



CENTRAL WATERFRONT OVERSIGHT COMMITTEE

April 9th, 2021

AGENDA



- 1. WELCOME GERRY & MAIKO
- 2. PIER 62 OPERATIONS UDPATE MARSHALL & TIFFANI
- PERFORMANCE STANDARD
 - HISTORY
 - ETM ASSOCIATES INTRODUCTION
 - PERFORMANCE STANDARD SCOPE
 - PEER PARKS + CRITERIA
- 4. SUBCOMMITTEE DISCUSSION GERRY & MAIKO
- 5. Q&A with ETM
- 6. TIMELINE AND NEXT STEPS

PIER 62 OPERATIONS UPDATE





PIER 62 – ACTIVATIONS



• Since opening, Friends has hosted 31 artists through programs including Future Forward: Artist-In-Residency Program, Intersections: Black, Woman, Art!, and Reflections: What the Water Holds.

31 ARTISTS

19 BLACK ARTISTS

5 POC ARTISTS

9 INDIGENOUS ARTISTS

6 YOUTH ARTISTS

16 VIRTUAL ARTWORKS
22 PHYSICAL ARTWORKS

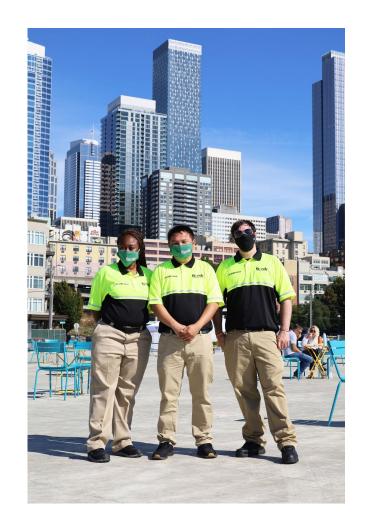
7
DANCE
PERFORMANCES

4 ELDERS SHARING WATERFRONT STORIES

PIER 62 – OUTREACH, SAFETY AND SECURITY

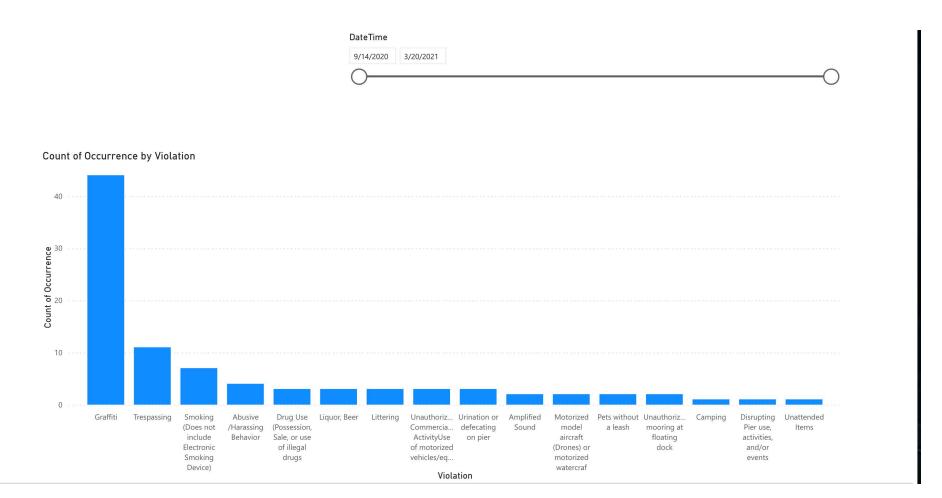


- 24/7 Safety Team onsite
- Friends contracted with REACH for services to the unsheltered population
- Safety Coordination between SPR, OWCP, Reach, Allied and Friends
- Continued Coordination between key partners (SPD, DSA, SWHA, PPM, SPD, Aquarium)



PIER 62 – PARK VIOLATIONS

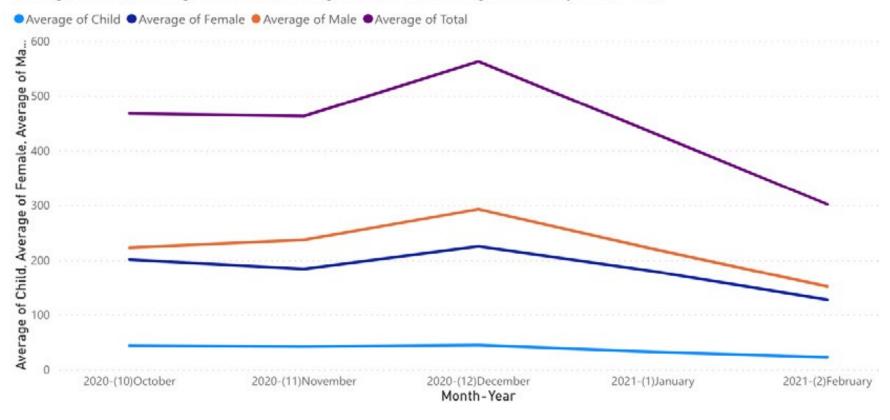




PIER 62 - VISITATION



Average of Child, Average of Female, Average of Male and Average of Total by Month-Year



PIER 62 – PARKS MAINTENANCE



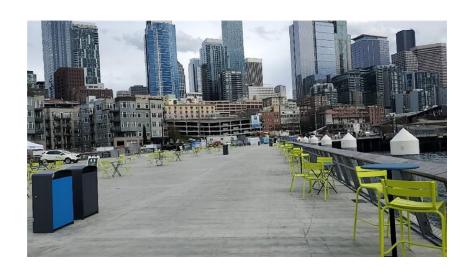
- Daily trash/recycle pickup
- Bi-weekly pressure washing
- Graffiti removal on railing



PIER 62- WHAT'S NEW AND NEXT



- Change in Parks operation hours
- Porta potty addition
- New furnishings
- Art installation Buoy Bells on floating dock
- Phase 3 guidance Programming
- First Park inspection May 12th





PERFORMANCE STANDARD

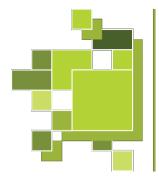


- 2019 O&M Ordinance
- ETM Associates Introduction
 - Performance standard scope
 - Peer Parks + Criteria

PERFORMANCE STANDARDS



- Consultant led effort to review and update the 2018 operating plan
- 2. Benchmark updated operating plan against peer projects
 - The Highline
 - Hudson River Park
 - East River Waterfront Park
- 3. Discussion Series with leadership from peer projects weighing in on our approach
- 4. Use Parks Inspection Program to develop inspection program / metrics to ensure we're meeting the standard



ETM ASSOCIATES, L.L.C.

PUBLIC SPACE DESIGN PUBLIC SPACE MANAGEMENT PROJECT MANAGEMENT

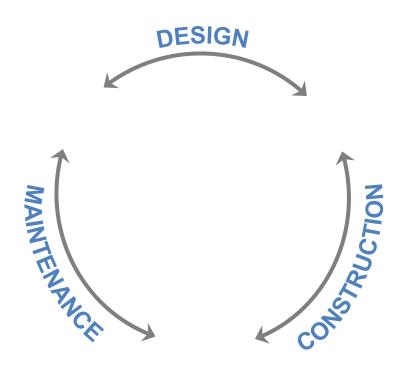
Parks and other public spaces that thrive are those that are not simply aesthetically pleasing, but those that rise above the commonplace in the quality of design, programming, facilities and maintenance.

Introduction – Tim Marshall

- Principal & owner of ETM Associates
- Involved with public space issues for over 30 years
- B.S. Landscape Architecture, Rutgers University
- Worked for Central Park Conservancy from 1983 to 1997
 - Was charged to make the partnership work on a day-to-day basis
- Based on role/experience from Central Park, formed ETM Associates in 1997
 - Involved in an impressive number of significant national and international public space management projects
- Elevated to the American Society of Landscape Architects Council of Fellows in 2016

ETM Associates, LLC

- Specializes in Public Space Design,
 Public Space Management, and
 Project Management
- Brings a wide range of professional, technical, and entrepreneurial expertise to public space issues and public/private sector involvement
- Notable projects:
 - The High Line, NY
 - Discovery Green, Houston
 - o The 606, Chicago
 - Klyde Warren Park, Dallas
 - Waller Creek Park District, Austin
 - Memorial Park, Houston
 - Gathering Place, Tulsa



TYPICAL THINKING PROCESS



A NEW PARADIGM



ETM has been working with the OWCP since 2015 to develop operations and maintenance guidelines for the Waterfront. Our focus included:

- Maintenance needs
- Maintenance facility and equipment needs
- Security staffing and infrastructure
- Annual operation budgets

WATERFRONT SEATTLE

OPERATIONS & MAINTENANCE REPORT

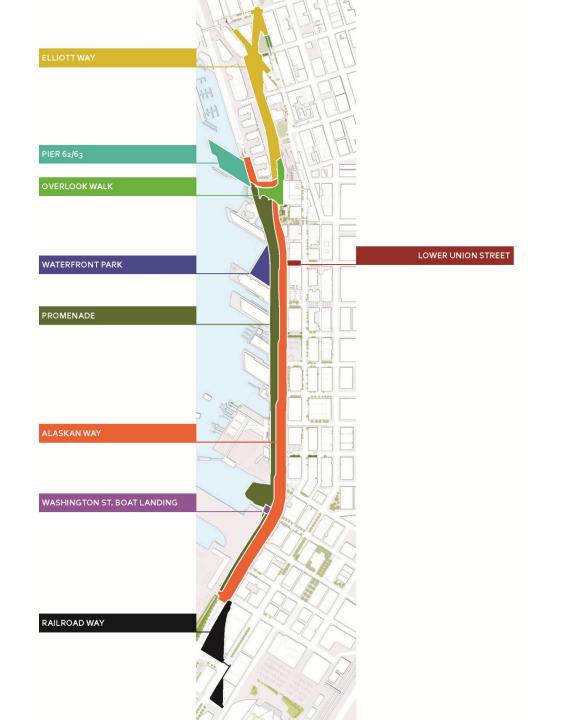
JULY 2018

Prepared For: City of Seattle Office of the Waterfront and Civic Projects 800 5th Avenue, Suite 3100 Seattle, WA 98104

Prepared By: ETM Associates, L.L.C. 1202 Raritan Avenue Highland Park, NJ 08904 732.572.6626



WATERFRONT SCOPE AND PROJECT AREAS



LANDSCAPE CATEGORIES AND TYPES

Paved Areas

- P1 Asphalt & Concrete Paving
- P2 Mortar and Specialty Paving
- P3 Dry-Laid Paving
- P4 Boardwalk

Planting

- PL1 Trees
- PL2 Shrubs
- PL3 Perennial Planting Areas
- PL4 Groundcover/Shrub Planting Areas
- PL5 Vine Planting along Screen
- PL6 Habitat Beach
- PL7 Bioretention Cells
- PL8 Lawn Areas

Structures/Building Spaces

- S1 Kiosks
- S2 Maintenance Facilities
- S3 Restrooms
- S4 Restrooms (Attended)
- S5 Elevators

Furnishing & Site Amenities

- F1 Furnishing
- F2 Moveable Furnishing
- F3 Trash & Recycling
- F4 Railing, Fencing & Screens
- F5 Planter Walls
- F6 Signage and Wayfinding
- F7 Artwork & Sculpture

Play Areas

- PA1 Sand Play Area
- PA2 Rubber Surface Play Area

Infrastructure

- 11 Irrigation
- l2 Water Feature
- 13 Site Drainage
- 14 Storm Filter Catch basins
- 15 Pole Lighting
- 16 Pedestrian Lighting

MAINTENANCE FACILITY AND EQUIPMENT NEEDS



Tools, Equipment & Vehicles	Use	Qty.	Space needs (SF)	Total SF
Push Mower: Ego LM2101 Battery Powered	Lawn mowing	1	20	20
Ryan Lawnaire V Aerator	Lawn aerating (walk behind, 26.5" width)	1	25	25
Stihl string trimmer FSA 45 Battery Powered	Lawn edge trimming	1	5	5
Back pack blower: Ego Power + 600	Leaf/Grass/debris blowing from paving	2	6	12
Stihl backpack sprayer SG 20	Fertilizer/herbicide application	2	10	20
Hedge trimmer: EGO Power + 24"	Pruning	2	5	10
Walk behind broadcast spreader	Fertilizer, snow melt, etc. application	2	20	40
Snow removal equipment	Snow blower, shovels, salt spreaders	1	25	25
Telescoping tree pruner with saw (14')	Tree pruning	2	5	10
Stihl Pole Saw Pruner HT 101	Tree pruning	1	5	5
Stihl chainsaw	Tree pruning	2	5	10
Assorted Landscape Hand Tools	Shovels, rakes, pruners, etc.	1	100	100
Assorted Hardscape Tools (Power and hand)	Trowels, chippers, mixers, etc.	1	100	100
Lighting lumen board replacement tools	Lumen replacement/repair/cleaning	2	50	100
Pressure washer: Dewalt Heavy Duty 1500 PSI	Paving/exterior surface cleaning	2	20	40
Pavement Scrubber (ride-on, battery powered)	Cleaning paving surfaces (large area) Water disposal for drainage, furnishing, and	1	36	36
Tow behind wet-vac (gas powered)	paving cleaning	1	32	32
Industrial wet vac (15 gallon capacity)	Water disposal for furnishing and paving cleaning	2	6	12
Extension chords	power supply	4	0	0
Cleaning/janitorial supplies	Restroom/exterior cleaning	1	100	100
Mid-size Pick-up Truck w/dump bed	Material pick-up/transport	1	250	250
Plumbing & Electrical Tools/equipment	Lighting, irrigation, water feature, etc.	1	100	100
Carpentry Tools	Furnishing and boardwalk decking repair	1	150	150
Misc. tools/equipment	General repairs	1	250	250
Ladders - Assorted (step and extension)	Art Cleaning, tree care, lighting, etc.	1	0	0
Work Tricycle	Staff transport/material transport	3	25	75
Hose cart (200' capacity) + Hoses	Irrigation/spot watering/washing	2	20	40
Toro Workman GTX-4WD Utility Vehicle (w dump bed)	Transport/material transport, trash hauling	2	50	100
Equipment Storage Needs - Interior				1,417
Equipment Storage Needs - Exterior				250

SAFETY AND SECURITY CASE STUDIES

SECURITY OPERATION	OLYMPIC	PIKE PLACE	SEATTLE	DISCOVERY
AND MANAGEMENT	SCULPTURE PARK	MARKET	CENTER	GREEN
In-House Safety Staffing	NO	21 Full-Time	17 Full-Time 2 Part-Time 6 On-Call	NO
Contracted Safety Staffing	YES; Baseline Security and Special Events	Special Events Only	Special Events Only	YES; Baseline Security and Special Events
Police Department Staffing and Support	4 Off-Duty Officers Special Events Only	NO	On/Off-Duty Special Events Only	1 Off Duty Officer Daily 8 Hr. Shift + Events
Ambassadors	YES; Volunteers	NO	NO	Yes, Paid
Daily Staffing/Shift Cycles	1 Supervisor; 2 Officers/3 Shifts	7 Officers/3 Shifts	5 Officers/2 Shifts; 2 Officers/Graveyard Shift	2 Officers/3 Shifts Weekends + 1 Guard/2 Shifts
Guard Tour Systems	YES (only in first years of operation)	YES Proxi-Pens	NO	YES (only in first years of operation)
CCTV Cameras	YES	YES	YES	YES
Active Monitoring CCTV	YES	YES	YES	NO
Emergency Call Boxes/Towers	NO	YES - Alarms for Staff Only	YES - Only in Parking Garages	YES
Annual Security Cost/Budget	\$640,000	\$1.3 -\$1.4 Million	\$1.9 Million (95% Personnel Cost)	\$600,000
Patrol Method	By Foot and Bicycles	By Foot and Bicycles	By Foot; 3 Bicycles; 2 Segways; 1 SUV	By Foot and Bicycles
Security Staff Facilities	YES	YES	YES	YES

Defining a Performance Standard, and Establishing Protocols for Park Inspections

Our Process

- 1. Review of Peer Park Projects
- 2. Define the Performance Standard Criteria
- Facilitate Discussion Series with Peer Parks
- 4. Draft Performance Standard (align with 2018 ETM Work)
- 5. Refinement and Reviews of Draft Performance Standard
- 6. Delivery of Final Performance Standard and Inspection Program

WORK TO BE COMPLETED BY OCTOBER 2021

FIRST STEP - PEER PARK REVIEW

- The High Line NYC
- Bryant Park NYC
- Millennium Park Chicago
- East River Waterfront NYC
- Embarcadero San Diego
- Hudson River Park NYC

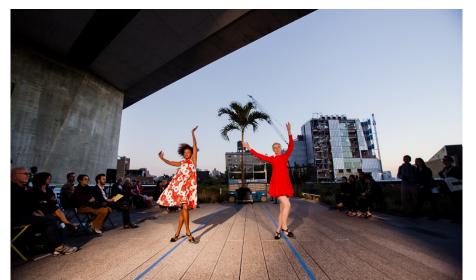


HIGH LINE - NYC

- 1.5-mile-long elevated public park/pedestrian pathway
- City park managed by non-profit, FHL (programming, maintenance, operations)
- Annual visitation: 8 Million
- Annual operating budget: \$15.5M (primarily funded through donations)
- Maintenance approach: in-house staffing, high intensity landscape
- Programming: focused events in limited spaces (performance events, Ranger led tours)
- Concessions: open air food court vendors
- Security approach: Park Enforcement Patrol (PEP) with NYPD support as needed

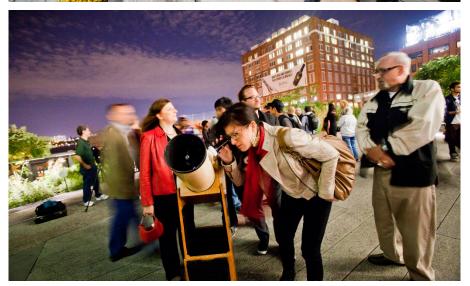
Notable Points: Dedicated staffing and high-level landscape maintenance, robust safety security approach with cameras, rangers, and PEP officers.

PROGRAMMING









OPERATIONS AND STAFFING













BRYANT PARK- NYC

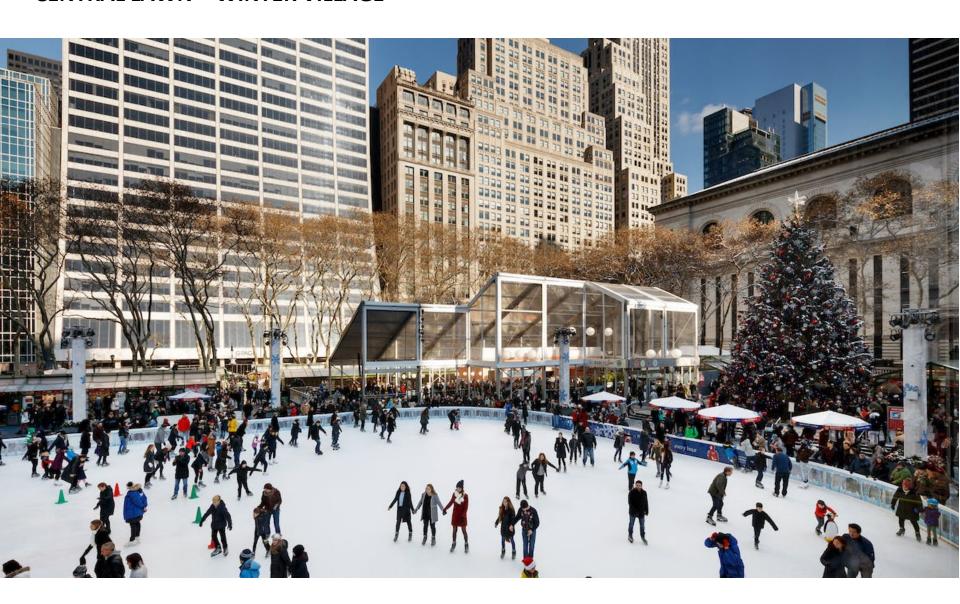
- 10-acre city park central lawn and flexible perimeter program space
- City park managed and operated by the Bryant Park Corporation (BPC)
- Annual visitation: 12 Million + annual (30,000 daily weekday)
- Annual operating budget: \$22M (funded via assessments, leases, events)
- Maintenance approach: in-house core team with some contracted services
- Programming: diverse and robust (daily classes & programs, seasonal events)
- Concessions: multiple kiosk options + indoor/outdoor restaurant
- Security Approach: in-house safety and security team

Notable Points: dense/active space with flexible design and programming

CENTRAL LAWN – SUMMER EVENT LAWN



CENTRAL LAWN – WINTER VILLAGE



PROGRAMMING AND ACTIVATION











MILLENNIUM PARK- CHICAGO

- 24.5-acre city park gardens, public art, event lawn and stage
- City Park managed by DCASE/MB Real Estate and the MPF
- Annual Visitation: 20 Million Annual
- Annual operating budget: \$15-17M (funded via parking, leases, events)
- Maintenance approach: primarily contracted services through MB Real Estate
- Programming: diverse and robust (classes & programs, seasonal events)
- Concessions: large restaurant (300 seat), concession carts in summer, cycle center, park shop
- Security approach: Contracted safety and security force

Notable Points: Unique partnerships, operations primarily delivered through contracted services, high-level landscape maintenance in a busy park

FLEXIBLE PROGRAMMING

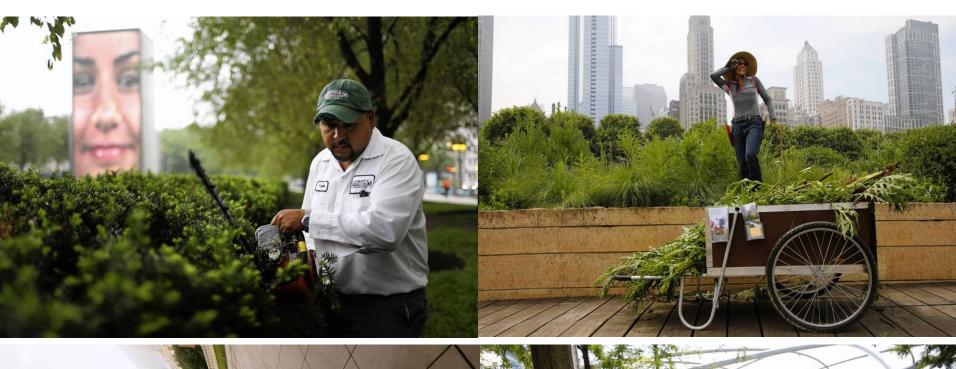








STAFFING







EAST RIVER WATERFRONT - NYC

- 2-mile-long riverfront esplanade and public piers (Pier 15 and 35)
- City park managed by NYC-EDC maintained by NYC Parks and Recreation
- Annual visitation: data not collected (heavily used)
- Annual operating budget: \$1M (primarily funded through vendor leases)
- Maintenance approach: NYC Parks staff
- Programming: sports courts below FDR, limited programming at Pier 15
- Concessions: 2 restaurants (Pier 15 and below FDR)
- Security Approach: Park Enforcement Patrol (PEP)

Notable Points: NYC Parks maintenance funded through NYC EDC – fully self-sustaining operating budget











EMBARCADERO – SAN DIEGO, CALIFORNIA

- Esplanade and multiple parks—gardens, public Art, event lawn and stage
- City parks managed by Port of San Diego
- Annual visitation: data not collected (heavily used)
- Maintenance approach: Port staffed maintenance
- Programming: active/passive recreation, events and private event rental
- Concessions: numerous shops along esplanade and within parks
- Security approach: community service officers and police officers

Notable Points: Port website service request feature, numerous event rental space options throughout various park spaces

SERVICE REQUEST PORTAL

GRAFFITI

Report graffiti found on streets, sidewalks, and buildings.

ILLEGAL DUMPING AND LITTER

Report issues related to illegal dumping and litter, including potentially hazardous materials.

FACILITIES AND EQUIPMENT

Report issues related to parks and open spaces, such as restroom maintenance.

PIER

Report issues related to pier maintenance, such as loose pier planks.

ALL SERVICE REQUESTS

TRASH AND MAINTENANCE	_
GRAFFITI	>
Report graffiti found on streets, sidewalks, and buildings.	
ILLEGAL DUMPING AND LITTER	>
Report issues related to illegal dumping and litter, including potentially hazardous materials.	
VEGETATION	>
Report issues related to vegetation, such as fallen branches or covered signage.	
IRRIGATION	>
Report issues related to irrigation, such as broken sprinklers or leaks.	
FLOATING DEBRIS	>
Report trash in San Diego Bay.	
DEAD ANIMAL	>
Report dead animals found in or around San Diego Bay.	
STREETS, SIDEWALKS & LIGHTS	+
NON-STORMWATER DISCHARGES	+

LARGE EVENTS AND EVENT RENTALS







PROGRAMMING











HUDSON RIVER PARK - NYC

- 4.5-mile-long, 550-acre riverfront esplanade and multiple public piers
- City park operated by the Hudson River Park Trust (HRPT a PBC)
- Annual Visitation: 17 million annual
- Annual operating budget: \$29.5M (funded via vendor leases and parking)
- Maintenance approach: in-house core team with some contracted services
- Programming: diverse and robust (active/passive recreation, ecological ed.)
- Concessions: 8 restaurants/concessions (located on 7 piers)
- Security Approach: Park Enforcement Patrol (PEP) managed by HRPT security supervisor

Notable Points: Fundraising and membership program through FRIENDS of HRP, Diverse ecological education program, community composting program, diverse programming

COMMUNITY/ECOLOGICAL PROGRAMS









RECREATION AND PROGRAMS









STAFFING/VOLUNTEERS/INTERNSHIPS









NEW YORKERS FOR PARKS - REPORT CARD

NY4P's Report Card series is the only independent comparative survey of park maintenance across all five boroughs. The reports analyze conditions of individual parks and beaches, and offer system-wide suggestions that are routinely used by the New York City Department of Parks and Recreation in targeting maintenance investment and identifying citywide needs.

Natural Areas 85





Bridge Park

Riverside Park

The natural areas score reflects conditions found in spaces that retain some degree of wild nature and native ecosystems, providing habitat for native plants and anima k. These are non-manicured spaces such as wetlands, forests, and meadows.

A third of the natural areas in the parks were infested by invasive plant species, and two in five of them had unresolved maintenance issues like needing litter to be picked up.

Pathways 88





Aqueduct Walk



Beach 17 Playground

The pathways score reflects conditions found in park walkways made of asphalt, dirt, turf, pavers, brick and concrete. The pathways score includes benches along pathways, as well as fencing lining pathways.

Ten percent of the pathways in parks had cracks or holes that were significant enough to affect a user's ability to navigate the path. Fifteen percent were suffering from structural deterioration, including spalling paying stones or missing segments. A third of pathways had some unresolved maintenance issue, such as needing new paint on benches.

Playgrounds 88







Walker Park

The playgrounds score reflects conditions found at all playground areas and for all playground equipment.

The most consistent challenges to safety and clean conditions at playgrounds were degraded safety surfacing and the presence of litter. One in ten playgrounds was found to have safety surfacing that was cracked, peeling, or wearing away, and/or significant amounts of litter.

Sitting Areas







The sitting areas score reflects conditions found at places in parks that contain a grouping of benches, picnic tables, ches tables, and other discrete areas for sitting, including barbeque areas.

Persistent maintenance issues negatively affected the scores of sitting areas in many parks. Although one in ten sitting areas had benches showing significant damage, more persistent were incidences of litter and general maintenance needs such as paint and repairs.

SUBCOMMITTEES



- Charge of optional subcommittee work
- Timeline/commitment
- Doodle poll in chat Pick top 2
 - 1. Programming/Activation
 - 2. Safety/Security
 - 3. Maintenance



Q&A with ETM

COMMITTEE NEXT STEPS



- Scheduling next meeting + Subcommittees
- Term Extensions
- Good of the order- Everyone