.8%
263	John McLaren Park	Tennis 4	77.3%
264	Crocker Amazon Playground	Skatepark	76.6%
265	Jose Coronado Playground	Basketball	76.3%
266	Yacht Harbor & Marina Green	Warm-Up Court	76.0%
267	Parkside Square	Basketball (Half Court)	75.8%
268	Moscone Recreation Center	Basketball (East)	75.8%
269	Merced Heights Playground	Tennis	75.4%
270	Merced Heights Playground	Volleyball	75.0%
271	West Portal Playground	Tennis	75.0%
272	John McLaren Park	Basketball (Oxford Half Courts)	74.7%
273	Aptos Playground	Tennis	74.4%
274	Jose Coronado Playground	Multi-Sport Court	74.3%
275	Brooks Park	Multi-Sport Pavement	74.0%
276	Crocker Amazon Playground	Multi-Sport Pavement	73.0%
277	Golden Gate Park	Tennis 02	72.9%
278	States Street Playground	Basketball	72.8%
279	Little Hollywood Park	Basketball	72.7%
280	Crocker Amazon Playground	Basketball (Half Court)	72.2%
281	Duboce Park	Basketball	71.7%
282	Selby-Palou Mini Park	Basketball (Half Court)	71.3%
283	Jose Coronado Playground	Tennis	71.3%
284	Merced Heights Playground	Basketball	70.7%
285	Crocker Amazon Playground	Basketball (South)	68.8%
286	India Basin Shoreline Park	Basketball	68.6%
287	Sigmund Stern Recreation Grove	Horseshoe Pits	65.6%
288	Carl Larsen Park	Basketball	63.5%
289	South Sunset Playground	Basketball (West)	61.1%

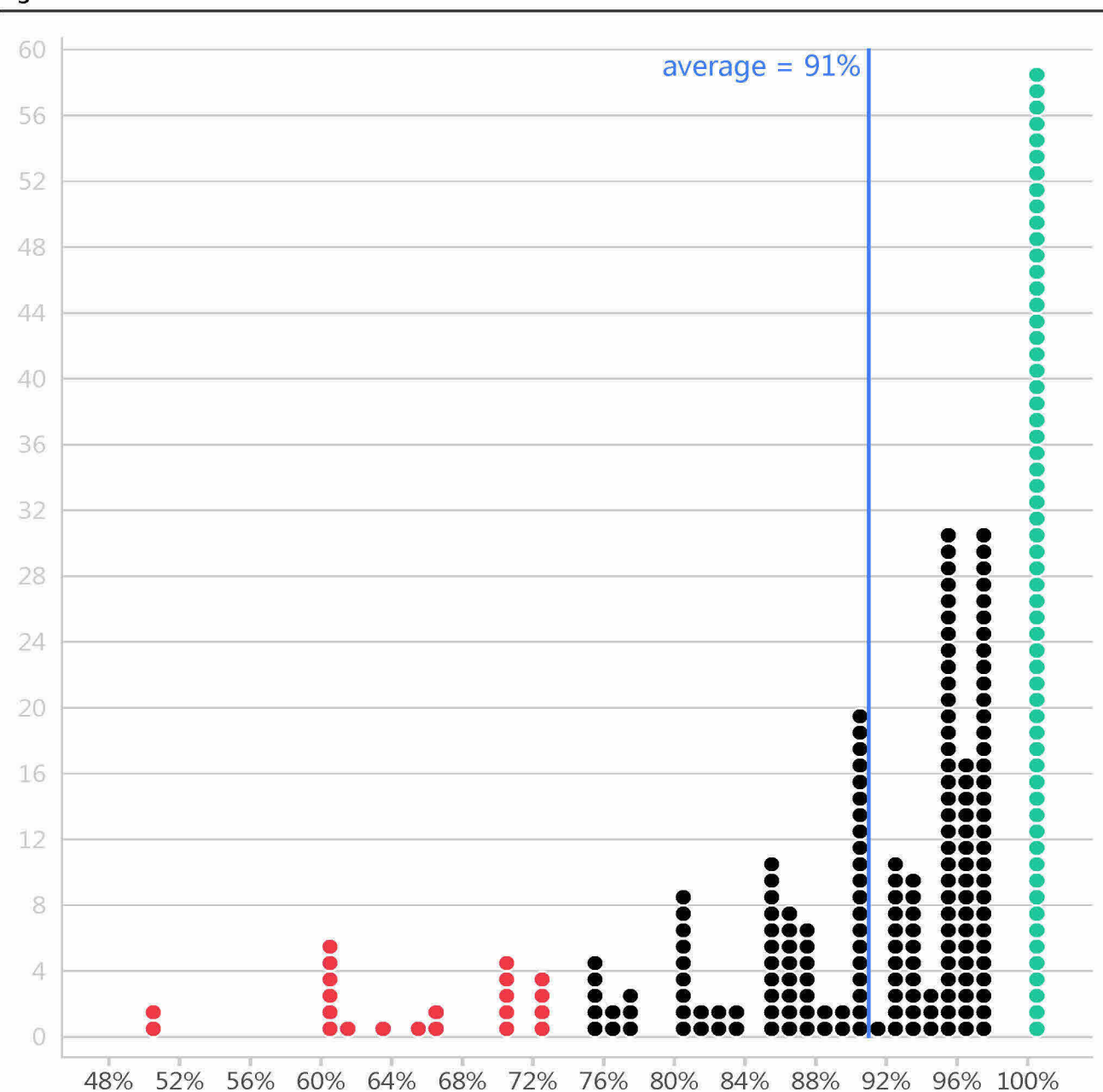
Restrooms

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

In FY18, 260 restrooms were evaluated at 88 different parks. Collectively, restrooms have an average score of 91%. However, as Figure 24 below reveals, restroom scores vary widely and range from 50% to 100%.

Table 22 on the following page shows the average scores and number of restrooms of each type. There is little differences between the average scores of female restrooms (91%) and male restrooms (90%); however, the average rating of unisex bathrooms was 95%, while the average score of the pissoir (located at Mission Dolores Park) was 75%.

Figure 24 - Distribution of Restroom Scores in FY18



Restrooms

Table 22 - Average Score for Restroom Types in FY18

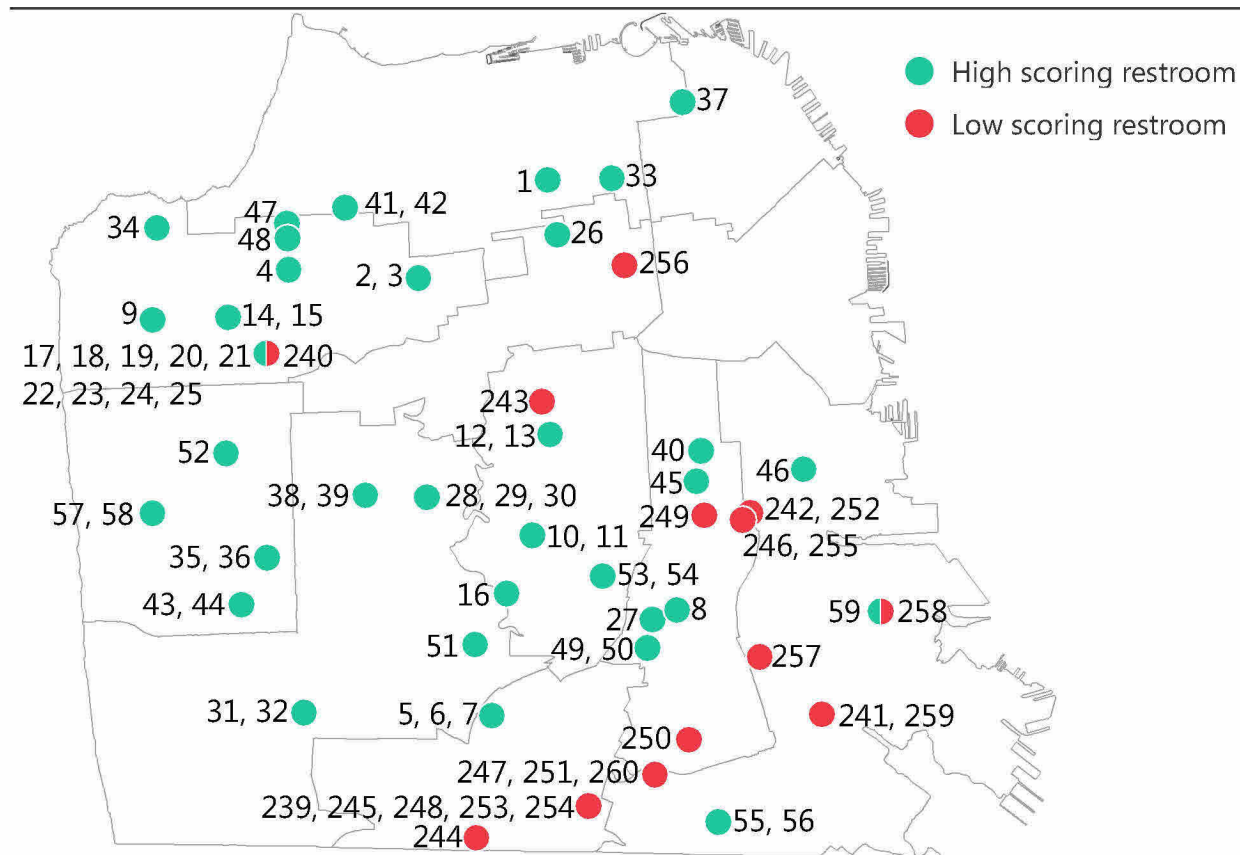
Restroom Type	Average FY18 Score	Number of Restrooms
Unisex	95%	12
Female	91%	118
Male	90%	117
Pissoir	75%	1

Fifty-nine restrooms in 34 parks received perfect scores in FY18, meaning no issues were found in the restroom during any evaluation throughout the year. This is an increase from 35 restrooms in FY17.

The equipment elements received the lowest average score of all restrooms elements (82%). Signage, supplies, and graffiti all receive the next-lowest average score of 88%.

Nineteen out of the lowest-scoring 22 restrooms are located in Districts 9, 10, and 11. Table 23 and Table 24 on the following two pages list the highest- and lowest-ranking restrooms, while Figure 25 below places them on a map.

Figure 25 - Highest-Scoring and Lowest-Scoring Restrooms in FY18



Restrooms

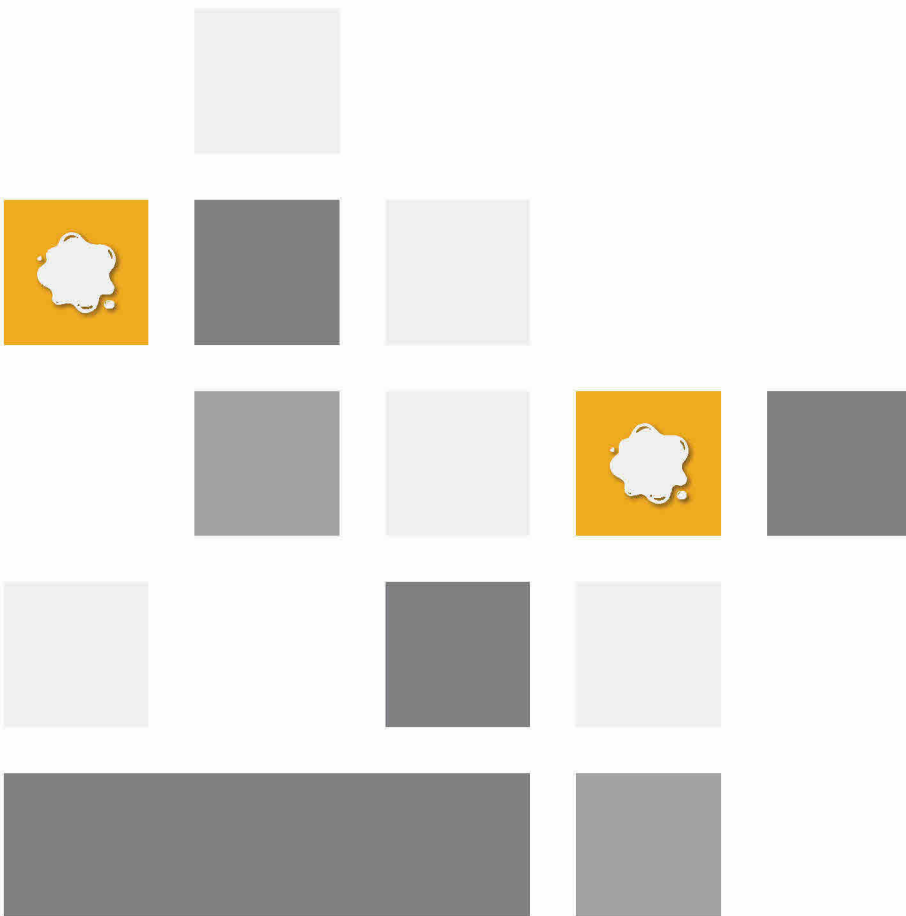
Table 23 - Highest-Scoring Restrooms in FY18

Rank/ID	Park Name	Feature Instance (Restroom)	Average Score
1	Alta Plaza	Female	100.0%
2, 3	Angelo J. Rossi Playground	Annex Female, Annex Male	100.0%
4	Argonne Playground	Female	100.0%
5, 6, 7	Balboa Park	East Female, West Female, West Male	100.0%
8	Bernal Heights Recreation Center	Rec Center Female	100.0%
9	Cabrillo Playground	Clubhouse Exterior Male	100.0%
10, 11	Douglass Playground	Clubhouse Female, Clubhouse Male	100.0%
12, 13	Eureka Valley Recreation Center	Female, Male	100.0%
14, 15	Fulton Playground	Female, Male	100.0%
16	Glen Park	Rec Center Female	100.0%
17 - 25	Golden Gate Park	Unisex, Kezar Pavilion East Female, Kezar Pavilion East Male, Kezar Pavilion West Female, Kezar Pavilion West Male, Sharon Arts Unisex 1 - East, Sharon Arts Unisex 2 - West, Bandshell Female, Model Boat Club Female	100.0%
26	Hamilton Recreation Center	Rec Center Female	100.0%
27	Holly Park	Male	100.0%
28, 29, 30	J. P. Murphy Playground	Clubhouse Female, Clubhouse Male, CPA Male	100.0%
31, 32	Junipero Serra Playground	Clubhouse Female, Clubhouse Male	100.0%
33	Lafayette Park	Female	100.0%
34	Lincoln Park	Legion Female	100.0%
35, 36	Mccoppin Square	Female, Male	100.0%
37	Michelangelo Playground	Unisex	100.0%
38, 39	Midtown Terrace Playground	Clubhouse Female, Clubhouse Male	100.0%
40	Mission Recreation Center	Treat Street Mission Arts Female	100.0%
41, 42	Mountain Lake Park	Female, Male	100.0%
43, 44	Parkside Square	Female, Male	100.0%
45	Parque Ninos Unidos	Female	100.0%
46	Potrero Hill Recreation Center	Male	100.0%
47	Richmond Playground	Female	100.0%
48	Richmond Recreation Center	Female	100.0%
49, 50	St. Mary's Recreation Center	Female, Male	100.0%
51	Sunnyside Playground	Male	100.0%
52	Sunset Playground	CPA Female	100.0%
53, 54	Upper Noe Recreation Center	Exterior Male, Interior Male	100.0%
55, 56	Visitation Valley Playground	Female, Male	100.0%
57, 58	West Sunset Playground	Ball Field 1 Female, Ball Field 1 Male	100.0%
59	Youngblood Coleman Playground	Clubhouse Female	100.0%

Restrooms

Table 24 - Lowest-Scoring Restrooms in FY18

Rank/ID	Park Name	Feature Instance	Average Score
239	Crocker Amazon Playground	Restroom (Baseball North Female)	72.5%
240	Golden Gate Park	Restroom (Hellman Hollow Male)	72.5%
241	Bay View Playground	Restroom (Female)	72.2%
242	Potrero Del Sol Park	Restroom (Male)	72.2%
243	States Street Playground	Restroom (Female)	70.4%
244	Alice Chalmers Playground	Restroom (Male)	70.0%
245	Crocker Amazon Playground	Restroom (Clubhouse Male)	70.0%
246	James Rolph Jr. Playground	Restroom (Clubhouse Female)	70.0%
247	John McLaren Park	Restroom (Tennis Court Clubhouse Male)	70.0%
248	Crocker Amazon Playground	Restroom (Geneva-Moscow Baseball North Male)	66.7%
249	Garfield Square	Restroom (Male)	66.7%
250	Louis Sutter Playground	Restroom (Male)	65.0%
251	John McLaren Park	Restroom (Oxford Street Female)	63.9%
252	Potrero Del Sol Park	Restroom (Female)	61.1%
253	Crocker Amazon Playground	Restroom (Clubhouse Female)	60.0%
254	Crocker Amazon Playground	Restroom (Pieretti Baseball North Male)	60.0%
255	James Rolph Jr. Playground	Restroom (Clubhouse Male)	60.0%
256	Margaret S. Hayward Playground	Restroom (Male)	60.0%
257	Silver Terrace Playground	Restroom (Female)	60.0%
258	Youngblood Coleman Playground	Restroom (Soccer Female)	60.0%
259	Bay View Playground	Restroom (Male)	50.0%
260	John McLaren Park	Restroom (Oxford Street Male)	50.0%



ELEMENT SCORES

In this section:

Graffiti

- Which parks have the most and least amount of graffiti, and what factors may influence the results?
- Are there any trends in graffiti scores across supervisor districts?

Cleanliness

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

Graffiti

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

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

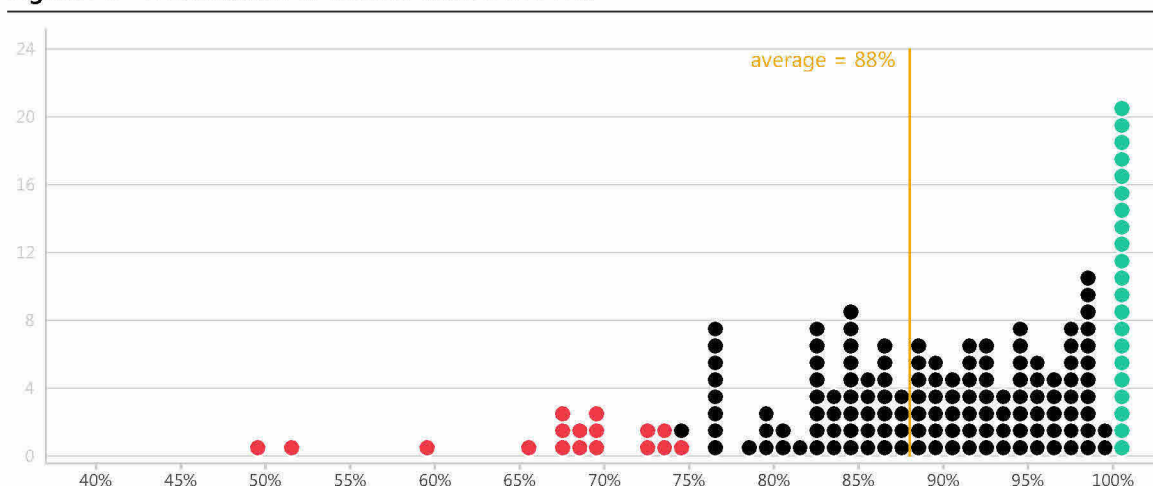
Figure 26 shows the distribution of graffiti scores across all of the evaluated parks. The graffiti score (percent passing) is shown on the horizontal axis and the number of parks that achieved a particular score is shown on the vertical axis. There are 21 parks that scored 100% on the graffiti element, meaning that there was no graffiti found during any of the evaluations performed throughout the year. Of those 21 parks, eight were Mini Parks. As there are only 38 Mini Parks in the City, this means 21% of all City Mini Parks scored 100% on graffiti. This lack of graffiti could be due in large part to their small size and lower traffic volume. Additionally, Mini Parks have fewer structures and features that provide surfaces where graffiti is most often found.

For the second year in a row, SOMA West Skatepark and Potrero del Sol have the lowest graffiti scores (meaning graffiti was most frequently found at these two parks). Both of these parks include skateparks, and as graffiti has become synonymous with skate culture, the amount of graffiti has risen significantly inside the skating bowls. RPD has noted that it does not always have the labor resources to meet this rise and as a result, graffiti may remain within skatepark boundaries longer.

Of the parks with the lowest graffiti scores, Hilltop Park is the only other park containing a skatepark. However, the graffiti found at Hilltop throughout the year was more frequently found on the buildings & general amenities, the children's play areas, and the table seating areas than on the skatepark itself. While Hilltop Park has an overall park score of 90%, graffiti, as one of the most frequently cited issues with the park, remains a unique struggle there.

The location of the highest- and lowest-scoring parks for graffiti is shown in Figure 27. Five of the 17 lowest-scoring parks for graffiti are in Supervisor District 10, which is more than any other district. In contrast, District 1 contains five of the 21 highest-scoring parks for graffiti.

Figure 26 - Distribution of Graffiti Scores in FY18



Graffiti

Figure 27 - Location of Highest-Scoring and Lowest-Scoring Parks for Graffiti in FY18

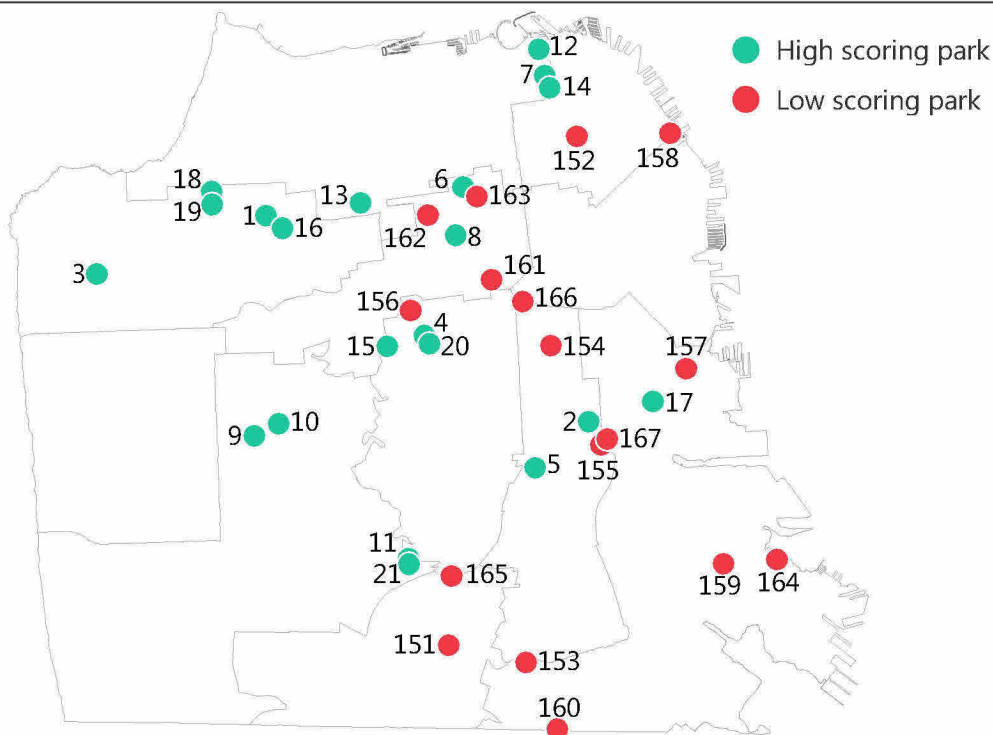


Table 25 - Highest-Scoring and Lowest-Scoring Parks for Graffiti in FY18

Rank/ID	Park Name	Score	Rank/ID	Park Name	Score
1	10th Avenue-Clement Mini Park	100.0%	151	Excelsior Playground	73.2%
2	24th Street-York Mini Park	100.0%	152	Betty Ann Ong Chinese Recreation Center	72.2%
3	Cabrillo Playground	100.0%	153	John McLaren Park	72.0%
4	Corona Heights	100.0%	154	In Chan Kaajal Park	71.3%
5	Coso-Precita Mini Park	100.0%	155	James Rolph Jr. Playground	71.1%
6	Cottage Row Mini Park	100.0%	156	Buena Vista Park	68.9%
7	Fay Park	100.0%	157	Esprit Park	68.8%
8	Golden Gate-Steiner Mini Park	100.0%	158	Justin Herman-Embarcadero Plaza	68.8%
9	Golden Gate Heights Park	100.0%	159	Hilltop Park	67.9%
10	J. P. Murphy Playground	100.0%	160	Kelloch-Velasco Mini Park	67.9%
11	Joost-Baden Mini Park	100.0%	161	Koshland Park	66.7%
12	Joseph Conrad Mini Park	100.0%	162	Beideman-O'farrell Mini Park	66.7%
13	Laurel Hill Playground	100.0%	163	Japantown Peace Plaza	66.7%
14	Michelangelo Playground	100.0%	164	India Basin Shoreline Park	64.7%
15	Mt. Olympus	100.0%	165	Cayuga-Lamartine Mini Park	58.3%
16	Muriel Leff Mini Park	100.0%	166	Soma West Skatepark	50.0%
17	Potrero Hill Recreation Center	100.0%	167	Potrero Del Sol Park	48.5%
18	Richmond Playground	100.0%			
19	Richmond Recreation Center	100.0%			
20	States Street Playground	100.0%			
21	Sunnyside Conservatory	100.0%			

Graffiti

Are there any trends in graffiti scores across supervisor districts?

Figure 28 shows the supervisor districts shaded by the average graffiti score of all the parks in that district. These average scores and additional summary statistics for each supervisor district are provided in Table 26. As shown, Districts 5, 11, and 10 have the lowest average score, meaning graffiti was more commonly found in the parks in these districts than the other districts (also shown by the shading in Figure 28). While Districts 10 and 11 were also in the lowest-scoring districts for overall park scores, the overall park average score in District 5 was above the citywide average. This suggests that graffiti is a particular issue for parks in District 5, even though the parks are scoring very well in other respects.

Figure 29 on the next page shows the distribution of graffiti scores by supervisor district. The districts are listed on the vertical axis, the range of scores are represented on the horizontal axis, and the individual white lines represent the district average score. These distributions show how the range of graffiti scores differs by district. While several districts have very compact distributions (meaning the parks in the district all tend to have similar graffiti scores), Districts 8, 9, and 10 have more variation. Within these districts with more variation, certain parks may have a lot more or less graffiti than other parks in the same district.

Figure 28 - Average Graffiti Score by Supervisor District

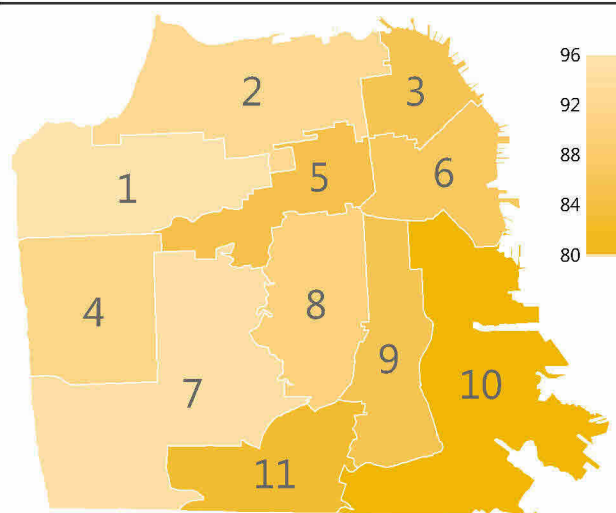
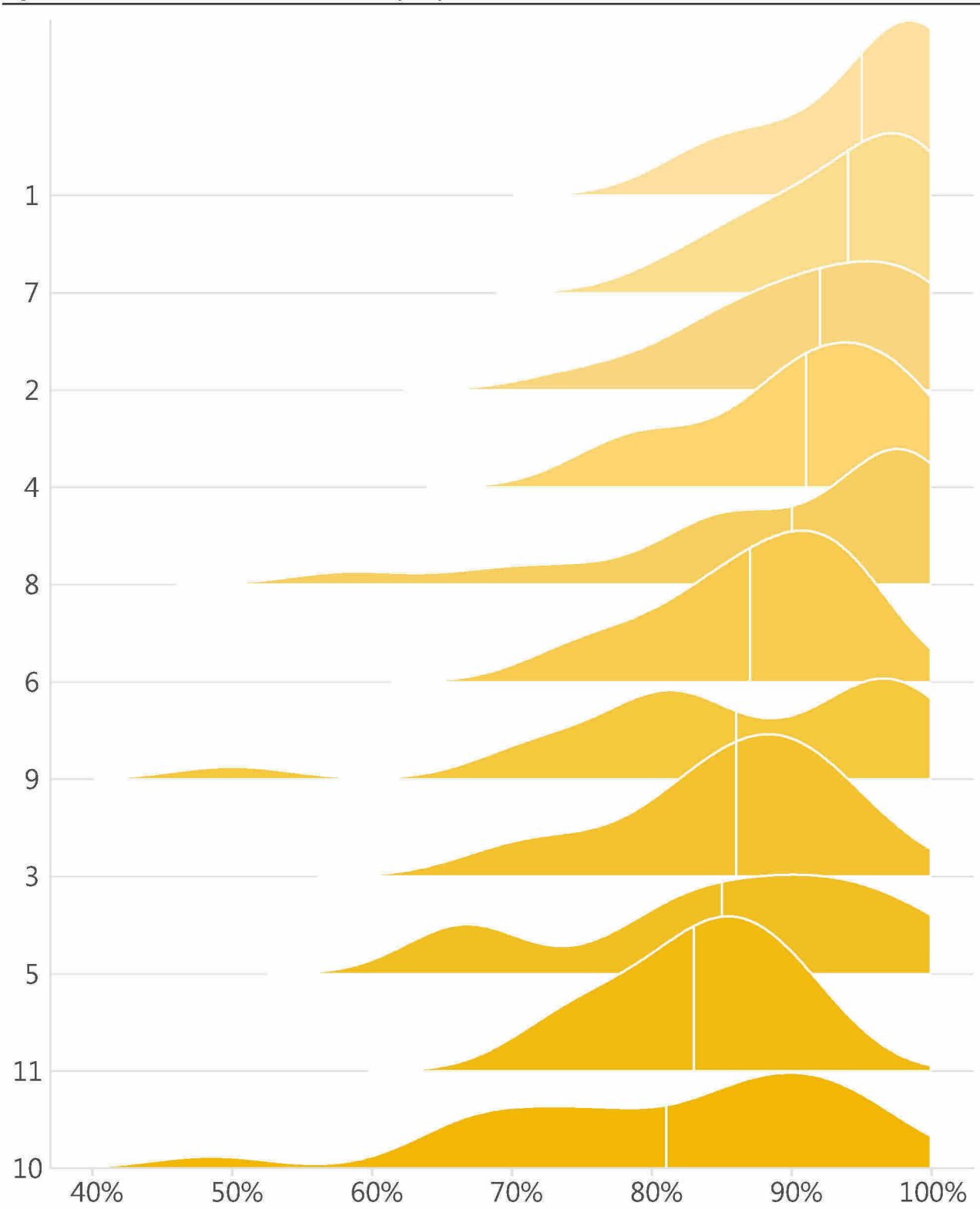


Table 26 - Graffiti Scores by Supervisor District in FY18

Supervisor District	Average Score	Minimum Score	Maximum Score	Number of Parks
1	95%	83%	100%	12
7	94%	82%	100%	11
2	92%	75%	100%	16
4	91%	77%	98%	9
8	90%	58%	100%	21
6	87%	75%	94%	8
9	86%	50%	100%	21
3	86%	69%	98%	18
5	85%	67%	100%	16
11	83%	73%	92%	11
10	81%	48%	100%	22

Graffiti

Figure 29 - Distribution of Graffiti Scores by Supervisor District in FY18



Cleanliness

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

Which parks score the best and the worst for cleanliness?

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

Figure 30 - Distribution of Cleanliness Scores

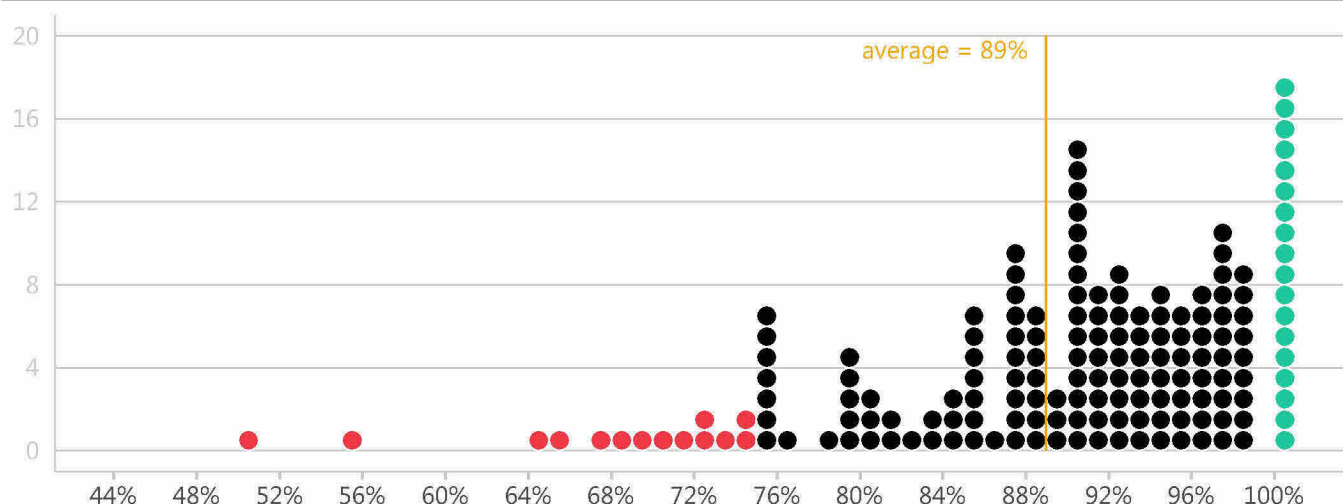


Figure 31 on the following page shows the location of the parks with the highest and lowest cleanliness scores (the top and bottom 10% of scores). Notably, six of the bottom 14 parks are in Supervisor District 10, which is more than any other district.

While cleanliness can include many different types of grime and debris, RPD staff specifically noted homeless encampments as an on-going challenge for a few of the parks. Embarcadero Plaza is one of the lowest-scoring parks in terms of cleanliness for the second year in a row, and the high traffic from homeless individuals and tourists continue to be a challenge. SoMa West Skatepark also has one of the lowest scores in cleanliness this year at 67%. Several factors may have contributed to the cleanliness issues, including: encampments, drug use, public urination/defecation, and the fact that the property is under a trestle bridge with numerous roosting pigeons. These factors each present unique challenges, making the property difficult to maintain. Lastly, Franklin Square has one of the lowest cleanliness scores for the second year, and RPD staff also sited encampments as the largest issue (resulting in litter and biowaste build-up).

Other parks have more unique issues that are contributing to the debris and waste found in the park. For example, RPD staff at Esprit Park are having issues with incidents of dog waste throughout the park coupled with litter from nearby construction. While the construction will end in the upcoming months, the dog waste issue is on-going. While there are many canine visitors to the park, the lawn is not technically a dog play area (meaning there are not dog waste bags provided). If this lawn was re-categorized as a dog play area, additional resources could be provided to combat this dog waste issue.

Cleanliness

Figure 31 - Location of Highest-Scoring and Lowest-Scoring Parks for Cleanliness in FY18

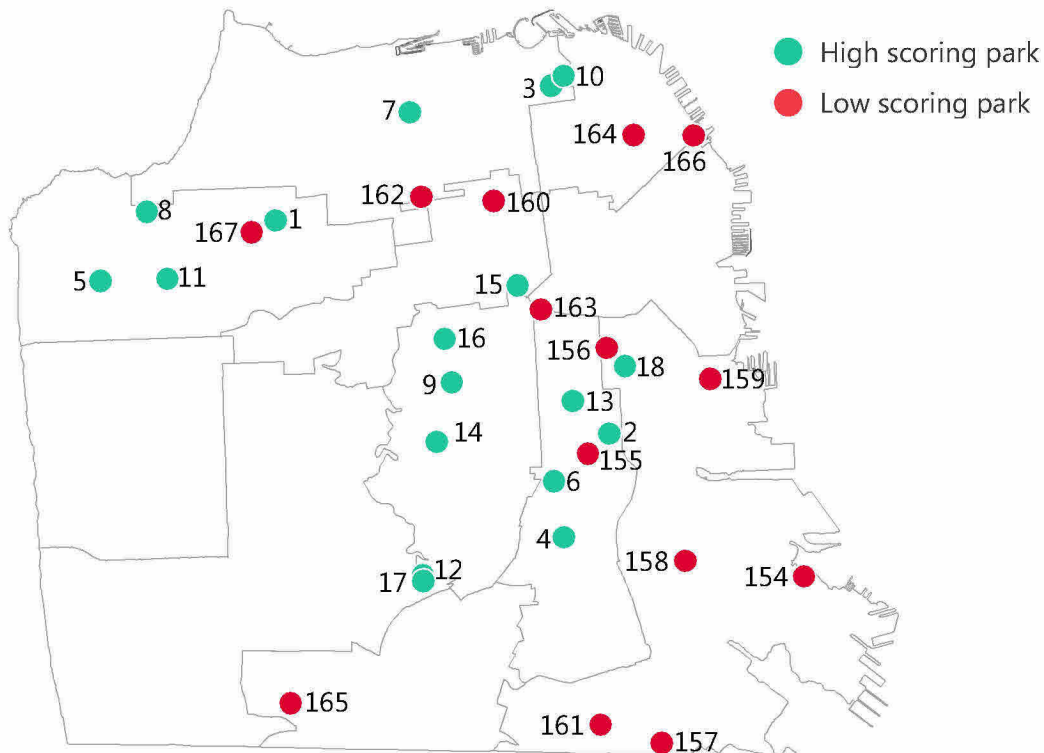


Table 27 - Highest-Scoring and Lowest-Scoring Parks for Cleanliness in FY18

Rank/ID	Park Name	Score	Rank/ID	Park Name	Score
1	10th Avenue-Clement Mini Park	100.0%	154	India Basin Shoreline Park	74.6%
2	24th Street-York Mini Park	100.0%	155	Garfield Square	74.1%
3	Alice Marble Tennis Courts	100.0%	156	Franklin Square	74.0%
4	Bernal Heights Recreation Center	100.0%	157	Little Hollywood Park	72.7%
5	Cabrillo Playground	100.0%	158	Palou-Phelps Park	72.3%
6	Coso-Precita Mini Park	100.0%	159	Esprit Park	71.9%
7	Cow Hollow Playground	100.0%	160	Japantown Peace Plaza	70.0%
8	Dupont Courts	100.0%	161	Visitacion Valley Playground	69.8%
9	Eureka Valley Recreation Center	100.0%	162	Bush-Broderick Mini Park	68.8%
10	Fay Park	100.0%	163	Soma West Skatepark	67.5%
11	Fulton Playground	100.0%	164	Portsmouth Square	65.8%
12	Joost-Baden Mini Park	100.0%	165	Randolph-Bright Mini Park	64.3%
13	Jose Coronado Playground	100.0%	166	Justin Herman-Embarcadero Plaza	56.0%
14	Noe Valley Courts	100.0%	167	Park Presidio Boulevard	50.0%
15	Page-Laguna Mini Park	100.0%			
16	Peixotto Playground	100.0%			
17	Sunnyside Conservatory	100.0%			
18	Utah-18th Street Mini Park	100.0%			

Cleanliness

Are there any trends in cleanliness scores across supervisor districts?

Figure 32 shows the supervisor districts shaded by their average cleanliness scores. These district averages and other summary statistics are listed in Table 28. As shown, Districts 3, 5, 10, and 11 have the lowest average cleanliness score. These four districts are also the same four districts with the lowest graffiti scores.

Figure 33 on the following page shows the distribution of cleanliness scores by supervisor district. The districts are listed on the vertical axis, the range of scores are represented on the horizontal axis, and the individual white lines represent the district average score. These distributions show how much park cleanliness varies by park in any one district. For example, a visitor to a park in District 8 can expect any given park to be clean (minimal litter and grime). In contrast, a visitor to a park in Districts 3 or 11 could experience a wide range of cleanliness depending on which park they visit.

Figure 32 - Average Cleanliness Score by Supervisor District

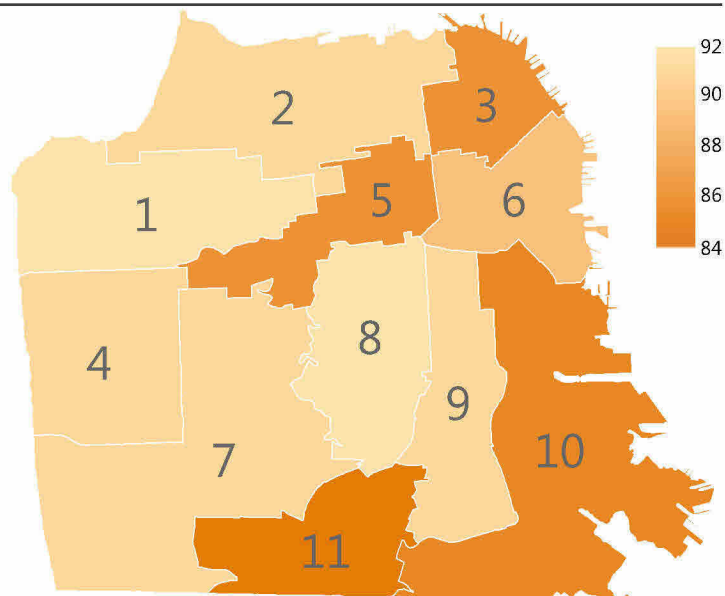
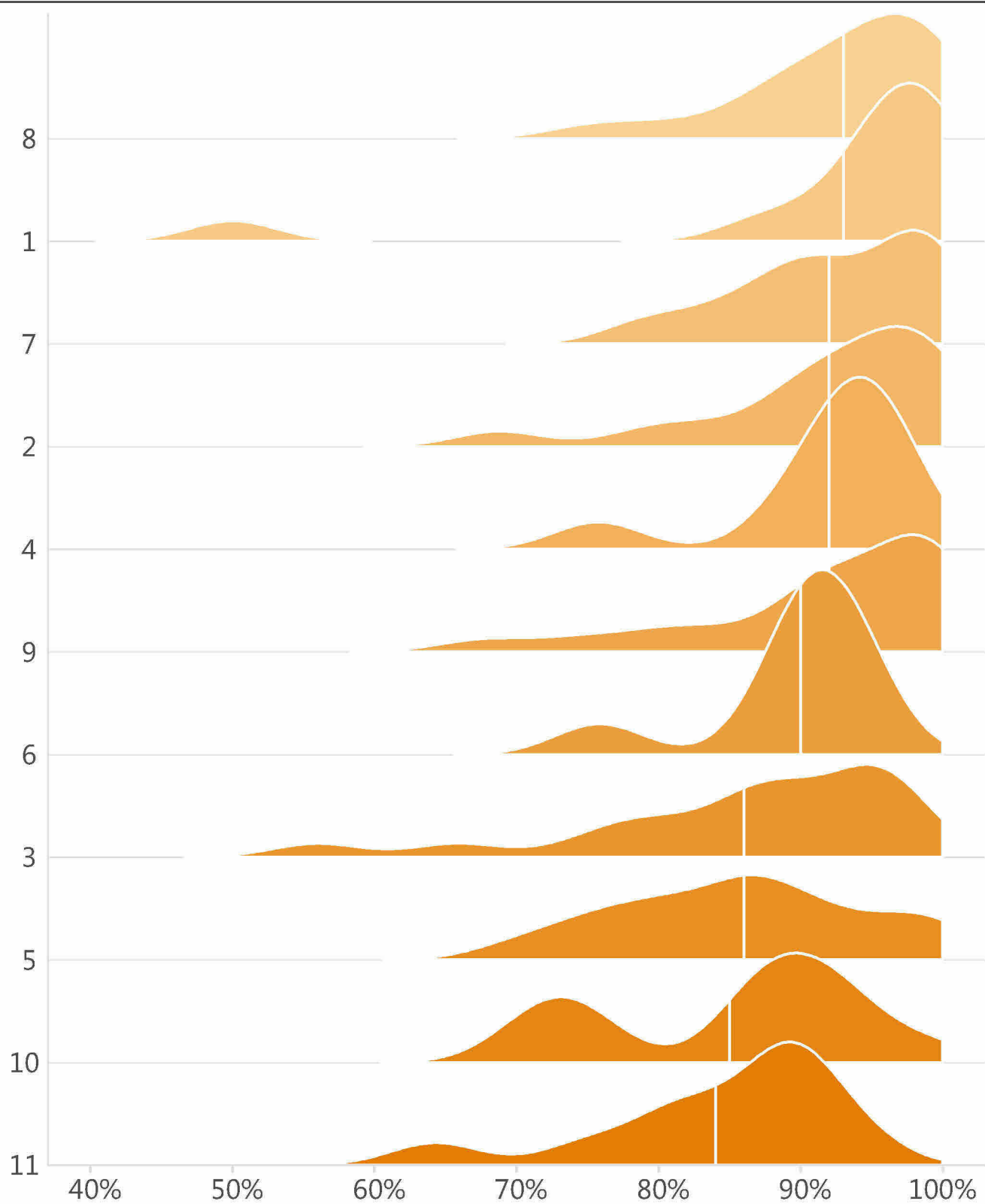


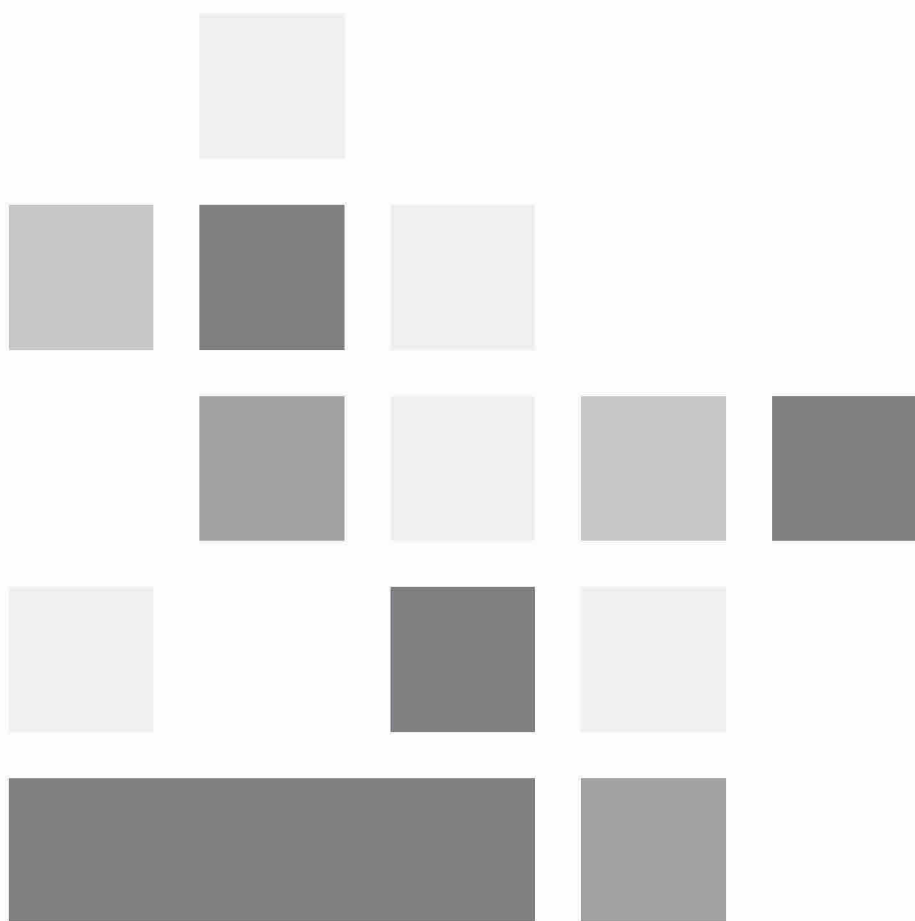
Table 28 - Distribution of Cleanliness Scores by Supervisor District in FY18

Supervisor District	Average Score	Minimum Score	Maximum Score	Number of Parks
8	93%	75%	100%	21
1	93%	50%	100%	12
9	92%	68%	100%	21
7	92%	79%	100%	11
2	92%	69%	100%	16
4	92%	76%	97%	9
6	90%	76%	94%	8
3	86%	56%	97%	18
5	86%	70%	100%	16
10	85%	70%	100%	22
11	84%	64%	94%	11

Cleanliness

Figure 33 - Distribution of Cleanliness Scores by Supervisor District in FY18





Appendices

In this section:

Appendix A: Lowest-Scoring Elements in the Five Parks with the Largest Average Annual Unidirectional Decreases in Scores

Appendix B: Equity Zone Parks

Appendix A

The following tables identify all elements with a score of 50% or less at each of the five parks with the largest average annual unidirectional decreases in scores.

Bush-Broderick Mini Park

Feature	Element	Score (Percent Passing)
Table Seating Areas	Graffiti	25%
Lawns	Litter	33%
Greenspace	Litter	50%
Ornamental Beds	Litter	50%
Ornamental Beds	Weeds	50%
Trees	Litter	50%

Golden Gate Heights Park

Feature	Element	Score (Percent Passing)
Children's Play Areas	Structures	0%
Lawns	Turf	0%
Hardscape	Paths & Plazas	25%
Lawns	Surface Quality	25%
Children's Play Areas	Paint	50%
Children's Play Areas	Sand	50%
Hardscape	Weeds	50%
Table Seating Areas	Paint	50%
Table Seating Areas	Seating	50%
Trees	Tree Condition	50%

Lafayette Park

Feature	Element	Score (Percent Passing)
Children's Play Areas	Water Features	33%
Ornamental Beds	Litter	50%
Trees	Litter	50%

Appendix A

Potrero Del Sol Park

Feature	Element	Score (Percent Passing)
Children's Play Areas	Signage	0%
Outdoor Courts	Graffiti	0%
Outdoor Courts	Paint	0%
Restrooms	Waste Receptacles	0%
Buildings & General Amenities	Graffiti	25%
Buildings & General Amenities	Paint	25%
Children's Play Areas	Rubber Surfacing	25%
Outdoor Courts	Fencing	33%
Restrooms	Graffiti	33%
Restrooms	Supplies	33%
Children's Play Areas	Structures	50%
Greenspace	Litter	50%
Hardscape	Graffiti	50%
Hardscape	Paths & Plazas	50%
Lawns	Litter	50%
Restrooms	Equipment	50%

Sue Bierman Park

Feature	Element	Score (Percent Passing)
Buildings & General Amenities	Signage	50%
Children's Play Areas	Rubber Surfacing	50%
Children's Play Areas	Structures	50%
Hardscape	Curbs	50%
Hardscape	Litter	50%
Ornamental Beds	Litter	50%

Appendix B

Equity Zone Parks

Park	FY17 Equity Zone?	FY18 Equity Zone?
24th Street-York Mini Park	No	Yes
Adam Rogers Park	Yes	Yes
Alamo Square	Yes	Yes
Alice Chalmers Playground	Yes	Yes
Alioto Mini Park	Yes	No
Balboa Park	Yes	Yes
Bay View Playground	Yes	Yes
Beideman-O'farrell Mini Park	No	Yes
Betty Ann Ong Chinese Recreation Center	Yes	Yes
Brooks Park	Yes	Yes
Buchanan Street Mall	Yes	Yes
Bush-Broderick Mini Park	No	Yes
Cabrillo Playground	Yes	No
Cayuga-Lamartine Mini Park	Yes	Yes
Cayuga Playground	Yes	Yes
Collis P. Huntington Park	Yes	Yes
Coso-Precita Mini Park	No	Yes
Cottage Row Mini Park	No	Yes
Crocker Amazon Playground	Yes	Yes
Dupont Courts	Yes	No
Eugene Friend Recreation Center	Yes	Yes
Excelsior Playground	Yes	Yes
Father Alfred E. Boeddeker Park	Yes	Yes
Fillmore-Turk Mini Park	Yes	Yes
Fulton Playground	Yes	No
Garfield Square	No	Yes
Gilman Playground	Yes	Yes
Golden Gate-Steiner Mini Park	Yes	Yes
Hamilton Recreation Center	No	Yes
Hayes Valley Playground	Yes	Yes
Head-Brotherhood Mini Park	Yes	Yes
Herz Playground	Yes	Yes
Hilltop Park	Yes	Yes
In Chan Kaajal Park	No	Yes
Ina Coolbrith Mini Park	Yes	Yes
India Basin Shoreline Park	Yes	Yes
Japantown Peace Plaza	Yes	Yes
Jefferson Square	Yes	Yes
Joe Dimaggio North Beach Playground	Yes	Yes
John McLaren Park	Yes	Yes
Jose Coronado Playground	Yes	Yes
Joseph L. Alioto Performing Arts Piazza	Yes	Yes
Joseph Lee Recreation Center	Yes	Yes

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

Appendix B

Equity Zone Parks

Park	FY17 Equity Zone?	FY18 Equity Zone?
Justin Herman-Embarcadero Plaza	Yes	Yes
Kelloch-Velasco Mini Park	Yes	Yes
Kid Power Park	Yes	Yes
Koshland Park	No	Yes
Lessing-Sears Mini Park	Yes	Yes
Lincoln Park	Yes	No
Little Hollywood Park	No	Yes
Louis Sutter Playground	Yes	Yes
Margaret S. Hayward Playground	Yes	Yes
Maritime Plaza	Yes	Yes
Merced Heights Playground	No	Yes
Michelangelo Playground	Yes	Yes
Minnie & Lovie Ward Playground	Yes	Yes
Mission Playground	Yes	Yes
Mission Recreation Center	Yes	No
Mullen-Peralta Mini Park	No	Yes
Page-Laguna Mini Park	No	Yes
Palega Recreation Center	Yes	Yes
Palou-Phelps Park	Yes	Yes
Parque Ninos Unidos	Yes	Yes
Patricia's Green	Yes	Yes
Portsmouth Square	Yes	Yes
Precita Park	No	Yes
Randolph-Bright Mini Park	Yes	Yes
Raymond Kimbell Playground	Yes	Yes
Selby-Palou Mini Park	Yes	Yes
Sgt. John Macaulay Park	Yes	Yes
Silver Terrace Playground	Yes	Yes
Soma West Dog Park	No	Yes
Soma West Skatepark	No	Yes
South Park	Yes	Yes
St. Mary's Square	Yes	Yes
Sue Bierman Park	Yes	Yes
Telegraph Hill/Pioneer Park	Yes	Yes
Tenderloin Recreation Center	Yes	Yes
Turk-Hyde Mini Park	Yes	Yes
Union Square	Yes	Yes
Victoria Manalo Draves Park	Yes	Yes
Visitacion Valley Greenway	Yes	Yes
Visitacion Valley Playground	Yes	Yes
Washington Square	Yes	Yes
Willie "Woo Woo" Wong Playground	Yes	Yes
Woh Hei Yuen Park	Yes	Yes
Youngblood Coleman Playground	Yes	Yes