

SCOPE OF WORK

SANTA CRUZ WHARF MASTER PLAN AND ENGINEERING REPORT

SCOPE OF SERVICES

June 24, 2013

This scope of work describes the master planning and engineering tasks for the Santa Cruz Wharf project, indicates how the two efforts will flow together and how the public engagement process will be threaded throughout the entire scope of the project. The scope of work is divided into four parts. Part A describes the public engagement process which is most intensive at the outset of the project but continues in meetings at key milestones culminating in the final presentation to City Council. Part B focuses on the preparation of the Master Plan, Part C on the Engineering Report, both of which are expected to be completed within an approximate 10 month time frame. Part D focuses on the preparation of Improvement Plans and Specifications and is anticipated to take four months. However, depending upon issues that arise and the scheduling and timing of milestone meetings, the process may be lengthened to 18 months.

The City Project Manager will coordinate with all City Departments as necessary to provide input and direction for the completion of the work. In addition, the City will dedicate staff time from senior representatives from Parks and Recreation, Economic Development, Planning and Community Development and Public Works as well as the Wharf Supervisor and Property Manager, and, on occasion, the Marine Safety Division and the Police and Fire Departments, to provide appropriate input, review work products and give direction as needed to the consultant team.

PART A. PUBLIC ENGAGEMENT PROCESS

The public engagement process will be a critical component in the development of the Wharf Master Plan. It will be most intensive during the early stages of the project but extends through to completion of all of the Master Planning and Engineering tasks. The process involves stakeholder groups, including Wharf tenants, surrounding retail businesses and hotels, City departments and interested members of the community, in a series of public meetings designed to solicit input and feedback, culminating in a presentation of the final product at a City Council meeting.

Task 1. Stakeholder Meetings. At the beginning of the process, the Consultant will hold a series of stakeholder focus group meetings as set forth below. Before the meetings, the Consultant will prepare a series of questions to be addressed in a structured but informal manner. After each meeting, the input received will be documented in summary form for the City. The City will provide assistance in finalizing the list of stakeholders and providing contact information for the stakeholders and will identify the individuals that best represent the interests at hand. The stakeholder interviews will be held at a location designated and provided for by the City.

- a. **City Departments:** The City is the property owner of the Wharf and has managed it over time and will continue to manage it in the future. The City has had the ability to see what works and what doesn't work and what is needed for the future. Sharing that

knowledge and experience with the consultants will be a foundational aspect of our work effort.

The Consultant will hold five meetings of approximately one hour each with various City Departments. These meetings will not necessarily be focused within one period of time, but will be distributed as necessary through Part A of the project. The meetings will include senior representatives from Parks and Recreation, Economic Development, Planning and Community Development and Public Works departments as well as the Wharf Supervisor and Wharf Property Manager, as well as potentially the Marine Safety Division and the SCPD and the SCFD.

- b. Wharf Tenants.** The Consultant will hold five stakeholder meetings of approximately one hour each with Wharf tenants in clustered groups. The specific clustering of which tenants would be grouped together will be identified in conjunction with the City. Preliminarily, there might be two meetings with the tenants representing food and beverage; one meeting with the tenants representing adventure and sports, one with those representing retail shops, and one meeting reserved for any special issues that might arise during the process that need additional consultation. The intention, at each of these meetings, would be to probe the sources of patronage, the fluctuations in demand (seasonally and throughout the day and week), issues of concern, unmet opportunities, ideas that they would consider for the betterment of the Wharf business, etc. It is assumed that four of the meetings would be held at the initiation of the project and at one time over a one or two-day period.
- c. Neighbors.** The Consultant will hold five focus group meetings of approximately one hour each with neighboring interests and adjacent businesses. The specific clustering of which groups would meet together will be identified in conjunction with the City. It is assumed that the meetings would be held over an intensive one to two day period of time. The following is a preliminary grouping of the meetings:

 - 1. Owners and operators of the Santa Cruz Beach Boardwalk. In this meeting, opportunities would be explored for how the relationship between the Boardwalk and the Wharf could be strengthened.
 - 2. The Port Director and Harbormaster for the Santa Cruz Port District to explore potential linkages and opportunities.
 - 3. The Director of the Monterey Bay National Marine Sanctuary to identify potential linkages with its programs and facilities.
 - 4. UCSC, Seymour Center, UCSC Long Marine Lab and the Santa Cruz Wharf Outreach Network to identify how to better integrate educational and research efforts and other initiatives into the Wharf.
 - 5. Adjacent hotels, restaurants and shops to explore potential synergies and their views on business conditions, patronage and market opportunities.
- d. Community-Wide Interests.** The purpose of these meetings is to better understand the perceived role of the Wharf from a community-wide perspective and how to

improve linkages with other City-wide uses and activities. The Consultant will hold five focus group meetings of approximately one hour each with community wide interests clustered by shared values. These will be identified and organized more specifically in consultation with the City. However, preliminarily these could include the Convention and Visitor's Bureau, Chamber of Commerce, Downtown Business Association, Downtown Management Corporation, Santa Cruz Woodies Club, Outrigger Canoe Club, Junior Guards, Save our Shores and Surfrider Foundation, as well as others.

Task 2. Stakeholder Workshops. At two key milestone points during the process of developing the Wharf Master Plan and Engineering Report, stakeholder workshops will be held in a manner where stakeholder groups can hear the diversity of opinions from others. The first round of workshops will be held once the Consultant has completed the identification of existing conditions, issues and potentials. The second round of workshops will be held after the draft Master Plan and Engineering Report have been prepared. The venue for the workshops and public noticing will be provided by the City.

- a. **Milestone 1 Workshops.** Three workshops of approximately two hours each will be held to present preliminary findings and potentials and to solicit input. The first workshop will be with City staff from all of the various departments. The results of this workshop will be taken into account prior to undertaking the second workshop, which will focus on the Wharf tenants. After the workshop with the Wharf tenants and based on inputs received, a debriefing will be held with the City Project Manager and senior City staff to develop the basis for the third workshop with community-wide interest groups.
- b. **Milestone 2 Workshops.** When the draft Master Plan and Engineering Report are completed and have been reviewed by the City, the Consultant will hold two workshops of approximately two hours each, one with the Wharf tenants and the other with community interests, to hear the presentation of the recommendations.

Task 3. Commission and City Council Informational Briefings. At the completion of the each of the two milestone workshops, the Consultant will hold a debriefing session with the City Project Manager and senior City staff to determine how the input of the workshops will be integrated and how informational briefings with appointed and elected officials will be held. Three to four hours of Consultant time (for a total of up to 8 hours) will be devoted to these briefings after each of the milestone workshops, described above. The location and public notification of the Commission and Council meetings will be provided by the City.

Task 4. Final City Council Presentation. At the completion of the Wharf Master Plan and Engineering Report as well as the Improvement Plans and Specifications, a final presentation will be made to the City Council. The scheduling and public notification of the City Council meeting will be provided by the City.

PART B: WHARF MASTER PLAN

The Master Plan will be developed in coordination with the public engagement process described above as well as with input from the engineering effort described subsequently. A

draft and final Master Plan document will be prepared addressing all of the topics described below, and will include both written and graphic materials, as appropriate, related to each of the topic areas. The Wharf Master Plan, when completed, can become a part of the City of Santa Cruz Local Coastal Plan.

Task 1: Business and Economic Development Opportunities. The stakeholder meetings will provide an initial understanding of business conditions in the area, from the point of view of tenants, adjacent neighbors and community-wide interests, such as the Downtown Business Association, Convention and Visitor's Bureau, and Chamber of Commerce. The Consultant will also review historic revenues from tenant leases and from parking to get a better sense of business trends on the Wharf. Furthermore, the Consultant will also review comparable projects with a similar mix of uses and amenities to better understand factors for success that are worthy of consideration. On the basis of this information, as well as on-site observations and previous experience, the Consultant will:

- a. Identify and recommend the ideal business mix (restaurant/retail/marine- oriented, recreation, etc.) for the Wharf, and methods of enhancing/increasing off-season usage.
- b. Examine the potential and recommend strategies for attracting Santa Cruz Beach Boardwalk patrons to the Wharf through the use of a tram, pedi-cab service, bikeways, etc.
- c. Develop a marketing strategy for enhancing the attractiveness of the Wharf for local residents as well as visitors. Considerations will be given to branding opportunities, special events and programs, and potential funding mechanisms.
- d. Consider opportunity sites for additional development that may create a synergy between existing and new uses and identify future potential business expansions or methods to more efficiently utilize existing retail/restaurant spaces.
- e. Identify/propose physical factors that will have the greatest positive economic impact for Wharf businesses, such as enhancements to public access, visual and environmental quality, recreation and education, and the image and identity of the Wharf.

Task 2. Integration of Educational and Research Institutions and Initiatives. In this task, the Consultant will:

- a. Review existing educational and scientific test-beds, green initiatives and tours and engage UCSC and other non-profit marine organizations in discussions regarding potential additional collaborations.
- b. Hold meetings with the Monterey Bay National Marine Sanctuary Exploration Center and the Monterey Bay National Marine Sanctuary Advisory Council to identify additional methods of integrating the Wharf with their initiatives.
- c. Recommend approach and additional methods regarding how the Wharf can be better utilized as an educational and scientific asset and how historical, cultural and natural

environmental characteristics can be communicated in a more direct and engaging manner that will enhance visitor appeal.

Task 3. Design/Development Standards for Buildings and Public Spaces. The

Consultant will:

- a. Meet with staff of the Coastal Commission and other review agencies to identify design criteria for Wharf development.
- b. Undertake image testing with stakeholders of different approaches to the design of buildings to help determine community preference and receptivity.
- c. Undertake a visual reconnaissance to identify those physical characteristics that positively contribute to activities, experience, image and identity of the Wharf.
- d. Identify where outmoded buildings and facilities as well as poorly conceived public spaces need to be replaced and where new structures can be added.
- e. Develop design/development standards for existing and new buildings and for the re-envisioning of public spaces, with an emphasis on achieving a positive synergy between buildings and open space areas and in consideration of Coastal Commission issues, concerns and criteria.
- f. Develop design/development guidelines for the shaping and massing of buildings; the desired location of back-of-the-house or service functions; the treatment of storefronts and facades as well as canopies, lighting, signage, accessibility requirements, materials and roofscapes.
- g. Identify the potential height of buildings within the development zone and the location of any special uses and public facilities.
- h. Recommend how existing public spaces can be improved, repositioned and/or relocated as well as how new public spaces can be provided. In addition, recommend how the extension of activities from adjacent uses can contribute to the creation of more successful public spaces. For new and reconfigured spaces, describe the proposed location, shape and size as well as the potential daily, seasonal or special events that these spaces might accommodate.
- i. Prepare design standards for materials, furnishings, lighting and other physical features for the desired treatment of public spaces.
- j. Prepare illustrations describing the re-envisioned public environment of buildings, public spaces and activities, as appropriate.

Task 4. Opportunities for Recreational Use and Public Access. The Consultant will:

- a. Review existing recreational activities (biking, walking, fishing, boat rentals, kayak and paddle board rentals etc.) and make recommendations for improvement and enhancement.
- b. Explore opportunities for new recreational activities that are currently not at the Wharf but that could be located there.
- c. Identify/recommend local and visitor serving programs/events designed to attract visitation and use of the Wharf. In addition, assist City in developing plans for the Wharf's centennial anniversary.
- d. Identify specific enhancements and physical improvements that are needed to better accommodate both existing and potential recreational activities.
- e. Evaluate existing public transit, shuttle, pedestrian, vehicular and bicycle connections between Downtown and the Wharf and recommend enhancements and improvements.
- f. Evaluate the existing public access areas along the edges of the Wharf and recommend design concepts for improvement to the eastern and western edges as well as to the end of the Wharf, whether cantilevered or braced, will be identified.
- g. Review sidewalk areas next to the storefronts and recommends methods for improving and enhancing the continuity and quality of the retail environment and the potential for enhancement of the promenading experience.
- h. Develop recommendation for how vehicular movement and parking areas can have a more positive relationship to pedestrian movement and recreational activities and special events.
- i. Evaluate the location and condition of the existing restrooms and recommend improvements/enhancements to same.

Task 5: Public Safety Measures. The Consultant will:

- a. Undertake a visual reconnaissance and evaluation will be made of the physical qualities of the built environment and how they contribute to or detract from safety and the sense of security on the Wharf.
- b. Review pedestrian walkways and usage patterns and identify measures to help reduce pedestrian/vehicular conflicts and the creation of an environment where vehicles and pedestrians can co-exist more readily.
- c. Recommend modifications to the physical environment that would enhance public safety and a sense of security, discourage anti-social behavior and reduce pedestrian/vehicular conflicts.

- d. Review and discuss the existing response plans of public safety departments with SCPD and SCFD and the Marine Safety Division to determine if improvements and enhancements can be made. This will include the potential effectiveness and feasibility of a fast response team to help with persons falling in the water, slip and fall and pedestrian/vehicular accidents.
- e. In conjunction with the City public safety departments, review the adequacy and capacity of life safety and first aid equipment as well as the training of the initial responders and the potential of an emergency public notification system and potential improvements to safety measures. In addition, approaches to reducing potential pedestrian/vehicular conflicts and the creation of an environment where vehicles and pedestrians can co-exist more readily will be explored.

Task 6. Service and Maintenance Operations. The City has identified the impact of packer and roll-off trucks as one of the most pervasive causes of damage to the Wharf. In addition, the City has identified many issues with pest control related to the trash and tallow enclosures, including seagulls, rodents and other animals. In this task, the Consultant will:

- a. Identify alternative methods for refuse and tallow collection and recycling along with the structural, facility and maintenance requirements associated with them.
- b. Identify methods for improved pest control, maintenance and clean-up operations.
- c. Evaluate structural and facilities maintenance operations and recommend enhancements or improvements to same.
- d. Based on discussions with City staff, recommend how to better integrate Wharf operations for compliance with Coastal Commission permit practices.

Task 7. Parking Control and Management. The Consultant will:

- a. Identify methods for better management of peak and off-peak demand and for enhancing the spatial and environmental quality of parking and vehicular movement areas as an important component of the overall public space system.
- b. Explore options to alleviate seasonal shortages and way of increasing off-peak utilization of parking spaces.
- c. Evaluate parking control systems and entrance and egress flow will be evaluated and potential changes to parking control systems to increase transaction speed and efficiency will be identified. Signage changes for electronically controlled traffic/security gates will also be assessed.

Task 8. Functional and Special Effects Lighting. The Consultant will:

- a. Review roadway, walkway and parking area lighting. The re-lamping of the existing fixtures will be evaluated as a minimum baseline improvement.

- b. Identify the potential for modifying the location and type of fixtures to better serve the public spaces including the orientation and structure of activities on the Wharf.
- c. Review the lighting approach to the storefronts and signage of the restaurants and shops for potential incorporation into building design guidelines.
- d. Evaluate and recommend how the overall scenographic effect of lighting can contribute to the experience and the visual quality from a distance, particularly from the Boardwalk, and propose lighting concepts that create a more interesting and distinctive environment and enhance the market appeal and economic development potential of the Wharf.
- e. Recommend lighting systems that can better meet aesthetic as well as functional and energy efficiency requirements and how the fixtures and the lighting effects in themselves can serve to enhance the orientation and structure of activities.
- f. Integrate lighting recommendations for public spaces with recommendations for lighting approaches for existing and new buildings.

PART C. ENGINEERING REPORT

The engineering effort described below will be coordinated with, and provide input to the preparation of the Master Plan as well as be documented in a draft and final Engineering Report. It will document the survey, analysis and recommendations related to all of the tasks described below in written and graphic form, as appropriate. The document will also include a preliminary budget cost estimate for overcoming the deficiencies, making repairs and for the improvement program developed as part of the Master Plan and engineering recommendations.

Task 1. Piling Survey. The Consultant will:

- a. Make a waterborne visual assessment of the condition of the piles early on, summarize the geographic distribution of pile conditions and identify longevity and replacement thresholds.
- b. Examine each of the Wharf pilings (approximately 4,700) from top cap to sand line and determine structural viability expressed as a percentage of original bearing capacity. Photographs shall be taken to document the underwater inspection. The underwater inspection of the pilings shall be conducted in accordance with the American Society of Civil Engineers (ASCE) "Underwater Investigation Standard Practice Manual", applying Level 1, II, and III inspection protocol as follows:

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| Level I | 100% of all pilings |
| Level II | At least 10% but not more than 25% of all pilings |
| Level III | Up to 5% of all pilings, need/selection/location to be determined based on results of Level I and Level II inspections. |

Task 2. General Structural Evaluation. The Consultant will:

- a. Assess the overall structural integrity of the Wharf structure; identify outstanding vulnerability and assess methods to increase resiliency of Wharf structural components relative to existing and changing environmental conditions.
- b. Generate longevity estimates for components inspected and prioritize necessary repairs and upgrades.
- c. Provide recommendations and/or strategies for necessary and/or desirable structural improvements, such as widening for stability and/or additional ledgers or bracing.
- d. Identify structural recommendations and concepts related to:
 - Potential public access and recreational improvements
 - Cantilevered or braced extensions along the Wharf edges
 - Sub-structure improvements for buildings
 - Roadway, parking, sidewalk and public space improvements
 - Light fixtures, guardrails, kiosks, bollards, etc.
 - New refuse collection system

Task 3. Evaluate Roadways and Parking Areas. The Consultant will:

- a. Conduct an assessment of the existing weight-bearing capacities and structural integrity of the pavement and substrate for the Wharf, roadways and parking areas.
- b. Identify weak and vulnerable areas.
- c. Provide options for more durable and environmentally friendly paving and surface coating materials.
- d. Identify methods for meeting Best Management Practices for storm drainage and for the avoidance of ponding and slip and fall accidents as well as for compliance with Title 24 ADA accessibility requirement.
- e. Conduct a preliminary assessment of construction and maintenance costs relative to the alternative materials and treatments.
- f. Recommend paving and/or surface coating materials for roadways and parking areas.
- g. Recommend potential sources for funding for pavement maintenance and develop a maintenance and replacement schedules.

Task 4. Evaluate Walkways and Public Commons Areas. The Consultant will:

- a. Conduct an assessment of the existing weight-bearing capacities and structural integrity of the pavement and substrate for the pedestrian walkways and Commons areas.

- b. Identify weak and vulnerable areas.
- c. Evaluate widening of the east pedestrian walkway and the south end public area; consider cantilevered walkways along the west side of the Wharf and provide generally applicable construction format and plan drawings.
- d. Evaluate covering all pedestrian walkways and public use areas with stamped concrete.
- e. Provide options and recommendations regarding surface coating materials, material applications, and maintenance.

Task 5. Evaluate Gravity Sanitary Sewage System. The Consultant will:

- a. Conduct an assessment of the condition of the gravity sanitary sewage system. This will include main and lateral pipelines, cleanouts, hangers and supporting systems for lines and pump station tanks.
- b. Provide longevity estimates of components inspected.
- c. Identify deficiencies and recommend repair and upgrade requirements to support both existing and potential new uses.

Task 6. Evaluate Fire Warning and Suppression Systems. The Consultant will:

- a. Conduct an assessment of the existing fire warning and suppression systems and make recommendations for improvements and upgrades.

Task 7. Evaluate Wharf Structure Supporting Buildings. The Consultant will:

- a. Evaluate structural integrity of substrate and identify any weak or vulnerable areas.
- b. Provide longevity estimates for existing substrate.
- c. Provide general construction recommendations for structural support of new single and two-story buildings at various points along the Wharf where the water depth varies.

Task 8. Evaluate Existing Landings and Dock Serviceability. The Consultant will:

- a. Conduct an assessment of the existing small craft landings and floating docks.
- b. Determine structural integrity, hardware conditions and service life.
- c. Identify recommendations for accessibility and functional ergonomics.
- d. Make recommendations for improving the general utility and usability of the landings and docks.

Task 9. Evaluate Potential for Construction of a New Landing. The Consultant will:

- a. Conduct an assessment and make a recommendation of the optimal location for the construction of a new landing capable of handling research and visitor-serving vessels up to 100 tons.
- b. Describe the size, shape and type of landing to be utilized.
- c. Evaluate the existing Wharf structure at the proposed location for enhancements/reinforcements/revisions necessary to accompany a new landing.

Task 10. Environmental Conditions and Impacts. The Consultant will:

- a. Conduct an assessment of existing and changing environmental conditions that will affect the Wharf. The conditions include:
 - Climate change
 - Increased storm intensities
 - Coastal erosion
 - Sea level rise
 - Seismic events, such as earthquakes or tsunamis
 - Flooding
 - Exposure to waves, winds and currents
 - Fog
 - Water circulation (prevailing and seasonal currents) through Cowell's Beach and Main Beach.
- b. Identify mitigation measures to:
 - Ensure the safety and integrity of the Wharf infrastructure, facilities and users during severe environmental conditions including high winds, seismic events, extreme rainfall and major marine storm surges.
 - Prevent short and long-term interruption of usability and functionality
 - Minimize the potential damage to infrastructure due to recreational and commercial vessel traffic collisions with the Wharf. Consider placement of navigational aids and warning devices.

Task 11. Required Permits, Studies and Support Materials. The Consultant will:

- a. Identify permitting requirements for recommendations, initiatives, design/development standards and best practices as well as correction of deficiencies, repairs and for improvements and upgrades to the Wharf identified in the Engineering Report and the Master Plan.

- b. Identify all local, state (with emphasis on the Coastal Commission) and federal agencies with regulatory or permitting authority and those agencies requiring stand-alone or interagency consultations.
- c. Identify all required studies for submittals to permitting agencies for the proposed engineering recommendations and Master Plan improvements.
- d. Prepare studies in support of required permitting for selected early action components to be implemented within a two-year time frame and determined in consultation with the City and mutual agreement of the Consultant to be within budget parameters for this task. Examples of these kinds of studies include noise and water quality turbidity impacts related to pile driving and studies resultant from the assessments conducted in Part C, Task 10 above.

PART D. IMPROVEMENT PLANS AND SPECIFICATIONS

At the completion of the Master Plan and Engineering Report, the Consultant, in consultation with City staff, will identify public and private responsibilities for implementation, potential funding sources and potential revenues from parking and ground leases that may be available for project implementation. In addition, at this point in the process, the time frame for implementation of improvements as well as how improvements may be implemented - whether through City staff construction resources on an incremental basis or through a competitive bid process or some combination of the two – will be determined. Also, at this point in the process, it will be determined whether procurement would be best undertaken through a “Design/Build” contract based on preliminary plans and specifications prepared as part of this process or through a “Design/Bid/Build” effort with Final Design documentation.

Prior to the initiation of the preparation of the Improvement Plans and Specifications, within the budget limits established for this task, the City, in consultation and mutual agreement with the Consultant, will finalize the scope of improvements to be included and the appropriate level of detail of each component. Notwithstanding the above, the plans and specifications will contain sufficient information to allow cost estimation, application for grant funding, construction repairs and replacements performed by the Santa Cruz wharf maintenance staff, solicitation of design build construction bids, regulatory permit applications for most agencies, and initial negotiations with tenants for private developments.

Task 1. Architectural Plans and Specifications. Architectural plans and specifications will be prepared for recommended public improvements related to:

- a. Public access, recreation and open space
- b. Sidewalks, vehicular movement and parking areas
- c. Public restrooms and facilities

- d. Parking control, pay stations and gateway elements
- e. Refuse, tallow and recycling collection system
- f. Improvements to existing and new landings and docks
- g. Lighting, railings, bollards, benches, kiosks and other furnishings
- h. Interpretative elements related to the history, culture and natural environment of the Wharf.

Task 2. Engineering Plans and Specifications. Engineering plans and specifications will be prepared which address:

- a. The correction of deficiencies identified in the piling report and in the evaluation of the existing Wharf structure.
- b. The structural improvements that need to be made based on the evaluation and recommendations of the Engineering Report and for the desired reconfiguration of the Wharf to support the existing and proposed activities and functions resulting from the master planning effort.
- c. Recommended improvements that need to be made for surface and roadway infrastructure
- d. Recommended improvements for substrate supporting existing, reconfigured and/or new Wharf buildings
- e. Recommended improvements to the structure of existing landings and docks and for landing new larger vessels
- f. Recommended protection/mitigation measures to ensure safety and integrity of infrastructure, facilities and users during severe environmental conditions.
- g. Recommended improvements to comply with current City storm water regulations/Best Management Practices at the time of implementation.