WATERFRONT SEATTLE
PARK OPERATIONS AND MAINTENANCE
PERFORMANCE STANDARD

FINAL
July 28th, 2022

Table of Contents

Introduction

Introduction

In January 2019, Seattle City Council approved the O&M Ordinance ([Ordinance 125761](#)) that outlined a detailed set of performance metrics to be developed into a performance standard to help ensure successful operations and maintenance of the new waterfront park spaces being developed as part of the City's [Waterfront Seattle](#) Program.

The O&M Ordinance defines that as a "Waterfront for all", operations should encourage and support public use of all ages, incomes, ethnicity, and abilities; support free expression, provide the public with access to high-quality and safe parks and recreation, enhanced by regular programming, concessions that support the public's use and enjoyment of the Central Waterfront, and free public access to civic and cultural events".

The City's Central Waterfront Oversight Committee (CWOC) was tasked with establishing the performance standard for the new waterfront park spaces and will be responsible for evaluating park operations on an ongoing basis, including coordination between the City, its operating partners, stakeholders, and the public. The CWOC, with the support of ETM Associates and the City's Office of the Waterfront and Civic Projects (OWCP) has finalized the Performance Standard.

The performance standard focuses on three primary <u>Groups</u>: Maintenance, Programming and Activation, and Public Safety. Several key <u>Metrics</u> have been defined for each of the three Groups that define performance. Measurable <u>Performance Standards</u> are defined for each metric.

Performance Standards defined in this document are developed to accurately assess the performance of the Waterfront and the Operating Licensee and Maintenance Provider responsible for operations delivery. Each individual Performance Standard can be evaluated by using evaluation tools such as park data analysis, park inspections, and survey responses. These tools will be the primary resources for the CWOC reviewers to evaluate performance.

Performance evaluation forms have been developed that include all Performance Standards within a Group (Maintenance, Programming and Activation, Public Safety) that allow reviewers to evaluate and score performance. Each Performance Standard will be individually evaluated and aggregated for an overall group **met or not met** rating. The CWOC will provide a Review Recommendations Summary report to the Operating Licensee and Maintenance Provider after each review. If the performance standard is **not met** for an entire group, a "corrective action" state will be implemented, and recommendations will be provided to the Operating Licensee and Maintenance Provider.

SECTION 1

Performance Standards

PERFORMANCE STANDARD OVERVIEW

The guiding principles outlined in Ordinance 125761 provide a framework to develop performance standards. Applicable performance criteria defined by the ordinance include:

1) Levels of accessibility and use by communities from across the city.
2) Measurements of public satisfaction and perception, including public surveys and park utilization metrics such as male-female ratios.
3) Criteria for the cleanliness, safety, and repair of assets.
4) Public safety indicators that include, but are not limited to, incident reports and security events, and the timeliness of the city in addressing park regulations violations.
5) Levels of social service outreach training provide to Waterfront Park and Public Space employees and successful relationships with relevant social service and programs.
6) Types and frequency of events.
7) Successful relationships with relevant third-party stakeholders including community and neighborhood organizations a from across the city.
8) The provision of public benefits by the Operating Partner consistent with the Management Agreement.
9) The timeliness with which any violations of Park Regulations are resolved.
10) Such other criteria the OWCP may recommend (initially and over time) in consultation with OWCP or its successor, the Operating Licensee and Maintenance Provider.

The Performance Standard criteria are categorized into the following three primary operations Groups:

1) Maintenance
2) Programming and Activation
3) Public Safety

This document defines the performance standards, baseline requirements, evaluation methods, review process and schedule.

Maintenance Performance Standard

The Performance Standard for Maintenance defines the minimum standards for ongoing cleanliness, maintenance, safety, and long-term repair of Waterfront assets as defined in the Management Agreement. Strong collaborative relationships between the Operating Licensee, Maintenance Provider, key stakeholders and operating partners are also key factors in determining performance. Evaluation tools including site inspections, review of maintenance and repair records, survey results, and performance reviews will determine performance.

The Maintenance performance standards are defined by two key metrics that focus on criteria for cleanliness, safety, and repair of Waterfront assets, and successful relationships with partner agencies and stakeholders.

Maintenance performance standard metrics:
1. Criteria for cleanliness, safety, and repair of assets.
2. Successful relationships with relevant third-party stakeholders including community and neighborhood organizations from across the city.

Maintenance Performance Standards for Metric 1:
Criteria for cleanliness, safety, and repair of assets

Evaluation Type	Performance Standard
Park Inspections (cleanliness, safety, repair)	Park inspections show the park is being maintained to standards as defined in the Maintenance standard inspection forms. (See Inspection Evaluation Form – Appendix C)
Daily/Preventive/ Capital Maintenance and Repair Logs	Maintenance logs confirm 90% adherence to agreed upon cleaning and maintenance schedules. Capital replacement log is annually reviewed.
Safety Inspections	Play features and safety equipment pass all scheduled safety inspections.
Work Orders (cleanliness, safety, repair)	Work orders are assigned within 48 hours for unscheduled work requests.

Cleanliness Baseline Requirements:
- Establish and maintain a dedicated maintenance crew for the Waterfront that addresses all daily cleaning and maintenance tasks.
- Regularly scheduled maintenance protocols are followed by dedicated maintenance staff all the time.
- Graffiti to be removed within 48 hours of notification (reduce timeline to 24 hours if graffiti is derogatory in nature).
- Maintenance schedules are established that consider seasons and levels of anticipated use as well as programming and events.
- Implement a work order system that tracks repairs and a system for tracking the status of all assets.
- Establish a Waterfront inspection program that fully evaluates the condition of all Waterfront assets (inspections to occur 4x/year).

Safety Baseline Requirements:
- Safety concerns that put the public at risk are addressed immediately.
- Schedule is established for all elements requiring safety checks; including but not limited to life rings, playground equipment, safety surface, etc.
- Monthly scheduled safety walks by maintenance staff.
- All safety elements meet safety requirements.
- All identified safety concerns are addressed within 2 weeks by staff or qualified contractors.

Repair Baseline Requirements:
- Establish and maintain a warranty log that is accessible by all maintenance personnel/partners.
- Preventive maintenance schedule is established.
- Warranty periods for assets are logged and tracked (including replacement components with applicable warranty periods).
- A maintenance manual is made available for all maintenance personnel (and updated as needed to accurately reflect current assets).
- Preventive maintenance schedule established for all necessary assets. (e.g., graffiti coating applied to seawall railing wood components annually).
- Timely response for repair of broken or damaged assets.
- Review work order data annually and evaluate trends for potential asset course correction.
- Capital replacement and anticipated life expectancy schedule annually updated and reviewed for capital funding priority.

Maintenance Performance Standards for Metric 2
Successful relationships with key stakeholders and organizations

Evaluation Type	Performance Standard
Stakeholder Survey	Over 80% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Maintenance Provider.
Stakeholder Executive Review	Over 80% of executive review summaries are positive in nature and reveal a supportive response to Maintenance Provider.

Baseline Requirements:
- Established resources (email hotline or find it/fix it) that allow partners/stakeholders to report issues for repair/maintenance/cleaning.
- Regular schedule with City Departments on maintenance/repair/cleaning needs of shared assets as needed. (Irrigation, daily maintenance vs. major maintenance of assets).
- Annual review with partner organizations/key stakeholders to evaluate coordination efforts and protocols. Outcomes to be distributed to the Waterfront Operations and Management Liaison and CWOC for review.
- Annual online survey focused on partner satisfaction with Maintenance Provider conducted of stakeholders/partners.
- Individual Executive review of Maintenance Provider performance with key partners/stakeholders.

Programming and Activation Performance Standard

The Performance Standard for Programming and Activation defines the minimum standards for the frequency and diversity of programming and events, levels of participation and use, and most importantly public satisfaction and perception of the provided activations. Minimum standards must be met to produce a range of recreational, educational, and cultural events consistent with the requirements defined in the Management Agreement. Evaluation tools including public survey results, attendance tracking analysis, review of programming and outreach initiatives, and key partner/stakeholder performance reviews will determine performance.

The Programming and Activation performance standards are defined by four key metrics that focus on accessibility, free community programming and activation, and successful relationships with the community and stakeholders.

Programming and Activation performance standard metrics:
1. Measurement of public satisfaction and perception
2. Levels of accessibility and use by communities from across the city
3. Type and frequency of events
4. Successful relationships with relevant stakeholders including community and neighborhood organizations from across the city

Programming and Activation Performance Standards for Metric 1
Measurement of Public Satisfaction and Perception

Evaluation Type	Performance Standard
Public Satisfaction Survey	85% of survey respondents view offered amenities/installations, programs, and events positively.

Baseline Requirements:

- Use of various surveying methods to measure public satisfaction and perception as appropriate. Surveys to be formatted with questions that provide clear measurable responses (e.g. positive/negative or scale 1-10) that provide a basis to evaluate performance. Survey methods include:
  - Intercept surveys conducted at least 4x/year (non-class-based programming such as table games).
  - Program participant survey conducted at least 2x/year.
  - Event surveys conducted for at least 4 events/year (participant survey conducted on-site as intercept survey or online if registered with email address, event administrator/sponsor survey conducted post event with an email survey.
  - Online surveys conducted 1x/year using park programming user "listserve" database.

Programming and Activation Performance Standards for Metric 2
Levels of accessibility and use by communities from across the city

Evaluation Type	Performance Standard
Park Use	Attendance tracking and observation surveys show that park visitation represents a diverse range of park users utilizing the parks for various uses.
Accessibility Survey	85% of survey responses can identify ways to access the waterfront and have positive feedback.
Outreach Survey	85% of survey respondents can identify and respond positively to outreach initiatives outlined in the engagement strategies (see baseline criteria).
Community Connections Committee (CCC)	The CCC meetings generate positive outcomes that lead to community driven programming initiatives. The Operating Licensee has also made clear effort to promote meeting attendance and engagement.
Accessibility Initiatives	At least 2% of all users benefit from and utilize transportation accessibility strategies.
Engagement Strategies	All ongoing website, social media platforms, and email listserves are actively maintained to stay current with local demographics and programming. (50% of total events and programs that have a targeted audience of 250+ have engaged outreach strategies outside of social media platforms annually.)

Baseline Requirements:
- Robust attendance from a broad diversity of park users. Attendance counts for all programs and daily general visitation (conducted daily). All data to be tracked.
- Schedule, promote and support free, general use of the park.
- Surveys:
    - Public surveys conducted 2x/year, once during summer season and once winter season. Survey methods may include a mix of online surveys, intercept surveys, and program participant surveys. Survey questions to focus on ease of access, perceived barriers to access, diversity of programming, and park use experience.
    - Observation surveys to be conducted a minimum of 8x/year. Surveys to be conducted twice each season (1x during weekday and 1x during weekend day) on non-event days.   The guiding framework of the observation surveys aim to capture general visitor data (e.g., visitor counts, who is attending (families, age groups, etc.), how long people are staying, what they are doing, etc.).
- Manage a Community Connections Committee (CCC) as per the current License Agreement, or future Management Agreement.
- Accessibility Initiatives**:** Transportation accessibility strategies are provided which may include shuttle service from various Seattle communities to Waterfront events or subsidized parking opportunities at neighboring parking garages). The Operating Licensee to provide a summary of accessibility initiatives 2x/year.
- Operating Licensee to engage in community outreach to promote accessibility and usage through a variety of methods. A detailed report with all implemented engagement strategies to be provided to the Waterfront Operations and Management Liaison 2x/year.
- Website: Operating Licensee website provides information on:
    - Accessibility to waterfront by various transportation modes including public transit (bus, ferry, water taxi, light rail) walking, biking, driving, and parking options.

o Provide language translation on public *webpage.* Printed language translation to be provided in Seattle's top tiered languages, or as appropriate for outreach engagement.

Programming and Activation Performance Standards for Metric 3
Type and Frequency of Programming and Events

Evaluation Type	Performance Standard
Park Programming Schedule	The schedule of amenities, installations and park programming and events is met every month per the Management Agreement and 85% of programming and events are free to the public.
Program & Event Type and Frequency Survey	85% of survey respondents view offered amenities/installations, programs, and events as sufficient in frequency and type.
Programming Survey	85% of survey respondents believe that offered programing is diverse in nature.
Park Programming Panel (PPP)	The PPP meeting generates positive outcomes that foster inclusive, community curated programs. The Operating Licensee has also made clear effort to promote meeting attendance and inclusivity.

Baseline Requirements:
- Provide free daily public programming throughout the entire operating year (e.g., ongoing classes, book clubs, table games, art cart, recreational sports, etc.). Variety of programming to include recreation, cultural and educational programs as the core. Maintain a diverse annual programming schedule as defined in the current License Agreement, or future Management Agreement. Programming schedule to include:
  - Amenities & installations
  - Park programs
  - Events
    - small events (0-250 attendees)
    - medium events (250-2500 attendees)
    - large events (2500+ attendees)
- Operating Licensee to provide a detailed programming and event summary report with list of monthly programs, program frequencies, cost per program, and participation/attendance data (to be provided to the Waterfront Operations and Management Liaison 4x/year).
- Programming and Event Type and Frequency Survey – Public surveys conducted 2x/year, once during summer season and once winter season. Survey methods may include a mix of online surveys, intercept surveys, and program participant surveys.
- Maintain Park Programming Panel (PPP) as per the current License Agreement, or future Management Agreement that allows broad public participation and includes representation from historically underserved communities, to develop inclusive and community curated programs for the Waterfront. The PPP shall include representatives of all key stakeholders particularly, underserved communities.
- Public access maintained as priority.

Programming and Activation Performance Standards for Metric 4

Successful relationships with key stakeholders and organizations

Evaluation Type	Performance Standard
Stakeholder Survey	Over 85% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Operating Licensee.
Stakeholder Executive Review	Over 85% of executive review summaries are positive in nature and reveal a supportive response to Operating Licensee.

Baseline Requirements:
- Schedule and hold programming meetings between Operating Licensee and third-party stakeholders/partners a minimum of 2x/year prior to peak programming seasons. (April/September) to evaluate/identify upcoming programming season and coordinate efforts.
- Develop a shared calendar of activities and events sponsored/delivered by all key stakeholders. The calendar must include all regular day/evening programs, activations, and events held throughout the year. Any scheduling changes will be communicated appropriately.
- Coordination with waterfront businesses/partners on key annual waterfront events.
- Annual survey conducted with stakeholders/partners. Annual review to be conducted as an online survey with focus on partner satisfaction with Operating Licensee.
- Individual Executive review meetings with key partners/stakeholders/OWCP of Operating Licensee's performance. Meeting summaries to be prepared.

Public Safety Performance Standard

The Performance Standard for Public Safety defines the minimum standards for how public safety is proactively addressed along the Waterfront including how park regulation violations and incidents are addressed, staff training and preparedness, incident reporting, and the strength of collaborations between the Operating Licensee, Maintenance Provider, key stakeholders, and operating partners. Tools to evaluate performance include review of incident tracking and response, social service outreach data and survey responses, staff training logs and survey response reviews, and key partner/stakeholder performance reviews

The Public Safety performance standards are defined by the five key metrics outlined below that focus on security events and responses, personnel training, social services, and successful relationships with the community and coordination with stakeholders and partners.

Public Safety performance standard metrics:
1. Response to violations of Park Regulations
2. Levels of social services outreach and successful relations with relevant social service and programs
3. Levels of staff training
4. Successful relationships with relevant third-party stakeholders
5. Incident reporting and notifications

Public Safety Performance Standards for Metric 1
Response to violations of Park Regulations

Evaluation Type	Performance Standard
Incident Resolution	Maintain a minimum 80% rate of incident resolution without reaching third level enforcement response (SPD, Park Rangers).
Repeat Incidents	Maintain minimal repeat rules violation occurrences from same persons. Less than 5% of all rule violations from repeat offenders.
Graffiti	Graffiti incident communication logs confirm a proactive coordination effort with the Maintenance Provider to maintain prompt graffiti notification and removal.

Baseline Requirements:
- Implement a tiered model for park violation responses.

WATERFRONT PARK VIOLATION RESPONSE CHART		
Violation Response	**Criminal. Dangerous or Life threatening**	**Non-Threatening**
First Response	Safety team *immediately* calls Seattle Police Department	Safety Team *immediately* notifies Park user of violation or calls for outreach services, if appropriate.
Second Response	Safety team follows Incident Response Matrix	Safety team notifies user of park violation within *15 minutes* of first notification
Third Response	N/A	Safety team contacts park rangers, or SPD within *5 minutes* depending on incident, if park user continues park violation

- Park rules and regulations are clearly posted.
- Maintain a public reporting service (phone or online) to report posted rules violations/behaviors.
- Review Park rules/regulation violations and incidents at the scheduled weekly safety/security coordination meetings.
- Incident patterns are tracked, and public safety adjustments have been made as needed to mitigate incident occurrences.

Public Safety Performance Standards for Metric 2

Levels of social services outreach and successful relations with relevant social services and programs

Evaluation Type	Performance Standard
Social Service Outreach	Operating Licensee actively maintains a social service outreach program for the Waterfront.
Social Service Survey	85% of partner/stakeholder organization survey responses are positive in nature.
Camping	Outreach and safety/security reports show that overnight sleeping and encampments have been actively discouraged by public safety personnel.

Baseline Requirements:
- Social service data and summary of services submitted 2x/year, or as requested to Operating Licensee from social service provider. Summary to highlight variances in relation to previous year social services data with rationale for successes and challenges.
- At a minimum social services outreach should include:
  - Providing individual connections
  - Medical care
  - Mental health assistance
  - Substance abuse issue assistance
  - Legal assistance
  - Providing support seeking shelter
- Operating Licensee to actively coordinate with partner social service outreach agencies including DSA/MID and SPD.
- Partner Social Service Survey: Coordination efforts with partner organizations will also be summarized and partner organizations will provide survey responses regarding coordination efforts.

Public Safety Performance Standards for Metric 3
Levels of staff training

Evaluation Type	Performance Standard
Training Logs	Training logs indicate full adherence to defined staff training schedules.
Staff Training Survey	85% of staff training survey responses are positive in nature.

Baseline Requirements:
- All Operating Licensee and Maintenance Provider staff receive varying levels of training (based on position) and certifications maintained as required (where applicable).
  - **All Staff** will be trained on:
    - Park operations mission/goals/values
    - Access and wayfinding to/from/within the Waterfront
    - Cultural competency and racial equity awareness
    - Incident response
  - **Safety/Security** staff will additionally be trained on:
    - Aid/SPR/AED
    - De-escalation
- Training logs established that includes all staff members and training data.
- Annual staff survey to determine if they:
  - Understand the mission/goals/values of the Waterfront
  - Feel prepared and adequately trained to handle typical situations/interactions with the public
  - Feel any training opportunities have been missed or are lacking
  - Feel prepared for emergency situations

Public Safety Performance Standards for Metric 4
Successful relationships with key stakeholders and organizations

Evaluation Type	Performance Standard
Stakeholder Survey	Over 85% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Operating Licensee and Maintenance Provider.
Stakeholder Exec. Review	Over 85% of executive review summaries are positive in nature and reveal a supportive response to Operating Licensee and Maintenance Provider.

Baseline Requirements:
- Weekly Public Safety coordination meetings with key day to day partners.
- Monthly Public Safety coordination meetings during peak season regarding safety/security for levels of awareness and staffing coordination.
- Maintain a calendar of all activations and events that is distributed weekly to partner organizations others as needed for shared security coordination.
- Coordination meetings with key partners prior to major special events on the waterfront.

- Partner/Stakeholder Survey: Annual review to be conducted as an online survey with focus on partner satisfaction with Operating Licensee and Maintenance Provider.
- Individual Executive review with key partners/stakeholders/OWCP of Operating Licensee's and Maintenance Provider's performance.

Public Safety Performance Standards for Metric 5
Incident reporting and notifications

Evaluation Type	Performance Standard
Incident Tracking	90% of logged incidents include baseline reporting criteria and follow incident response matrix with necessary staff being notified.
Active Coordination	All notifications and reports (100%) are provided to the necessary personnel/agencies within timeframes defined in the Incident Response Matrix (See Incident Response Matrix - Appendix B).

Baseline Requirements:
- Maintain an electronic Waterfront Incident log.
- Maintain detailed incident reports for all incidents. Incidents at a minimum must include:
    - An incident number for every occurrence
    - Date/time/location
    - Person reporting, names of person(s) involved
    - Description of incident
    - Photos of damage/scene, if available
    - Resolution of incident, if applicable
    - SPD report case number, if applicable
- Incident Response matrix is developed, and incidents are assigned a priority level based on a defined priority response protocol.
- Necessary personnel/agencies notified of incidents within required time frames as per defined priority response protocols.
- Monthly summary reports prepared with incident patterns tracked, and public safety adjustments being made as needed to mitigate repeat incident occurrences.
- Detailed monthly log of incidents sent to the Waterfront Operations and Management Liaison and disseminated, as needed.

SECTION 2

Evaluation Methodology and Forms

Evaluation Overview

The CWOC is responsible for conducting performance evaluations on an ongoing basis. The frequency of evaluations will be determined based on operations performance being in a steady or non-steady state. The Operating Licensee and Maintenance Providers will provide the Waterfront Operations and Management Liaison with the necessary data (survey responses, maintenance logs, etc.) in advance of scheduled review periods and performance evaluation forms will be provided in a live file (Microsoft Excel) for reviewers to input evaluation scores. On-site maintenance inspections will be conducted in a format that allows for live evaluation (such as ARCsurvey123).

The performance evaluation forms include all Performance Standards within a Group (Maintenance, Programming and Activation, Public Safety) that allow reviewers to evaluate and score performance. Each performance standard will be individually evaluated and aggregated for an overall group **met or not met** rating.

Each group is weighted such that essential standards drive outcomes for all three Groups. For example, it's not possible to receive a **met** rating for maintenance unless park inspections (cleanliness, safety, repair) receive a passing score. Weighted scoring substantially narrows opportunities to pass, regardless of performance percentages assigned category by category.

The CWOC may make recommendations for individual Metrics or Evaluation types for improved performance, even if that Group receives a **met** rating on the standard.

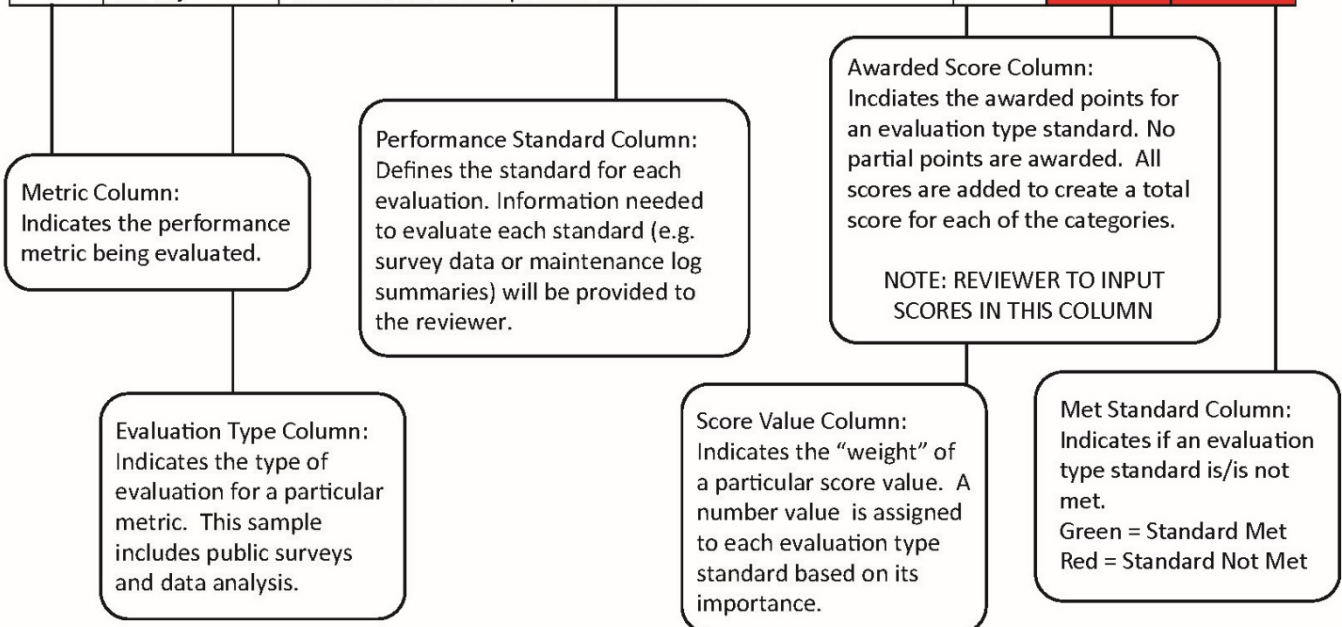## Waterfront Seattle Performance Standard Evaluation Forms and Scoring

The evaluation forms in this section define the Performance Standard for specific metrics in each Group. Each metric _Evaluation Type_ is assigned a _possible score_ value of 1-4 based on the importance or "weight" of the individual Type as some more meaningfully define performance than others. The weighting of each Type has been carefully considered to accurately define the threshold for meeting performance standards. If a Type is determined to have been met then the full point value is granted, meaning if a possible score of 2 is awarded to an Evaluation Type, then a score of 2 is awarded. If the Evaluation Type is not met, 0 points are awarded (no partial scores are given).

Performance Standard EXAMPLE METRIC Evaluation:

The example below illustrates a typical metric evaluation table. Each metric includes a standardized evaluation table that allows the reviewer to input evaluation scores that automatically tabulate a **MET/NOT MET** score.

Programming and Activation:

Metric	Evaluation Type	Performance Standard	Score Value	Awarded Score	Standard Met?
1	**Public Satisfaction Survey**	85% of survey respondents view offered amenities/installations, programs, and events positively.	4	4	Yes
2	**Park Use**	Attendance tracking and observation surveys show that park visitation represents a diverse range of park users utilizing the parks for various uses.	3	3	Yes
2	**Accessibility Survey**	85% of survey responses can identify ways to access the waterfront and have positive feedback.	2	0	No

Metric Column:
Indicates the performance metric being evaluated.

Evaluation Type Column:
Indicates the type of evaluation for a particular metric. This sample includes public surveys and data analysis.

Performance Standard Column:
Defines the standard for each evaluation. Information needed to evaluate each standard (e.g. survey data or maintenance log summaries) will be provided to the reviewer.

Score Value Column:
Indicates the "weight" of a particular score value. A number value is assigned to each evaluation type standard based on its importance.

Awarded Score Column:
Incdiates the awarded points for an evaluation type standard. No partial points are awarded. All scores are added to create a total score for each of the categories.

NOTE: REVIEWER TO INPUT SCORES IN THIS COLUMN

Met Standard Column:
Indicates if an evaluation type standard is/is not met.
Green = Standard Met
Red = Standard Not Met

Performance Standard Evaluation – Maintenance

Maintenance Performance Standard metrics:
1. Criteria for cleanliness, safety, and repair of assets
2. Successful relationships with relevant third-party stakeholders including community and neighborhood organizations from across the city.

Maintenance Performance Standard Evaluation

Metric	Evaluation Type	Performance Standard	Score Value	Awarded Score	Standard Met?
1	**Park Inspections (cleanliness, safety, repair)**	Park inspections show the park is being maintained to standards as defined in the Maintenance standard inspection forms.	3	3	Yes
1	**Daily/Preventive /Capital Maintenance and Repair Logs**	Maintenance logs confirm 90% adherence to agreed upon cleaning and maintenance schedules. Capital replacement log annually reviewed.	2	2	Yes
1	**Safety Inspections**	Play features and safety equipment pass all scheduled safety inspections.	2	2	Yes
1	**Work Orders (cleanliness, safety, repair)**	Work orders are assigned within 48 hours for unscheduled work requests.	1	0	No
2	**Stakeholder Survey**	Over 80% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Maintenance Provider.	1	0	No
2	**Stakeholder Executive Review**	Over 80% of executive review summaries are positive in nature and reveal a supportive response to Maintenance Provider.	1	0	No
Group Performance Standard Score **Note: A score of 9 points out of a possible 10 points (90%) indicates standard is met (Pass)**			10	7	NO

Note: Live evaluation forms will be provided to reviewers (in excel or other format) to input performance standard evaluation scores. This table is shown with the 2 right columns filled out (with example awarded scores) to show for illustrative purposes how boxes will automatically indicate if individual standards are met (yes/no and green/red). Individual scores are added to determine if the Group Performance Standard total score is MET/NOT MET.

Maintenance Review Schedule

Maintenance Review Schedule			
Review Action	**Metric**	**Frequency**	**Notes**
Park Inspections	1	4x/year	
Maintenance and Repair Logs	1	1x/year	
Safety Inspection Logs	1	1x/year	
Work order system response time data	1	1x/year	
Third party stakeholder survey responses	2	1x/year	
Partner agency/stakeholder executive review summary	2	1x/year	During "Steady State" when standards are being met
	2	2x/year	During periods when standards are **not** being met

Performance Standard Evaluation – Programming and Activation

Programming and Activation Performance Standard metrics:
1. Measurement of public satisfaction and perception
2. Levels of accessibility and use by communities from across the city
3. Type and frequency of events
4. Successful relationships with relevant stakeholders including community and neighborhood organizations from across the city

Programming and Activation Performance Standard Evaluation

Metric	Evaluation Type	Performance Standard	Score Value	Awarded Score	Standard Met?
1	**Public Satisfaction Survey**	85% of survey respondents view offered amenities/installations, programs, and events positively.	4	4	Yes
2	**Park Use**	Attendance tracking and observation surveys show that park visitation represents a diverse range of park users utilizing the park for various uses.	4	4	Yes
2	**Accessibility Survey**	85% of survey responses can identify ways to access the waterfront and have positive feedback.	2	0	No
2	**Outreach Survey**	85% of survey respondents can identify and respond positively to outreach initiatives outlined in the engagement strategies (see baseline criteria).	2	2	Yes
2	**Community Connections Committee (CCC)**	The CCC meetings generate positive outcomes that lead to community driven programming initiatives. The Operating Licensee has also made clear effort to promote meeting attendance and engagement.	2	2	Yes
2	**Accessibility Initiatives**	At least 5% of all users benefit from and utilize transportation accessibility strategies.	1	1	Yes
2	**Engagement Strategies**	All ongoing website, social media platforms, and email listserves are actively maintained to stay current with local demographics and programming. 50% of total events and programs that have a targeted audience of 250+ have engaged outreach strategies outside of social media platforms annually.	1	1	Yes
3	**Park Programming Schedule**	The schedule of amenities, installations and park programming and events is met every month per the Management Agreement and 85% of programming and events are free to the public.	4	4	Yes
3	**Program & Event Type and Frequency Survey**	85% of survey respondents view offered amenities/installations, programs, and events as sufficient in frequency and type.	3	3	Yes
3	**Programming Survey**	85% of survey respondents believe that offered programing is diverse in nature	2	2	Yes

3	Park Programming Panel (PPP)	The PPP meeting generates positive outcomes that foster inclusive, community curated programs. The Operating Licensee has also made clear effort to promote meeting attendance and inclusivity.	1	0	No
4	Stakeholder Survey	Over 85% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Operating Licensee.	2	2	Yes
4	Stakeholder Executive Review	Over 85% of executive review summaries are positive in nature and reveal a supportive response to Operating Licensee.	2	2	Yes
Group Performance Standard Score **Note: A score of 27 points out of a possible 30 points (90%) indicates standard is met (Pass)**			30	27	**YES**

Programming and Activation Review Schedule

Programming and Activation Review Schedule			
Review Action	**Metric**	**Frequency**	**Notes**
Public satisfaction survey data	1	1x/year	During "Steady State" when standards are being met
	1	2x/year	During periods when standards are **not** being met
Programming report, attendance count, observation survey data, CCC Meeting summaries	2	1x/year	
Transportation and Outreach accessibility survey response summaries	2	1x/year	
Programming report, attendance count, observation survey data, PPP Meeting summaries	3	1x/year	During "Steady State" when standards are being met
Event data summary and survey responses	3	2x/year	During periods when standards are **not** being met
Third party stakeholder survey responses	4	1x/year	During "Steady State" when standards are being met
Partner agency/stakeholder executive review summary	4	2x/year	During periods when standards are **not** being met

Performance Standard Evaluation - Public Safety

Public Safety Performance Standard metrics:
1. Frequency and nature of incident reports and security events
2. Timeliness in response to violations of Park Regulations
3. Levels of social services outreach and successful relations with relevant social service and programs
4. Levels of staff training
5. Successful relationships with relevant third-party stakeholders

Public Safety Performance Standard Evaluation form

Metric	Evaluation Type	Performance Standard	Score Value	Awarded Score	Standard Met?
1	**Incident Resolution**	Maintain a minimum 80% rate of incident resolution without reaching third level enforcement response (Park Rangers, SPD).	3	0	No
1	**Repeat Incidents**	Maintain minimal repeat rules violation occurrences from same persons. Less than 5% of all rule violations from repeat offenders.	2	2	Yes
1	**Graffiti**	Graffiti incident communication logs confirm a proactive coordination effort with the Maintenance Provider to maintain prompt graffiti notification and removal.	1	1	Yes
2	**Social Service Outreach**	Operating Licensee actively maintains a social service outreach program for the Waterfront.	3	3	Yes
2	**Social Service Survey**	85% of partner/stakeholder organization survey responses are positive in nature.	2	2	Yes
2	**Camping**	Outreach and safety/security reports show that overnight sleeping and encampments have been actively discouraged by public safety personnel.	1	1	Yes
3	**Training Logs**	Training logs indicate full adherence to defined staff training schedules.	2	2	Yes
3	**Staff Training Survey**	85% of staff training survey responses are positive in nature.	1	1	Yes
4	**Stakeholder Survey**	Over 85% of annual stakeholder/partner survey responses are positive and confirm a mutually supportive working relationship with Operating Licensee.	2	2	Yes
4	**Stakeholder Exec. Review**	Over 85% of executive review summaries are positive in nature and reveal a supportive response to Operating Licensee.	2	2	Yes
5	**Incident Tracking**	90% of logged incidents include baseline reporting criteria and follow incident response matrix with necessary staff being notified.	1	0	No
5	**Active Coordination**	All notifications and reports (100%) are provided to the necessary personnel/agencies within timeframes defined in the incident response protocols (Incident Response Matrix - appendix B).	1	1	Yes
Group Performance Standard Score			21	17	NO

Note: A score of 19 points out of a possible 21 points (90%) indicates standard is met (Pass)			

Public Safety Review Schedule

Public Safety Review Schedule			
Review Action	Metric	Frequency	Notes
Safety/security summary reports	1	1x/year	During "Steady State" when standards are being met
	1	2x/year	During periods when standards are **not** being met
Social services summaries	2	1x/year	
Training logs and staff survey summaries	3	1x/year	
Partner agency/stakeholder survey response summaries	4	1x/year	
Partner agency/stakeholder executive review summary	4	1x/year	During "Steady State" when standards are being met
	4	2x/year	During periods when standards are **not** being met
Safety/security incident response summaries	5	1x/year	During "Steady State" when standards are being met
	5	2x/year	During periods when standards are **not** being met

SECTION 3

Evaluation Framework

INTRODUCTION

Maintaining and evaluating the Performance Standards for the waterfront will be the primary role of the CWOC. There are many participants with a variety of roles and responsibilities that will contribute to the overall operations. The Operating Licensee and Maintenance Providers are responsible for capturing performance data and key partners and stakeholders will have opportunities to inform ongoing operations. Detailed criteria have been established to support this process and this section defines these key roles, processes, and tools used to maintain and evaluate performance standards.

WATERFRONT ENTITIES

Multiple agencies, partners, and third-party stakeholders will play key roles in operations, maintenance, coordination, and oversight of the Waterfront. The entities involved and their roles include:

- Office of the Waterfront and Civic Projects (OWCP) – Current City Department responsible for the development of the Waterfront and serves as the primary coordinating entity for Operating Licensee, Maintenance Provider, and third-party stakeholders regarding ongoing operations and maintenance. Future responsibility for coordination will be overseen by the Waterfront Operations and Management Liaison.
- Central Waterfront Oversight Committee (CWOC) – A mayoral and council volunteer appointed committee responsible for ongoing operational guidance and oversight of the Waterfront. The Committee consists of 19 appointed members representing the local community and key stakeholders.
- "Operating Licensee" - Responsible for programming, activation, permitting; safety and outreach, and marketing and branding of the Waterfront.
- "Maintenance Provider" – Responsible for regular cleaning, maintenance, and repair of the Waterfront.
- Operations Partners (Public Safety) – City Departments or organizations that provide support for the daily operations along the Waterfront:
    - Park Rangers – Seattle Parks and Recreation and compliance teams
    - SPD – Seattle Police Department
    - DSA/MID – Downtown Seattle Association/ Metropolitan Improvement District
- Third-Party Stakeholders – Businesses and organizations with interests in the successful operation of the Waterfront and local agencies responsible for supporting the Waterfront in daily operations:
    - PPMDA – Pike Place Market Development Authority
    - SEAS- Seattle Aquarium Society
    - APS – Alliance for Pioneer Square
    - SHWA – Seattle Historic Waterfront Association
    - Residential property owners (Condominium and Apartment Properties)
    - Commercial property owner (Hotels, Commercial/Retail Properties)
    - SPR – Seattle Parks and Recreation
    - SDOT – Seattle Department of Transportation
    - SPU – Seattle Public Utilities
    - DSA/MID – Downtown Seattle Association/ Metropolitan Improvement District

ROLES AND RESPONSIBILITIES

Operating Licensee and Maintenance Provider

The Operating Licensee and Maintenance Provider will be responsible for delivering dedicated operations for the Waterfront (Public Safety, Programming and Activation, and Maintenance) in addition to all development and reporting of performance standard data. (e.g., survey responses, observation data, programming and event summaries, maintenance work logs, etc.). Data and report submissions will be coordinated through the Waterfront Operations and Management Liaison and given to the CWOC for review based on a defined review schedule.

Office of the Waterfront and Civic Projects (OWCP)

The Office of the Waterfront and Civic Projects (OWCP) currently serves as the primary Waterfront Operations and Management Liaison between the Operating Licensee and Maintenance Provider, third-party stakeholders, and the CWOC. The Waterfront Operations and Management Liaison will also serve as the "first line" for Operating Licensee and Maintenance Provider reporting of incidents and important information (event scheduling, etc.) and will direct information to the CWOC, other City agencies and third-party stakeholders as needed.

Central Waterfront Oversight Committee (CWOC)

The CWOC will serve as the primary oversight group to ensure that Operating Licensee and Maintenance Provider are performing to set standards and will provide regular reports on their performance to the Mayor and City Council, as well as suggest any corrective actions or additional resources needed.

PERFORMANCE STANDARD REVIEW PROCESS

Operating Licensee and Maintenance Provider Performance Data Submission Overview

Regular performance data, reports, and survey summaries will be prepared by the Operating Licensee and Maintenance Provider for distribution to the Waterfront Operations and Management Liaison and the CWOC. The CWOC will be responsible for reviewing the performance data on a set schedule. The Operating Licensee and Maintenance Providers are required to compile data and provide performance review materials to the Waterfront Operations and Management Liaison 30 days prior to scheduled CWOC review dates. The data must be well organized and labeled to coincide with the evaluation metrics outlined in this document to support review by the CWOC.

Evaluation Timelines

The CWOC will be responsible for evaluating performance on an ongoing basis. Park inspections will be conducted four times a year (seasonally) and a full evaluation of the performance will be conducted once annually unless park operations are not in a steady state. The Management Agreement will outline review phases throughout the year by the Waterfront Operations Liaison and information will be disseminated to CWOC as needed. Detailed review schedules are included in the Performance Standard Evaluation Section of this document.

Operating "States"

Performance evaluations will be a useful tool in determining if the Waterfront Operating Licensee and Maintenance Provider (Operations and Maintenance) are/are not performing to standards. A classification of "Steady State" or "Non-Steady State" will be assigned to the Waterfront based on the previous evaluation scores. This operating "State" will trigger certain requirements for both the Operating Licensee and Maintenance Provider s (corrective actions) and the CWOC (increased review intervals for some metrics (never more than 4x/year)).

CWOC Recommendations and Operating Licensee and Maintenance Provider Corrective Actions

CWOC performance evaluations may trigger the need for Licensee corrective actions. If a performance metric or entire performance group is deemed to not meet performance standards, the CWOC will make recommendations for corrective actions in a Summary Report as a method to help the Operating Licensee and Maintenance Provider improve their performance and return to a "steady state" that meets performance standards. The Operating Licensee and Maintenance Provider will have the next three-month operating period to implement recommended corrective actions and work toward returning to a "steady" operating state.

PERFORMANCE EVALUATION TOOLS

Evaluation of the performance metrics for the Waterfront will be accomplished using several methods or tools. Information such as daily visitor counts, public perception of safety, and condition of the Waterfront will be evaluated using regularly recorded data, citizen and third-party stakeholder feedback, and on-site park inspections.

Recorded Data

The Operating Licensee and Maintenance Provider will be responsible for recording and collecting park information to provide data and track any changes that may occur over time. Daily visitation, rules violation incidents, and maintenance logs are examples of regularly recorded metrics that will offer insights regarding performance. Both the Operating Licensee and Maintenance Provider will record a myriad of data, taken throughout the operating year to provide valuable performance evaluation data.

Inspections

Park inspections are an effective method of evaluating park maintenance of the waterfront. Regular inspections will be performed throughout the year to review the cleanliness, condition, and state of repair of site amenities, softscape, and hardscape features. Inspections will focus on clearly definable metrics such as cleanliness of public restrooms or appearance of planting beds with clear standards to define whether a feature is performing to standards (i.e., Pass/Fail grade).

Surveys

Soliciting feedback from park users and third-party stakeholders is key to performance evaluation. Feedback will be primarily gathered through surveys and be one of the main evaluation tools for each of the 3 primary performance standard groups. A "menu" of survey methods has been identified for use in the performance standard evaluation process. Survey questions will be developed by the Operating Licensee. Questions should

be designed to provide information that helps inform the performance of programming/activation, safety/security, and maintenance of the waterfront.

Survey methods may include:

- Intercept: conducted onsite orally or with a written survey card
- Program participant: conducted onsite orally or with a written survey card (either on tablet or paper form) to participants in programs
- Event: conducted onsite or online; provided to event participants and event administrator/sponsor(s)
- Observation: conducted onsite by volunteers or hired staff, trained with criteria on usage and behaviors to observe
- Stakeholder: regularly scheduled to evaluate ongoing coordination and successful relationships with Operating Licensees and Maintenance Provider
- Online: conducted using park programming user "listserv" database

Survey questions (regardless of the method) will be formatted to include data points that measure or monitor levels of performance success. These metrics can be measured using a rating scale (1-10), yes/no, or multiple choice.

Example Questions:

1. Rating Scale Question: Please rate your experience on the waterfront (1-10).
2. Yes/No Question: Do you feel adequate public transportation is provided to the Waterfront in your community? Answer: (Yes/No).
3. Multiple Choice Question: What community do you travel from to enjoy the Waterfront? (List out various neighborhoods in Seattle) Answer: List of neighborhoods that can be checked off.

APPENDICES

APPENDIX A - CWOC Annual Performance Standard Review Schedule

Regular performance data, reports, and survey summaries will be prepared by the Operating Licensee and Maintenance Provider for distribution to the Waterfront Operations Liaison and the CWOC. The CWOC will be responsible for reviewing the performance data on a scheduled basis, as defined in the Management Agreement.

The Operating Licensee and Maintenance Provider are required to provide performance review materials to the Waterfront Operations Liaison 30 days prior to scheduled CWOC review date.

Maintenance Review Schedule			
Review Action	Metric	Frequency	Notes
Park Inspections	1	4x/year	
Maintenance and Repair Logs	1	1x/year	
Safety Inspection Logs	1	1x/year	
Work order system response time data	1	1x/year	
Third party stakeholder survey responses	2	1x/year	
Partner agency/stakeholder executive review summary	2	1x/year	During "Steady State" when standards are being met
	2	2x/year	During periods when standards are **not** being met

Programming and Activation Review Schedule			
Review Action	Metric	Frequency	Notes
Public satisfaction survey data	1	1x/year	During "Steady State" when standards are being met
	1	2x/year	During periods when standards are **not** being met
Programming report, attendance count, observation survey data, CCC Meeting summaries	2	1x/year	
Transportation and Outreach accessibility survey response summaries	2	1x/year	
Programming report, attendance count, observation survey data, PPP Meeting summaries	3	1x/year	During "Steady State" when standards are being met
Event data summary and survey responses	3	2x/year	During periods when standards are **not** being met
Third party stakeholder survey responses	4	1x/year	During "Steady State" when standards are being met

Partner agency/stakeholder executive review summary	4	2x/year	During periods when standards are **not** being met

Public Safety Review Schedule			
Review Action	**Metric**	**Frequency**	**Notes**
Safety/security summary reports	1	1x/year	During "Steady State" when standards are being met
	1	2x/year	During periods when standards are **not** being met
Social services summaries	2	1x/year	
Training logs and staff survey summaries	3	1x/year	
Partner agency/stakeholder survey response summaries	4	1x/year	
Partner agency/stakeholder executive review summary	4	1x/year	During "Steady State" when standards are being met
	4	2x/year	During periods when standards are **not** being met
Safety/security incident response summaries	5	1x/year	During "Steady State" when standards are being met
	5	2x/year	During periods when standards are **not** being met

APPENDIX B
INCIDENT RESPONSE PROTOCOL MATRIX

Waterfront Incident Response Matrix

Refer to and use with the Waterfront Call Tree

Level	Description	Incident Management	Notification & Incident Report
Green	An incident that <u>does not</u> require notification of 911. For example, but not limited to: ❑ **Violation of Park Rules** ❑ **Injury:** That requires basic first aid ❑ **Repair:** A minor facility repair/maintenance issue to be resolved with a work order request. Does not disturb functionality of Pier operations ❑ **Behavioral:** That is resolved after talking to the community member ❑ **Vehicle:** Minor damage to a vehicle that does not damage pier, minor negative interaction with vehicle on pier ❑ **Near Miss:** Near miss that could have resulted in serious injury or repair	Safety Team Park Ambassadors	**NO CALL NECESSARY** ❑ **Notification:** Note incident on <u>Daily Log</u>. ❑ **Incident Report:** Complete and email an <u>E-09 Incident Report</u> to the Operations Licensee Manager within 24 hours. ❑ **Green Level Incident Analysis:** Reviewed within one week by Operations Licensee Manager. Green Level Incident Reports will be compiled, logged for metrics, and shared with the City, and Safety team contacts monthly.
Yellow	Serious, but non-life or limb threatening injury, behavioral incident, moderate repair, vehicle collision, or <u>any non-Level Red call to 911</u>. For example, but not limited to: ❑ **Injury:** That requires a call to 911. ❑ **Lost/Alone:** A youth is reported missing for up to 15 minutes but then found. ❑ **Repair:** A moderate facility repair/maintenance issue to be resolved by sectioning off the impacted area. Disturbs a portion of the functionality of Pier operations, but the Pier remains open. ❑ **Behavioral:** Potential safety situation such as verbal harassment; racial or gender discrimination; escalating threatening behavior. Suspicion of intoxication. ❑ **Vehicle:** Incident with significant damage to a vehicle but no personal injury, a vehicle incident resulting in an insurance claim, or involving multiple vehicles. No damage caused to pier. ❑ **First Amendment:** Unscheduled or non-permitted first amendment activity ❑ **Weather/Conditions:** Severe weather or other conditions that temporary requires closure of the site ❑ **Other:** <u>Any non-Level Red call to 911</u>.	Operations Licensee	**Operations Licensee called ASAP** (after situation stabilized) ❑ **Notification:** Immediate notification to Operations Licensee Manager. Operations Manager will receive a situation report and then notify by text *(prefacing the text with* [YELLOW]) or phone call to the City and Safety team contacts as soon as possible. See Call Tree for details. ❑ **Incident Report: Safety team to** complete and email an <u>E-09 Incident Report</u> to the Operations Licensee Manager within two hours of incident resolving. ❑ **Yellow Level Incident Analysis:** Reviewed within 48 hours by Operations Licensee Manager. Yellow Level Incident Reports will be compiled, logged for metrics, and shared with the City once reviewed by Operations Licensee Manager.
Red	Critical, time-sensitive situations that require immediate response, engagement, or notification. ❑ **Fatality** ❑ **Injury:** A serious bodily injury, cardiac event, spinal cord injury, amputation, brain injury, loss of eyesight or hearing, or potential for loss of limb or other permanent injury or illness. ❑ **Lost/Alone:** A youth is missing for more than 30 minutes on land and 10 minutes on water	Operations Licensee Executive Director and Operations Manager	**Operations Licensee called ASAP** (after situation stabilized) ❑ **Notification:** • Immediate notification to Operations Licensee Manager. • Operations Licensee Manager will notify by text *(prefacing the text with* [RED]) or phone call to the City. See Call Tree for details.

 □ **Repair:** A severe facility repair/maintenance issue that shuts down or threatens to shut down Pier operations □ **Behavioral:** Any incidents <u>involving law enforcement</u> including but not limited to: sexual misconduct, harassment, assault of any kind, serious self-harm, physical threatening behavior towards staff or community members serious incidents involving members of the public. □ **Vehicles:** Vehicle incidents that result in serious personal injury or damage to the Pier □ **Extensive property damage**		• Operations Licensee Senior Leadership will notify the Senior and Executive Leadership for the City, Safety team and Park Ambassadors. □ **Incident Report:** Safety team to complete <u>E-09 Incident Report</u> immediately and email to the Operations Manager as part of on- going documentation of the incident. □ **Red Level Incident Analysis:** Reviewed as soon as possible by Operations Licensee. Red Level Incident Reports will be compiled, logged for metrics, and shared with the City once review has been completed.

APPENDIX C
MAINTENANCE INSPECTION EVALUATION FORMS

(SEE SEPARATE FILE)