

1. Operational Facilities

Park resources and visitor safety and satisfaction have suffered because of the lack of adequate operational facilities in appropriate locations. ~~The amount of GGNRA parkland has expanded in recent years, especially to the south, and~~ The current distribution of existing facilities is not functional or efficient-sustainable for day-to-day operations which include: supporting volunteers/stewardship activities, native plant propagation, visitor contact, ~~law enforcement~~public safety, fire suppression, museum, maintenance, administrative, information technology, partnership, storage and interpretation. Park operations are often located in makeshift facilities because they have been displaced by other park uses or outside forces, or have outgrown current spaces. Current facilities are often not adequate to perform necessary maintenance functions or other operational needs. Furthermore, in order to obtain and maintain a qualified and productive workforce (employees, volunteers, partners, etc.), the park needs additional in-park housing.

Comment [Imac1]: Note: sentence on park expansion temporarily moved to factors/considerations - is that a better location?

The GMP will examine the park's operational needs and facility requirements, including workforce housing, in order to make these areas recommendations on the most functional and sustainable efficient and effective system for service delivery.

Factors/Considerations:

- All occupied structures must meet current ADA, fire, life safety and seismic codes
- The park will continue to work collaboratively with the Presidio Trust to support joint operational needs
- The cost of workforce living-housing in the San Francisco Bay area is high and will continue to rise
- There is some inefficient use of existing facilities and needs for consolidated or new space
- Business practices and infrastructure needs have evolved (more partnerships, rising use of information technology, etc.) and will continue to change
- GGNRA parkland is expanding into San Mateo and Marin Counties.

Options/Approaches:

- Develop a comprehensive and integrated approach to needs assessment for park facilities, (especially maintenance, and law enforcement/public safety) and housing; and how to evaluate needs and locations for new/consolidated facilities.
- Create a strategy for how to use facilities acquired through planned park expansions

- Adaptively reuse existing structures wherever practical and appropriate but consider new purpose-built facilities where existing ones are not appropriate and suitable alternatives exists (leasing and cooperative agreements etc).
- Investigate leasing (or other agreements) structures to meet park needs, if necessary
- Explore cooperative agreements for service and maintenance of new and/or remote park sites (i.e., joint governance of parklands in San Mateo County)
 - Asset management will be fully integrated into facility planning by examining lifecycle costs and efficiencies.
 - Visitor recreation needs may evolve and location/type of support facilities may need to evolve too.
 - Reconsider idea of park-wide visitor center.
 - Identify locations and strategies for additional park housing

Formatted: Indent: Left: 0.25", Bulleted + Level: 1 + Aligned at: 0" + Tab after: 0.25" + Indent at: 0.25"

Discussion on 12/6/06 - Brian Aviles facilitator

Accuracy of description:

- Expanded facilities and efficiency of use could be separate ideas. Museum facilities not mentioned and should be. Maintenance is not listed, admin office space missing too. Data and IT needs (space for servers etc) not mentioned. Succession of uses (and/or sharing) in key spaces. Umbrella issue is inefficient use of current space and need for new spaces, and needs of partners and resulting space pressures - holistic look at cumulative needs for ops. The way the park does business now is different than last GMP (computers etc). How staff transportation works - where are vehicles needed and how to store? Process for identifying holistic needs for maintenance and related sites and space programming. Infrastructure and planning process/vision. Fire suppression equipment stored outside in some areas - issue of public safety equipment. Operations are very spread out - use of space is driven by what was available when - no 'fresh look' at efficiency, no planning at larger level. Acquisition of new sites and partners are two areas that have changed since last GMP. Interpretive/education/stewardship/natural and cultural resources facilities will be handled in GMP. Maintenance and public safety would be another grouping.

Park housing stock - variety of SF, MF, family vs. individual, dorm and other additional housing options. Short- and long-term options available. Could identify locations but park may not necessarily need to supply all the facilities on park lands. (ex. use of university dorm space in summer).

ADA accessibility of structures especially with historic structures - many don't meet or need improvement.

New facilities - add to options and approaches. How to site? When is this appropriate?

Bolded statement - efficiency and effective - replace with "functional and sustainable." Efficient is not always the most important criteria - need to balance. Leave out ~~system for service~~ delivery.

Asset management - plan exists now. Should it be included in this category and in what way? Asset management planning will be fully integrated in operations: look at lifecycle costs and efficiencies - add bullet to Options/Approches.

Include visitor uses and storage areas and administration, IT, museum collections to list of existing facilities in first paragraph. Non-physical facilities will be important (information storage, IT needs for visitor/partner outreach etc.). Facilities for the 21st century. "Information infrastructure" as problematic as maintenance storage.

- 2nd bullet on option/approaches - 'but consider new facilities where existings ones are not appropriate and new suitable alternatives exists (leasing and cooperative agreements etc).

Formatted: Bullets and Numbering

Anticipated needs:: recreation needs evolve and related visitor facilities may evolve too (restrooms, trailheads etc). Should this be added to Recreation Issue?

What about a park-wide VC? Should GOGA still be exploring this idea? Address as park identity issue? Park facilities should be related to visitor service and identity. Goal could be to relate ops facilities to support system for visitor contact. Enhance story/continuity.

Park is expanding (delete 'expanded') will likely continue to acquire facilities on new lands. As GGNRA adds new lands designated for future acquisition in areas including Marin and San Mateo it will expand management responsibilities.

ADD NEW ISSUE

16: Quality of Workforce - should Development of Workforce?

Another dimension is housing - tacked on? Essential for retaining good staff. What about partnering opportunities with neighboring jurisdictions? This may be more affordable for employees. Could be tied to ops facilities or in its own category - should this be a separate issue?

In order to obtain and maintain a qualified and productive workforce (employees, volunteers, partners, etc.), the park needs additional housing. (move to new Issue 16 is added to the GMP)

~~Yes potential approaches~~

- if GMP issue, ties into workforce issues, 'park is not an island'
- is housing too detailed of a subject? Stephan: issue would be same in all alternatives - need to attract staff and meet quality of life minimums given expensive housing stock in area. GMP could explore strategies to achieve that but this might be too detailed for GMP level - need policy statement/guidelines? Could this be transformed into another issue - broader than housing - of attracting and retaining good staff? This could be added to diversification of workforce. Recognition of unique housing environment in Bay Area.

Address partner employees, volunteers, interns, seasonal staff. Dorm facilities for summer camps? Space for conservation corps? Fits with changing demographic and opportunities for broader diversification of workforce.

Diversity of workforce and diversity of visitation are linked. Have NPS be top company to work for? What impact can GMP have on NPS employment policies?

International student programs and related facilities needs. Adaptive reuse for short-term housing for visitors uncomfortable with camping ideas but wanting overnight inexpensive facilities (ex. rehab of military barracks). Housing outside park boundaries needs to be considered too.

Create inventory of housing stock in GOGA now and possibilities (rehab, adapt, tear-down, etc)

- Create inventory of park housing stock and evaluate for variety of single family, multi-family, dormitory and housing options. Examine options for short- and long-term options available within and outside of park (ex. use of university dorm space in summer for seasonal staff).

Centrally located facility for public safety? Storage is major need, no command post.